

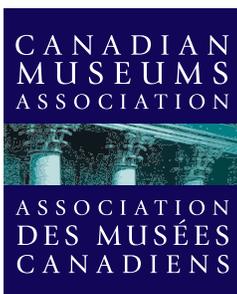
# museum enterprises conference

**January 25-27, 2018**

Toronto Marriott Bloor Yorkville



Sponsored by:



admission  
engagement  
facility rentals  
food services  
membership  
retail services  
revenue generation  
special events  
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# museum enterprises conference

January 25-27, 2018  
Toronto Marriott Bloor Yorkville

At a time when many professional development and travel budgets are under extreme pressures, we know you'll need to justify the expense of attending MEC 2018. MEC is the annual conference specifically designed to develop your business experience and entrepreneurial skills that will help maximize the results of museum-based commercial activity in your institution.

## 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! Here's why your institution should support your attendance and participation.

## The 24<sup>th</sup> annual Conference will enable attendees to:

- Find solutions to issues you currently face.
- Share innovative ideas and best practices with others in the cultural commerce community and learn firsthand what others have been doing.
- Discover tools to survive this changing economy and business environment.
- Gain valuable information from leaders in our sector.
- Visit the MEC Expo with vendors that understand your visitors and your merchandising needs.
- Network with your colleagues from across Canada!

## The Value of your Participation and Attendance:

- Focus on what you will specifically bring back to your institution as return for the investment.
- Offer to prepare and deliver a short presentation and Q&A to your colleagues upon your return to share what you learned. That way, others in your institution will also benefit from your attendance, too.

## Tips on saving money at the Conference:

- Apply for a **CMA bursary**.
- Watch for seat sales on Canada's airlines.
- Book your hotel room early to be sure you reserve a room at the lowest rate.
- Share a room to reduce hotel expenses. Let us know if this is of interest to you.

## Save with our 2018 Celebration Rate!

Register early and save up to \$155!

[Click here](#) or fill out the form on page 9.

Plus, attend MEC 2018 and receive a \$150.00 credit\* towards the 2018 CMA National Conference.

\* The \$150 credit is non transferable and does not apply on daily registrations.



## Simultaneous Interpretation

will be offered on Thursday January 25!

## Acknowledgements

Thank you to the following individuals, who have all been instrumental in the planning of this Conference. They are a group of volunteers who work diligently to develop useful programming that meets your needs!

- **Margaret Chrumka**, Executive Director, Kamloops Art Gallery
- **Chantal Demers**, Manager, Retail Operations, Canadian Museum of History
- **Cindy Desrochers**, Finance and Retail Operations Manager, Saint-Boniface Museum
- **Nick Foglia**, Director, Marketing, Communications and Sales, McMichael Canadian Art Collection
- **Nancy Helmers**, Shop Manager, Art Gallery of Burlington
- **Robert Laidler**, Board Member, Museum Foundation of Canada
- **Sue Lamothe**, Director, Finance and Operations, Canadian Museums Association
- **Constance MacDonald**, VP Programs, Events, Commercial Services, Royal Ontario Museum
- **Sue-Ann Ramsden**, Director, Museum Enterprises, Canadian Museums Association
- **Malcolm Smith**, Retail Sales and Product Development Manager, Canadian Museum of Immigration at Pier 21
- **Michael Wallace**, Executive Director, Theatre Museum Canada

## Accommodation

The **Toronto Marriott Bloor Yorkville** in downtown Toronto has been selected as the host hotel for MEC 2018. To book a room for the specially-negotiated rate of **\$159.00** [click here](#) or, if you prefer, call **1-800-859-7180** and quote the group name – **MEC2018**. Please reserve asap and no later than by **January 24<sup>th</sup>** to guarantee this special rate!



# THURSDAY, JANUARY 25



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

8:45 – 9:00 am ..... **Conference Opening**

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



**Dave Carroll**

## **Caring on Purpose: Transforming the Customer Experience**

**Dave Carroll** is an award-winning songwriter & social media innovator from Halifax, referred to by many as a master storyteller. He became familiar to 150 million people when his YouTube music video about a customer service issue, *'United Breaks Guitars'*, became a worldwide media sensation. He is a highly sought after professional speaker & published author whose message demonstrates that we are fundamentally connected, that simple changes in perspective can inject caring into your business & that organizations founded upon 'compassionate design' makes for a happier, productive & successful environment.

