



May 2009

ICOM Canada

E-Bulletin

A word from the President

I am pleased to send you this update on the recent activities of ICOM Canada.

Sylvie Morel
President
ICOM Canada

Strategic Plan and Action Plans

Following the approval of the ICOM Canada Strategic Plan at the 2008 AGM, the board worked on identifying concrete actions to achieve the goals we had set out. The action plan is attached. Each board member has taken responsibility for some short- and medium-term tasks. If any member of ICOM Canada would like to get involved, please let us know. We have an ambitious agenda and since the board members are involved on a volunteer basis any help we can get is appreciated.

ICOM Canada session at the CMA, Toronto

ICOM Canada hosted Craig Richards, Curator of Photography, Whyte Museum of the Canadian Rockies, Tim Willis, Director of Exhibits & Visitor Experience, Royal British Columbia Museum, and Nicolas Gauvin, Director of Travelling Exhibitions, Exhibition Planning and Partnerships, Canadian Museum of Civilization in Toronto on March 27th, to present their perspectives on international collaborations.

We were also delighted that the Harbourfront Center and York Quay Galleries hosted us for a reception and tour of their facilities. This was a great evening of art and craft, good food and conversation. Thank you to the staff of Harbourfront and York Quay Galleries for making it a special evening.

Annual General Meeting

The ICOM Canada Annual General Meeting was also held in Toronto on March 27th. The President of ICOM Canada briefed the members in attendance on the activities of the last year. The Treasurer presented a financial statement that was approved. The (yet again) revised by-laws were presented and approved, as were the revised Letters Patent. Two new board members were elected: Mary Bradshaw (Yukon) and Gerry

Osmond (Newfoundland). We are delighted to have them on board. George Harris was re-elected as a Director and Sylvie Morel was re-elected as President.

ICOM Canada Award

The 2008 ICOM Canada International Achievement Award went to Dr. Carol Mayer in recognition of her invaluable contribution to international museology. As a professional, researcher, writer, teacher, mentor and volunteer, she has been instrumental in bringing Canadian museum theory and practice to the international arena and has made significant contributions to international museology.

Congratulations Carol!

I'd like to remind you to send in your nominations for next year's award.

Upcoming activities

The 2009 ICOM General Assembly and meeting of the Advisory Committee will be held in Paris June 8th to 11th.

Board members

Current Board members are:

Sylvie Morel, President, (Oxford Mills, Ontario, sylvie.morel@rogers.com)

Michale Lang, Vice-President (Whyte Gallery, Banff, Alberta, mlang@whyte.org)

Manon Blanchette, Treasurer (Montreal Museum Directors Board, Montreal, Quebec, mblanchette@museesmontreal.org)

Mary Bradshaw (Yukon Art Centre Public Art Gallery, Whitehorse, Yukon, gallerydirector@yac.ca)

George Harris (Two Rivers Gallery, Prince George, BC, george@tworiversartgallery.com)

Shirley Madill (Rodman Hall Arts Centre, St. Catharine's (Ontario) smadill@brocku.ca)

Lisa Making (Royal Tyrrell Museum, Drumheller, Alberta, lisa.making@gov.ab.ca)

Gerry Osmond (Provincial Historic Sites, Department of Culture, St. John's, Newfoundland, gerryosmond@hotmail.com)

Katy Tari (Orange-Kiwi, Montreal, Quebec, katy@orange-kiwi.com)

Conferences and events taking place in Canada

(Note: if you know of any events related to ICOM taking place in Canada, please let us know and we will post it in our e-bulletin)

International Committee on Museum Security (ICMS) conference will be held in Québec City September 14-18, 2009 (<http://icms.boom.ru/quebec2009.html>).

International Museums Day

Don't forget to mark International Museums Day on May 18th. The theme for this year is Museums and Tourism.

I would like to bring your attention to a Small Canadian living history museum in Ontario that has launched an impressive international program and how it is celebrating IMD.

Westfield Heritage Village is celebrating International Museums Day by dedicating its International Museum Partners Street Sign at a special ceremony at its public gardens at 2 pm, holiday Monday, May 18th, 2009. The street sign will highlight the different museums and cultural organizations that Westfield Heritage Village has undergone exchanges, partnerships and special projects with from around the world including Japan, Germany, France, Germany, Russia, Iraq and the United States.

Columbia International College has contributed to the dedication by creating additional language translations of Westfield's visitor map, which will be available to visitors at the site and on the internet, westfieldheritage.ca. Westfield currently features tour materials in German, French and Japanese.

