museum enterprises conference
January 28 – 30, 2016
Toronto

admission
engagement
facility rentals
food services
membership
retail services
revenue generation
special events
visitor services
The business of running a museum or gallery is becoming an increasingly challenging task. The erosion of public funding means museums and galleries are expected to do much more with less. They are expected to find new revenue streams, to make operations more efficient and to compete in an ever changing, challenging world.

The objectives of the 2016 Museum Enterprises Conference (MEC) are to:

- Demonstrate innovative ideas and practices
- Explore diverse opinions
- Provide examples of best practices
- Debate controversial issues
- Challenge assumptions
- Stimulate discussion and delegate engagement
- Offer extensive opportunities to network

...in essence, to learn from our knowledgeable keynote speakers and from one another!

Through a mix of presentations, round tables, open forum discussions and networking opportunities, an extensive list of topics will be addressed.

**Who Should Attend?** If you are involved in revenue generation, retail and food operations, visitor services, admissions, membership, rentals and special events then this is the Conference for you!

**Plan to attend MEC 2016....you don’t want to miss it!**

Sincerely,

The 2016 Museum Enterprises Conference Planning Committee...a group of volunteers who work diligently to develop useful programming that meets your needs!

Chantal Demers, Canadian Museum of History, Gatineau, QC
Cindy Desrochers, St. Boniface Museum, Winnipeg, MB
Nancy Helmers, Burlington Art Gallery, Burlington, ON
Robert Laidler, Museums Foundation of Canada, Niagara-on-the-Lake, ON
Sue Lamothe, Canadian Museums Association, Ottawa, ON
Constance MacDonald, The Royal Ontario Museum, Toronto, ON
Vanessa McBay, The Rooms Corporation of Newfoundland and Labrador
Sue-Ann Ramsden, Canadian Museums Association, Ottawa, ON
Michael Wallace, Theatre Museum Canada, Toronto, ON
THURSDAY, JANUARY 28

8:00 am.......................... Registration
8:00 am.......................... Welcome Coffee

8:45 – 9:00 am.............. Symposium Opening & Welcome

9:00 – 10:00 am............. Keynote Address

Mark O’Neil, President and Chief Executive Officer of the Canadian Museum of History and the Canadian War Museum

Mark O’Neill is President and Chief Executive Officer of the Canadian Museum of History and the Canadian War Museum, Canada’s national museums of human and military history. The corporation also operates the Canadian Children’s Museum, the Virtual Museum of New France and the Virtual Museum of Canada.

A native of Toronto, Mr. O’Neill grew up in Ottawa and attended Carleton University, where he studied political science and Canadian studies.

10:00 – 10:15 am.......... Networking Break

10:15 – 10:45 am.......... Release of the CMA 2015 Benchmarking Report

Museum Retailing in Canada

Presenters: Sue-Ann Ramsden and Robert Laidler, Canadian Museums Association

The CMA undertook a Benchmarking Study in the summer of 2015. This session will unveil the results garnered from an analysis of responses including new and updated data on retail operations. Attendees will have the opportunity to purchase the 2015 Museum Retailing in Canada — The Report of the CMA’s National Benchmarking Study in advance of the session.

10:45 am – Noon............ Educational Sessions

1 Putting on Special Events

Presenters: Nathalie Boulet, Canadian Museum of Nature; Chantal Demers, Canadian Museum of History; Vanessa McBay, The Rooms Corporation; Michael Wallace, Theatre Museum Canada

Special events are a mainstay of every museum. Whether to raise money, raise awareness, recruit volunteers, or offer a program to visitors, staff and volunteers spend considerable time and money organizing and implementing events. In this way, special events are a critical business. Museum staff must fully understand the purpose of their events, know intended outcomes, expenses of materials and talent, and how the museum is portrayed to the public. This interactive session will provide tips to gain maximum return on dollars, raise awareness and to increase participation.