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

10:15 – 11:15 am ..... **Keynote Address**



**Ian A.C. DeJardin**, *Executive Director, McMichael Canadian Art Collection*

## **Developing the McMichael Brand**

A brand is the sum of all the concepts, memories, images, associations and feelings about your institution in a visitor's mind. It's the experience people walk away with, both inside and outside the museum walls. In 2017, the McMichael Canadian Art Collection, along with its' agency Trajectory Communications, collaborated on the development of a brand platform to help guide the gallery in creating unique, culturally relevant experiences. Ian will discuss the process of building the brand platform and how it helps shape the gallery experience at each visitor touchpoint.

**Ian A.C. DeJardin** is the Executive Director and CEO of the McMichael Canadian Art Collection. Ian joined the McMichael in April 2017 from the renowned Dulwich Picture Gallery in London, England, where he served as its Chief Executive Officer since 2005. Mr. DeJardin is a globally recognized leader in historical art with a passion for Canada and Canadian art, and the driving force behind the critically acclaimed *Painting Canada* exhibition at the Dulwich Picture Gallery, which toured in Norway and the Netherlands before returning to the McMichael in 2013. In 2014, he co-curated *From the Forest to the Sea: Emily Carr in British Columbia*, a collection of wild landscapes and seascapes that marked the first major showing in England of Carr's work. The exhibit came to the Art Gallery of Ontario in 2015. When it comes to drawing people to a remote gallery, Mr. DeJardin has experience. Located in South London, the Dulwich is known for its permanent collection of Baroque masterpieces. In his dozen years as the gallery's director, attendance numbers increased from 98,000 in 2004–05 to 220,000 in 2015–16. Recently, the Dulwich was ranked by *The Times* as the second-best small museum in Britain. Mr. DeJardin holds a Master of Arts degree in the History of Art from the University of Edinburgh, and a postgraduate diploma in Art Gallery and Museum Studies from Manchester University.

11:15 am – 12:15 pm ..... **Educational Sessions**

**① Curated Artisanal Products**

**Presenter:** Kena Paranjape, *BRIKA*

Museums and galleries are under continual pressure to deliver thoughtful and made in Canada products linked to mission and mandate. More than ever, curation is the key to success. This session will explore how to tell stories through product, build a community encompassing vendors and patrons and create a shop that becomes a destination as interesting as the exhibits themselves.

**About BRIKA:** Launched in 2012 by Jen Lee Koss and Kena Paranjape, BRIKA is an online and more recently brick and mortar retailer of artisan crafts. The co-founders hand-select artisans and makers from all over North America for their uniqueness and commitment to quality, ethical business and building a purposeful contribution within their community.

**② To Charge or Not to Charge: Admission Fees and Value**

**Moderator:** Chantal Demers, *Canadian Museum of History*

**Presenters:** Margaret Chrumka, *Kamloops Art Gallery*; Stefan Deprez, *Remai Modern*; Nancy Helmers, *Art Gallery of Burlington*

Regularly, we hear about admission fees either increasing at institutions or galleries and museums that are admission free. Presenters will briefly talk about the decisions that went into admissions fees (or lack thereof) at their institutions and precipitate conversation around the considerations and impacts to attendance, membership, donations and overall engagement.

12:15 – 1:15 pm ..... **Birds of a Feather Luncheon**

1:30 – 3:00 pm ..... **Educational Sessions**

**① Successful Volunteer Management: A Checklist**

**Presenter:** Becky Hewis, *Art Gallery of Burlington*

Participants will engage in a roundtable discussion about increasing volunteer use and appreciation across departments and institutions. We will address questions facing your volunteer program, focusing on relationships between volunteers, staff, and mission. Please feel free to bring examples of volunteer request forms, applications, and interview questions.

**Becky Hewis** brings a wealth of experience to this discussion. Becky's background is in the field of art therapy where she developed art therapy programs that focused on building community through the arts. She has had the opportunity to speak at the AGO on her work with clients living with dementia, and was involved with the development of their accessibility programming. At the Art Gallery of Burlington, she had the opportunity to develop art therapy programming and curate a show that highlighted the value of art therapy in the community. During this time, she volunteered as a docent at the gallery. In 2016 she moved into the role of volunteer coordinator, where her focus is on building community — with her team, the staff and the community.