Video presentations of Westfield's annual maple syrup festival in Japanese and Cantonese will appear shortly after International Museums Day on Westfield's website.

Westfield Heritage Village is Hamilton's premier living history site of over 35 historical buildings, and includes a rare T. H. & B. steam locomotive and some of Ontario's oldest buildings, including the Queen's Ranger's log cabin ca. 1790 and log cabin church, ca. 1814. International Museums Day underscores the efforts of Westfield Heritage Village to further the cause of peace and understanding in the world through the sharing of history and culture. The living history museum strives to be accessible and relevant to new Canadians and visitors from around the world.



**ICOM CANADA
STRATEGIC PLANNING 2009-2011
ACTION PLANS**

Objective 1: Make ICOM Canada more vital in the professional life of members

Strategy 1.1: Increase the diversity of members

ACTION	TIMELINE
Strengthen ICOM Canada's relationship with other related associations and organizations (e.g. Conference and presence at Provincial museum association conferences)	
Obtain and review ICOM membership information to get a reading on membership make-up and involvement in international committees.	Short term
Research listing of all conferences and activities in museums across Canada and abroad and determine the most significant ones we may participate in by attendance or active participation as presenters	Medium term
Link with Provincial associations	
Piggyback on mailings of provincial associations to invite their members to join.	Ongoing
Board members or their designates to offer presentations about ICOM and/or at least provide a visible representation at provincial conferences.	Short term
Partner with other organizations to have a presence at trade shows (e.g. provincial museum association conferences and CMA) to provide basic information about ICOM membership. Set up a membership recruitment stand at events held at conferences and professional meetings.	Medium term
Develop closer ties with universities to promote ICOM Canada membership to Museology/Museum Studies programs and other museum-related programs (conservation, etc.).	
Identify museology and other programs	Short term
Piggyback on mailings of Museum Studies programs to students	Medium term
Offer lectures by board members to Museum Studies program classes	Long term
Other initiatives	
Develop a marketing strategy for each category of membership	Short - Medium term

Strategy 1.2: Increase the investment of members in ICOM Canada

ACTION	TIMELINE
Encourage institutional memberships and institutional buy-in	
Produce and circulate a flyer that articulates the benefits of ICOM Membership to members of the museum community	Short term
Work with museums to encourage them to have their staff join through ICOM Canada President's letter	Short term

Enhance the visibility of institutional members by including their logos on our website and on conference materials.	Medium term
Identify non-member institutions and investigate (at least among a representative cross-section) reasons for not joining <ul style="list-style-type: none"> Each board member can approach four non-member institutions in their region. Sensible to start with largest museums and in time address smaller institutions. 	Short term
Renew commitment of Canadian museums to ICOM including non-member institutions if possible by: <ul style="list-style-type: none"> Producing flyer to aid museums in training staff how to recognise an ICOM card Encouraging member institutions to honour benefits through ICOM Canada President's letter 	Short term Short term
Enhance the visibility of ICOM nationally	
Investigate ICOM stickers for member institutions (check if Paris has some)	Short term
Investigate lapel pins for individual members	Short term
Enhance the value of ICOM membership	
In flyer, remind people that a their membership is tax deductible	Short term
Consider new strategies to facilitate networking and engagement within our museum community. These might include: <ul style="list-style-type: none"> a web-based discussion board available to ICOM Canada members to facilitate communication and problem solving among ICOM colleagues a National or even international mentoring program promote access and engagement with ICOM committees 	Long term
Develop a list of recommended readings on museology and related trends.	Medium term
Post the text of ICOM conference presentations on the Web.	Short term
Establish a grants program using the ICOM '92 funds to support young professionals (e.g. travel grants).	Medium term
Review the awards program	
Seek feedback about the program and create awareness by polling current ICOM (Canada) members via email or use of SURVEYMONKEY tool.	Short term
Contact award recipients and panel members	Short term
Convene review team to consider feedback and to propose any changes or recommendations to ICOM board	Long term
Relaunch the updated program	Long term
Recognise previous award winners on web-site	Short term
Recognise future award winners in media	Medium term
Other initiatives	
Hold annual ICOM Canada event at CMA or other conferences to, regularly communicate with members	Short term
Develop reciprocity agreements with our neighbours, the Americans.	Short term