2 Seasonal Partnerships

Facilitator: Cindy Desrochers, St. Boniface Museum

Noon – 1:00 pm............ Lunch
Sharing Solutions 2016

Over the past 20+ years, the category-based discussion groups offered during the conference have generated hundreds of topics for discussion. This is your chance to share your innovative solutions and learn from your peers during this interactive session. Discussion Groups have been broken down according to the operational budget of your institution.

1. Budgets less than $100,000
2. Budgets $100,000 – $499,000
3. Budgets $500,000+

Laying the Course for Change in your Volunteer Program

Presenters: Christine Karczmarczyk and Cheryl Soderlund, Burlington Art Gallery; Vanessa McBay, The Rooms Corporation

Change comes in many different ways. During this session you’ll learn about:
- Assessing your need
- Doing your homework
- Making it happen
- Recruitment
- Retention
- Training
- Recognition – for volunteers and Sponsor
- Evaluation

CMA EXPO and Stars + Dogs Reception

MC: Chantal Demers, Canadian Museum of History

Meet suppliers and artisans whose products range from apparel and fair trade products to jewellery to decorative accents. Join your colleagues and valued exhibitors in an entertaining icebreaker that’s sure to be loaded with lots of laughs. Bring your best selling “Star” item (by dollar value or volume and turn) plus one “Dog” item. They’ll be displayed anonymously. Delegates and exhibitors will have the opportunity to guess which are the stars and which are the dogs.

ENTER THE DRAW FOR WONDERFUL PRIZES! To qualify for the draw, have the exhibitors initial your ballot. Deposit your completed ballot at the Prize Table by 6:30 pm on Thursday, January 28.

YOU MUST BE PRESENT TO WIN!
FRIDAY, JANUARY 29

8:30 am .......................... Registration and Information
8:30 – 9:00 am ............... Morning Coffee

9:00 – 10:00 am .......... Keynote Address
Peering into the Financial Future of Museums & Galleries

Elizabeth Merritt, Vice President, Strategic Foresight and Founding Director, Center for the Future of Museums, American Alliance of Museums

Buffeted by rapid shifts in audience demographics, patterns of cultural consumption, philanthropy and business enterprise, it is no longer sufficient for museums to tweak traditional sources of income. Our field must re-examine the fundamental assumptions that constrain our thinking, and pioneer new strategies for sustainable support. Museum futurist Elizabeth Merritt examines the trends reshaping the non-profit economy, and envisions new business models that may arise in response to the cultural, economic, technological and political forces shaping our field.

10:00 – 10:15 am .......... Networking Break

10:15 – 11:45 am .......... Educational Sessions

1 Alternate Models of Museum Enterprise

Presenter: Elizabeth Merritt, Vice President, Strategic Foresight and Founding Director, Center for the Future of Museums, American Alliance of Museums

The past decade has seen the flowering of social benefit corporations—“for-profit, for good” companies that promise investors both financial and mission-related returns. Shaped by this climate, philanthropists and foundations have raised their expectations for evidence of how their funding has improved the world. What can museums learn from the B-corps world about measuring and reporting on the impact of our work? In this interactive session, participants will work in groups, adopting the identity, purpose and value proposition of real B-corporations, and creating plans for measuring and reporting on impact.

2 The Rooms: Sharing Stories in the Social Space

Facilitators: Vanessa McBay, The Rooms Corporation and Karen Moores, Town Group

The Rooms, has grown a multi-audience digital strategy using Facebook, Twitter and Instagram, telling stories from Newfoundland and Labrador and beyond. Social media has powerfully told these stories of the space through both paid and organic advertising. This case study will explore the success that has preserved ethics, values and local culture while growing a nationally-known cultural institution online. The positive impact of data and paid social media advertising is the focus of this session. Use The Rooms success story as a platform to consider your own institutional:

- Social storytelling and story-making
- Brand management online
- Social media analytics + data
- Content creation and paid advertising

About Your Facilitator: Karen Moores is the Managing Director of Town Group, a public relations and digital strategy firm. Her client list includes leading start-ups, government institutions and corporate clients in the lifestyles, cultural, biotechnology and real estate space. In addition to her role at Town, Karen is a founding Partner of MooresWoodland, a digital strategy firm focused on the emerging linkages between digital practice, public relations and legal education.
Shopify — More Ways to Sell than Ever Before