**② Shaping the Visitor Experience Through Way Finding**

**Moderator:** Michael Wallace, *Theatre Museum of Canada*

**Presenter:** Entro

Wayfinding and signage play have an inherent power to extend a visitor's perception of their environment and create a memorable sense of place. In the same way that exhibits are curated to tell a story, wayfinding is curated considering human psychological skills of perception, cognition and motor behaviour to navigate environments all the while picking up on the architectural intents and essence of the museum's visual brand identity. Drawing upon their experience, the presenters will share insights about the environmental graphic design process and the design-thinking that goes into creating experiences and moving the public through places. We will reflect on how the design,

branding and signage within that space works to shape visitor behaviour and affects their overall experience. Attendees will leave with an understanding of how wayfinding strategy and design shape the guest journey through the museum space including how they appreciate the museum and its artifacts, affect the brand experience and play an important role in the functioning and business potential of the venue.

**About Entro:** Based in Toronto, Entro has worked with the Royal Ontario Museum, Art Gallery of Ontario, and the National Gallery of Canada. Globally, their work with the Whitney Museum of American Art has received awards from the Society for Experiential Graphic Design, *Communication Arts* and *Applied Arts* magazines. Entro has also worked with the Museum of Modern Art, Guggenheim, and others.

## 3:00 – 4:30 pm..... Educational Sessions

### ① Buses and Boats: Busy to Bananas — Adapting your Focus to Group Tourism

**Presenter:** **Malcolm Smith**, *Canadian Museum of Immigration at Pier 21*

Tour groups represent a ready and reliable stream of venue. How can you adapt your shop to prepare for these visitors? How can you make your Museum more attractive to tour operators? This session will look at the different types of group tourism, what motivates the participants, and how we can best prepare ourselves and our institutions to receive these visitors.

### ② Simply the Best

**Moderator:** **Margaret Chrumka**, *Kamloops Art Gallery*

**Presenters:** **Meredith Berriman**, *Ottawa Art Gallery*; **Angeline Laffin**, *Canadian Museum of Nature*; **Connie MacDonald**, *Royal Ontario Museum*; **Sandy Trueman**, *Bytown Museum*; **Michael Wallace**, *Theatre Museum Canada*

Offering that perfect event is an ongoing challenge. Some events are simply the best and no one event can meet the needs of every gallery and museum. Presenters will share details about their best revenue-generating event and why. How it met the needs of their institution, what went in to planning and delivery, and tips to consider when planning similar events. Participants should come away with ideas for events that might work for them and how to build on the success of their current efforts.

## 4:30 – 7:30 pm..... 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.

**RETAIL FRENZY Returns!** Here's your chance to win wonderful prizes! Spend time visiting each exhibitor. They will give you a code to enter into the Conference App to earn points. The more points you have accumulated by 6:30 pm on Thursday, January 25, the better your chance will be to bid on the prizes. **YOU MUST BE PRESENT TO WIN!**

# FRIDAY, JANUARY 26



## 8:30 am – 5:00 pm ..... **Offsite Mobile Workshop**

Here's your opportunity to see how others do it! Enhance your training by participating in our full-day Offsite Mobile Workshop to the **CANADIAN FOOD AND WINE INSTITUTE** at Niagara College (CFWI). Notice we haven't called this a tour? That's because it is so much more: educational in scope and designed specifically for you to take back ideas to your institution that you will be able to implement upon your return.

Located in beautiful Niagara-on-the-Lake, CFWI boasts a world-renowned full-service teaching restaurant, an on-site craft Teaching Brewery, Canada's only commercial Teaching Winery, and represented our country as Junior Culinary Team Canada for the Culinary Olympics in 2016. Attendees will experience first-hand how the CFWI interacts with their customers to ensure the best delivery in visitor experience.

The **WINE VISITOR AND EDUCATION CENTRE** is the first of its kind on-campus facility in North America. The Centre celebrates Ontario and Canadian wines. Tasting counters, retail sales and interactive displays are all part of what the Centre offers. You'll learn how the CFWI partnered with the Tom Thomson Art Gallery to create a house-wine marking the artist's 100th anniversary of his death and how your institution can create your own brand of wine.

The **NIAGARA COLLEGE TEACHING BREWERY** is Canada's first and only teaching brewery, and a practical learning environment for students in Niagara College's Brewmaster and brewery Operation Management Program. The open-concept state-of-the-art 1,500 sq. ft. teaching micro-brewery facility allows students to brew their own craft beer on-campus and gain significant hands-on training in beer making, sales management and sensory evaluation. Delegates will have the option of a tour of the brewery.

We'll dine in style at **BENCHMARK** restaurant. Nestled beside the beautiful Niagara Escarpment and Niagara College Vineyards, our luncheon menu choices focus on the delicious edible bounty of the Niagara Region and Province of Ontario, and feature Niagara College wines and beers.