Strategy 1. 3: Develop a new program that facilitates professional development

ACTION	TIMELINE
Aim: Create a mentorship program for young and mid-career museum professionals. (This would all be on-line; promotion of the program can be done through the ICOM Canada	

website, e-bulletins and other partnering museum associations.)	
Establish a recruitment plan using ICOM Canada membership.	
Seek out high-level museum professionals to volunteer their time to mentor young professionals.	Long term
Encourage young professionals to become members of ICOM Canada and participate in this program.	Long term
Create a database of mentors and mentees from a variety of museum backgrounds.	Long term
Develop an orientation for mentors and mentees that includes: <ul style="list-style-type: none"> • program overview • description of eligibility, screen process, suitability requirements. • level of commitment expected • expectations and restrictions • outline of benefits and rewards • summary of policies 	Long term
Establish eligibility screening for both mentors and mentees that includes: <ul style="list-style-type: none"> • application process and review • suitability criteria: personality profile; skills identified; level of education; career interests; motivation for participation 	Long term
Create a training curriculum for mentors and mentees that includes: <ul style="list-style-type: none"> • information on mentoring and an outline of expectations • do's and don'ts of relationship management • guidelines for participants on how to get the most out of a mentoring relationship • confidentiality and liability information. • problem solving resources • communication skills development 	Long term
Establish a matching strategy that includes: <ul style="list-style-type: none"> • appropriate criteria for matches, including: skills identification, career interest, motivation for participation, life experience • signed statement of understanding that both parties agree to the conditions of the mentoring relationship 	Long term
Monitoring process that includes: <ul style="list-style-type: none"> • consistent, scheduled meetings with mentors and mentees • a tracking system for ongoing assessment • input from participants • a grievance management system 	Long term
Develop a support, recognition and retention component <ul style="list-style-type: none"> • formal kick-off of project • ongoing peer support groups for mentors and mentees • relevant issue discussion and information dissemination • annual recognition and appreciation 	Long term
Using the ICOM Canada website develop an online resource on mentorship for use by both mentors and mentees.	Long term

Strategy 1.4: Improve communications

ACTION	TIMELINE
Improve the ICOM Canada web site	
As a minimum, implement changes identified during last year review.	Short term
Using grant funding, revise ICOM Canada websites so that it is easier to manage and update	Short term
Explore Web 2.0	Medium term
Send 4 e-bulletins annually	
One e-bulletin should be sent before the ICOM annual meeting, that includes AGM material and information about the ICOM Canada session. One e-bulletin should be sent after the ICOM annual meeting, that gives information about the outcomes of the meeting. Two e-bulletins could be sent anytime in between depending on the needs.	Short term
Train volunteer to do e-newsletter	Long term
Promote the benefits of ICOM and ICOM Canada (grants, international network, etc)	
Add ICOM grants to the list of benefits on the ICOM Canada website, as well as ICOM Canada grants once a grant programme is established.	Short term
Clarify membership application form, categories	
Collaborate closely with ICOM to develop the membership application section of the ICOM website.	Short term
Make sure that ICOM membership categories and associated benefits are well defined and clear to all involved (ICOM Secretariat, National Committees and members).	Short term

Strategy 1.5: Improve networking with international committees and other associations

ACTION	TIMELINE
Identify and list all the international associations and committees that we are connected to and research others that we are not currently connected • e.g. CMA, ICCROM, IKT, International Cultural Organizations, etc.	Short term
Promote international committee meetings taking place in Canada through existing communications channels	Short term
Identify ways to or improve our connection with ICOM international headquarters and their various committees particularly within the museum exchange and collaboration network	Short term
Develop an email contact list of memberships in CMA, ICOM, IKT, and other national and international organizations. This may take time but well worthwhile. A volunteer or paid student may help.	Long term
Produce an e-newsletter that can be sent to the organizations for communication that would increase our network communication	Long term
Be pro-active in identifying issues to address through the internet – blog - newsletter and engage international associates in the discussion	Medium term
Provide more active presence in ICOM International meetings (could consider funding this from ICOM Canada budget)	Short term
All ICOM Canada Board members to be members or on the boards of International Committees	Ongoing
Send out special form asking members what international committee they	Short term

belong to	
<ul style="list-style-type: none"> conduct research to find the best way to do this. 	
Investigate hosting of 2016 ICOM Triennial in Montreal	