Presenter: Katie Hudson, Shopify

In today’s omni-channel retail environment, retailers must offer the shopping experience of their customer’s choice — whether it be in store, on-line or mobile. Museum and galleries are no different from mainstream retail. Shopify, the creators of a sophisticated user-friendly platform allows all retailers, regardless of size, to easily build exciting on-line stores in an affordable and technologically friendly way. This session will examine how Shopify can provide a solution for your institution to meet the changing buying behaviours of our visitors.

Noon – 1:00 pm............. Lunch

1:30 – 4:30 pm............. Offsite Mobile Workshop

Look at how others do it! Enhance your training by participating in our Offsite Mobile Workshop to the Aga Khan Museum Notice we haven’t called this a tour? That’s because it’s so much more: educational in scope and designed for you to bring back ideas to your museum that you will be able to implement.

The Aga Khan Museum opened in September 2014, after over a dozen years of planning and development. The Aga Khan Museum is a museum of Islamic art, Iranian (Persian) art and Muslim culture The museum is an initiative of the Aga Khan Trust for Culture, an agency of the Aga Khan Development Network. It houses collections of Islamic art and heritage, including artifacts from the private collections of His Highness the Aga Khan, the Institute of Ismaili Studies in London, and Prince and Princess Sadruddin Aga Khan, which showcase the artistic, intellectual and scientific contributions of Muslim civilizations. Attendees will get a behind-the-scenes tour — check out admissions, commercial activities including the shop and restaurant, exhibits, and traffic flow. The mobile workshop is included in the conference pricing.
8:30 am .................. Registration/Information
8:30 am .................. Morning Coffee

8:45 – 9:30 am .......... Keynote Address
Creating a Sustainable Museum; New Models for Different Audiences.

Aisla Barry, Vice President, Visitor Experience, Canadian Museum of Nature

In a shifting and changing cultural world, Museums and galleries are exploring different models of programming in an attempt to attract new audiences and improve revenue streams. Aisla Barry will explore some of the models that the Canadian Museum of Nature has used to extend audience reach and encourage repeat visits. From museum late nights, to bike tours to family trading posts, Aisla will discuss what has worked, what hasn’t and some of the lessons that the CMN has learnt along the way. The presentation will also explore strategies for developing innovative programming with limited budget and resources.

9:30 – 9:45 am .......... Networking Break

9:45 – 11:45 am .......... Educational Sessions

1 Design Basics for the Trenches

**Facilitated by:** Michelle Cassady

Learn to create impact by making the most of what you have on hand; then put your talent to the test with a friendly Design Wars Challenge. Join us for a quick tip, hands on learning session that will inspire and give you the focus you need to create cohesive displays with selling power. Exercise your newly developed merchandising muscle in a team competition with your peers for a chance to win a Visual Design coaching session with Michelle.

**About your Facilitator:** Michelle Cassady is a design entrepreneur with roots in visual merchandising. For more than 25 years she has worked on design projects across the country including restaurants, retail, events and trade shows.

2 Four Weddings and A Funeral – Venue for Hire

**Facilitators:** Brian McAlonie, Thinking Outside the Square and Constance MacDonald, The Royal Ontario Museum

This workshop will look at how to make the most of your institution as a venue for hire, looking both at identifying your spaces and their potential, and managing the venue rental process in a manner consistent with both the values of your institution and with the requirements/standards demanded by the commercial sector and public. How to promote your venue, manage guests as well as non-museum suppliers and get the most bang for your buck will also be discussed.