Before hopping back on our coach for the return trip back to Toronto we'll have the opportunity to stop by Niagara College's greenhouse where we'll escape for a little bit from winter. Delegates will be given the opportunity to learn how to make displays with live plant material on a shoestring budget.

**The Offsite Mobile Workshop is included in All-Inclusive Registration Fee.** Includes transportation by motor coach to and from the Bloor Marriott Yorkville Hotel, on-site educational session(s). Brewery Tour or Greenhouse workshop and a three course-plated lunch with a glass of wine or beer.

Space permitting, registrations may be available for daily registrants to attend the Off-site Mobile Workshop. **Fee of \$250.00.**

# SATURDAY, JANUARY 27



8:30 am ..... **Registration and Welcome Coffee**

9:00 – 9:45 am ..... **Keynote Address**

## Steve Driscoll

Like his historical forefathers, the Group of Seven, Toronto-based artist Steve Driscoll heads to the forest for inspiration. But rather than re-enacting the plein air sketching method practiced by Canada's archetypal landscape painters, Driscoll instead mentally banks the images he sees — lakes and trees, sunsets and sunrises, moons and stars, cabins and campfires — creating a storehouse of visual memories. Back at his studio, Steve visualizes what he has seen and creates large, oversized paintings that try to give you “that tingly feeling you get at the back of your neck”. To help accomplish that, Steve had an idea. For an exhibition at Edmonton's Peter Robertson Gallery, he recreated the wonder of the Northern Lights by pumping more than 11,000 litres of water into the gallery. Visitors had to hop along a path of stepping stones (3,000 lbs. of rocks to be exact!) to take a closer peek at the celestial landscapes hung around the space. Steve will discuss his process and how he exhibits his work so that gallery and museum visitors can experience what he sees.

**Steve Driscoll**, graduated OCAD in 2002 and is a modern alchemist. He transforms the base materials of urethane and pigment into ecstatic visions of the Canadian wilderness. Steve has had solo exhibits in Miami, Copenhagen, Toronto, Vancouver, Edmonton and St. Johns. His work is widely collected privately, with permanent public collections including TD Bank, The Bank of Montreal, and The Four Seasons.

9:45 – 10:00 am ..... **Networking Break**

10:00 am – noon ..... **Educational Workshop**



## How to Engage Millennials

**Facilitator: Christina Mash**

**WHY?** Millennials are the largest and most connected demographic group in North America. Organizations are struggling to engage them; Canadian museums and galleries are no exception. How can our institutions increase millennial engagement and patronage?

**HOW?** Museums are a critical part of history, culture and education. They bring an understanding and appreciation for what makes us all different and significant value to those that visit and the communities they serve. Bringing people who have similar interests and thirst for knowledge together and face to face with history and artifacts creates an important environment for learning. As many educational studies support, what we see and do, we remember. The competition for an individual's time and financial budget is ever increasing. Technology also encroaches with augmented reality and a consistent free source of information. Museums have a convincing value proposition to win this battle. Experiences are critical to the way Museums will engage and resonate as new generations of customers with unique wants and needs emerge.

**WHAT:** You will leave this session with:

1. A new understanding of “Millennials” and generation demographics.
2. An understanding of what is important to emerging visitors today.
3. Ideas on how to win the competition for individual time and financial budgets.
4. Ideas to create nimble value-driven offerings that will keep visitors coming back for more.

**Christina Mash** has specialized in communications and membership engagement since 2010. With over 17 years of customer service experience, she has attained expertise in strategic planning, governance, conference planning and financial management through the various projects she manages. Following completion of the Certified Association Executive program in 2015, Christina has taken a special interest in young professional (YP) growth, development and engagement for the many clients she supports. She has been the staff liaison for the Canadian Society of Association Executives Ottawa-Gatineau Chapter YP group for the last 3 years. In this role, she supports a Committee of future leaders to realize their vision of program development and delivery for young professionals created by young professionals.

Noon – 1:15 pm..... **Luncheon and an Update on the CMA Museum Retail Consortium**

**Presenters:** **Kim Gray**, *Royal Alberta Museum*; **Robert Laidler**, *Museum Foundation of Canada*; **Sue-Ann Ramsden**, *Canadian Museums Association*

Enjoy lunch with your colleagues and learn what's been happening with the CMA Retail Consortium Program.

1:30 – 4:30 pm..... **Half-Day Workshop**



**Branding the Museum Visitor Experience**

**Facilitator:** **Brian McAlonie**

Are you interested in taking your institution beyond the traditional approach of branding products and services such as exhibits, programs, special events, to a new level? This Workshop introduces attendees to the concept of branding the museum visitor experience. The first half of the Workshop will be a presentation/discussion. In the second half participants will have the opportunity to put the concepts and ideas into practice.