Objective 2: Ensure financial stability and sustainability of ICOM Canada

Strategy 2.1: Increase revenues

ACTION	TIMELINE
Fund Development	
Using funding we have in place, hire a contractor to file grant applications in order to fund projects.	Medium term
Develop a three-year funding plan that includes public and private sector income forecasts.	Medium term
Consider the possibility of obtaining funding for a secretariat with a skeletal staff headed up by a general manager.	Medium term
Explore the possibility of providing for an operating budget.	Short term
When changes are made, take advantage of the opportunity to introduce slight fee increases.	Ongoing
Develop sponsorship plans <ul style="list-style-type: none"> Print-based Web-based 	Medium term
Investigate the possibility of a relationship with United Way to encourage contributors to specify ICOM as their designated contribution recipient.	Long term
Increase revenues: Explore MAP funding for workshops, etc.	Medium term
Increase funds coming from Membership	
Investigate “incentives” to increase membership – survey monkey	Short term
Get members to act as multipliers by establishing a ‘bring a friend program’	Short term
Print “ <i>Bring a friend</i> ” flyers.	Short term
Investigate options to foster member loyalty by rewarding long-time members through our awards program	Short term
Print flyers with reply cards listing ICOM donation options	Medium term
Organize fund-raising activities by region	
Collect promotional items that museums give away and sell them to fund the organization.	Long term
Foster museum cooperation in donating part of the proceeds to ICOM.	Long term
Promote the theme of sustainable development in museology through a conference session at CMA.	Medium term

Strategy 2.2: Develop a communications and marketing plan

ACTION	TIMELINE
Analyse current situation External environment (see overall strategic plan) <ul style="list-style-type: none"> Opportunities 	Short term

<ul style="list-style-type: none"> • Threats Internal environment <ul style="list-style-type: none"> • Strengths • Weaknesses 	
Define primary and secondary audiences	Short term
Ensure that ICOM-Canada occupies more and more of the Canadian museum realm; it must be more present in the museum community.	
Position ICOM-Canada as a promoter of international relations by developing a Slogan or message	Medium term
Develop the listserve in terms of fine segmentation of clientele	Medium term
Produce and distribute an Annual report	Short term
Increase visibility through articles and interviews covering star members or exemplary activities	Medium term
Develop a profile-raising promotional campaign to ensure greater visibility	
Involve museums across Canada through a cross-Canada tour	Long term
Develop a campaign for the Web	Long term
Establish an ICOM Year. Promote/advocate Museum Day	Long term
Develop a management agreement with a bank to facilitate the membership application process.	Medium term

Strategy 2.3: Find new human resources

ACTION	TIMELINE
Identify needs: <ul style="list-style-type: none"> • What do we need? • Can it be performed by volunteers? • Is there a need for staff? • What is reporting relationship • What can we afford? • What is status of staff (contract? How long?) 	Short-term
Identify possible sources to find volunteers; some possibilities include: <ul style="list-style-type: none"> • Museums? • Museum studies programs? Membership? 	Short-term
Write job description for staff and/or volunteer(s) needed	Medium term
Prepare a call letter for volunteer(s) and send out	Medium term
Post job poster for staff	Medium term
Receive responses and select volunteer(s) and staff	Medium term
Train volunteer(s) and staff	Long term
Have volunteer(s) or staff start	Long term
Supervise	Long term
Evaluate (need and people) after 6 months.	Long term

Strategy 2.4: Consult with CMA about our current agreement

ACTION	TIMELINE
Review current agreement	Short term

Discuss what we would like to change, add and what we are prepared to provide in exchange	Short term
Set up meeting with John McAvity to get CMA perspective	Short term
Draft a new agreement	Short term
Review by board	Short term
Send draft agreement to CMA	Short term
Finalize agreement	Short term
Signature of new agreement between ICOM Canada and CMA	Short term
Evaluate	Medium term

Strategy 2.5: Explore new partnerships

ACTION	TIMELINE
Work with IdéeClic develop proposal for ICOM-Canada website development	Oct 1 2008
Consult with ICOM 'Executive' Robert Spickler, Nancy Hushion on possible partnerships	Short term
List and seek participation in ICOM Committees Activities taking place in Canada <ul style="list-style-type: none"> • AVICOM Oct 2008 • International Committee for Museums Security ICOM-ICMS – Oct 2009 Use e-bulletin for this and contact the Canadian reps	Short term
Organize special reception during the CMA conference	May 2010
Get planning information on ICOM Triennial 2010 (To use as a marketing tool)	Short term

Short-term = 1 year

Medium-term = 1 – 3 years

Long-term = 3 - 5 years