Noon – 1:45 pm .......... Lunch and Learn

**Presenters:** Scott Bradley, Retail Shark Group; Robert Laidler and Sue-Ann Ramsden, Canadian Museums Association

Enjoy lunch with you colleagues and hear about the latest products available from the CMA Wholesale Consortium Program. As well, you’ll see what we have in store with the launch of the CMA Canada 150 product line — designed specifically for museums and galleries.
**Educational Sessions**

1. **Demystifying the Museum Store Planning & Design Process**
   
   **Facilitator:** Brian McAlonie, *Thinking Outside the Square*
   
   Today, museums are going through a major transformation. Museum store budgets are being tightened, staffs are being reduced, but visitors are expecting more from their museum experiences. This workshop will focus on the museum store design process; industry best practices and how to most effectively utilize your museum planning and design consultant. What are the phases of the project? Who should be involved? What are the costs? How do you budget and interest funders? What are the institutional expectations? What are the needs of the consultant? How can you effectively value-engineer a project? All these questions and more will be answered and discussed during this collaborative workshop. Attendees will leave the workshop with an advanced understanding and knowledge regarding the museum store design process, industry best practices and how to utilize a museum store planning and design consultant. Special attention will be given to detailing project: phases, costs, budgeting, funding, personnel and management.

2. **Driving Success: The Membership Program of Tomorrow**
   
   **Facilitator:** Michael Wallace, *Theatre Museum Canada*
   
   **Presenters:** Pierre Bois, Toronto International Film Festival; Mimosa Kabir, Soulpepper; Jessica Hall-Cummings, The Royal Ontario Museum
   
   Who will our members be? What will they want? How do we find them? How will they find us? Participants will be given a framework to define their ideal member, evaluate their best institutional assets to remain competitive in an increasingly crowded market and determine what constitutes program success and what tools can be used to monitor this. This session will envision the future of membership and all of the challenges and opportunities that the future will offer.

   Learning Outcomes:
   
   - How to identify your ideal patron demographic (ex. age range, giving capacity, motivation to give)
   - How to choose your program benefits (ex. identifying assets, evaluating staff resources, volunteer opportunities, marketing: philanthropic vs social motivations to join/give)
   - How to evaluate program success (ex. survey tools, volunteer feedback, cost per dollar raised, donor engagement, retention and conversion)"

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4:30 – 4:45 pm.............Conference Closing

5:00 – 7:00 pm.............Reception
HOW TO REGISTER

Online: museums.ca/event/enterprises2016
Fax: (613) 233-5438
Phone: (613) 567-0099 ext. 233
Mail: CMA 2016 Museum Enterprises Conference, 280 Metcalfe St., Suite 400, Ottawa, ON K2P 1R7

If you have any questions, please contact Erin Doiron at (613) 567-0099 ext. 233 or edoiron@museums.ca. Please use separate forms for multiple registrants.

All-inclusive Registration
(Friday mobile workshop included in pricing)

- ‘I Know I’m Coming’ (registration until January 11, 2016)  $550  $650
- Regular rate (registration after January 11, 2016)  $625  $725

Daily Registration
- Thursday  $350  $450
- Friday  $350  $450
- Saturday  $350  $450

Subtotal $ ______________
HST (13%) $ ______________
Total $ ______________

Method of Payment:
HST Registration No: R106864374
- Cheque enclosed (payable to the Canadian Museums Association).
- Please charge my:  ❑ VISA  ❑ MasterCard

Name on card __________________________________________
Card Number __________________________________________
Expiry Date ____________  CVV (on back of card) ____________
Signature ____________________________________________

I require vegetarian meals.
I have allergies to: __________________________________________

CMA membership number ____________________________

I agree that my name and contact information as it appears above will be included in the delegates’ list. This document will be made available to the delegates and exhibitors attending the CMA 2016 Museum Enterprises Conference.

I agree to receive electronic communications from the CMA.

CANCELLATION POLICY: Only written cancellations will be considered. Fees for cancellation prior to January 15, 2016 will be refunded less a 25% administration fee. Due to financial commitments made in advance, no refunds will be granted after January 15, 2016.

I have read and hereby acknowledge the cancellation policy.  Signature: ______________________________

Conference Westin Prince Hotel, Toronto
January 28-30, 2016

Apply for a travel bursary at www.museums.ca/site/bursaries