A short historical overview of branding will be discussed to gain a deeper understanding of the concept and where it originated. This will be followed by exploring and answering two key questions: what does branding have to do with museums and why should they even care? Contemporary branding concepts and approaches will be examined and reviewed through a museological lens, followed by a discussion of museum branding strategy and positioning. Specifically, a new concept will be introduced that focuses on branding the museum visitor experience. Lastly, museum best practices will be highlighted to demonstrate how branding approaches are currently implemented by peer institutions globally. The second half of the Workshop will be devoted to workshopping the concepts and ideas presented in the first half.

Participants will leave with a set of concrete ideas and concepts they can implement immediately in their own institutions.

**About your Facilitator:** For almost 25 years, Brian McAlonie has utilized his broad range of expertise in the communications, design and museum fields to assist clients with creating engaging and profitable visitor service experiences. Combining an M.A. in museum studies from the University of Leicester, England and his vast professional experience, Brian assists cultural institutions and heritage organizations with creating and implementing master visitor experience plans, museum exhibitions, interpretive plans and museum stores to build sustainable audiences and revenues. Specifically, Brian is responsible for board and staff visioning facilitation, strategic planning, creative strategy development, interpretive planning, brainstorming and client communications. Brian speaks regularly to various national and international museum professionals and is also an adjunct professor in the museum studies M.A. program at SUNY Buffalo State.

4:45 pm..... **Closing Remarks**

5:00 – 6:30 pm..... **Closing Reception**

## HOW TO REGISTER

**Online:** [museums.ca/event/enterprises2018](http://museums.ca/event/enterprises2018)  
**Phone:** (613) 567-0099 ext. 233  
**Mail:** CMA 2018 Museum Enterprises Conference  
 280 Metcalfe St., Suite 400, Ottawa, ON K2P 1R7

**If you have any questions, please contact:**  
[membership@museums.ca](mailto:membership@museums.ca) or (613) 567-0099 ext. 233.

## Save with our 2018 Celebration Rate!

Register early and save up to \$155!  
 Plus, attend MEC 2018 and receive a \$150.00 credit\*  
 towards the 2018 CMA National Conference.

*Please use separate forms for multiple registrants.*

### Delegate information

Name \_\_\_\_\_  
 Title \_\_\_\_\_  
 Institution \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_  
 Province \_\_\_\_\_ Postal Code \_\_\_\_\_  
 Telephone # \_\_\_\_\_  
 Email \_\_\_\_\_

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 MEC 2018.

I agree to receive electronic communications from the CMA.

#### Meal requirements:

- vegetarian meals       gluten-free meals  
 lactose-intolerant       allergic to nuts  
 allergic to eggs       allergic to shellfish

### Institutional Information

**CMA membership number** \_\_\_\_\_

**Institution type** (for round table discussion groups):

- Art Museums and Galleries  
 History Museums and Historic Sites  
 Natural History Museums, Nature Centres,  
 Parks and Living Museums

**Institution budget** (for round table discussion groups):

- Less than \$200,000  
 \$200,000 – \$750,000  
 \$750,000+

### All-inclusive Registration

(Includes Study Tour\*\* on Friday)

	CMA Member	Non- Member
<b>Celebration Rate</b> (register by Nov. 30, 2017)	<input type="checkbox"/> \$595	<input type="checkbox"/> \$695
<b>Early Bird Rate</b> (register by Jan. 6, 2018)	<input type="checkbox"/> \$650	<input type="checkbox"/> \$750
<b>Late Rate</b> (register after Jan. 6, 2018)	<input type="checkbox"/> \$750	<input type="checkbox"/> \$850

### Daily Registration

<b>Thursday</b>	<input type="checkbox"/> \$400	<input type="checkbox"/> \$450
<b>Saturday</b>	<input type="checkbox"/> \$400	<input type="checkbox"/> \$450
<b>Friday Study Tour**</b> (Space permitting; CMA members only)	<input type="checkbox"/> \$250	n/a

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 \_\_\_\_\_

**Cancellation policy:** Only written cancellations will be considered. Fees for cancellation prior to January 12, 2018 will be refunded less a 25% administration fee. Due to financial commitments made in advance, no refunds will be granted after January 12, 2018.

I have read and hereby acknowledge the cancellation policy.

Signature: \_\_\_\_\_

\* The \$150 credit is non transferable and does not apply on daily registrations.

\*\* Study Tour limited to 80 participants!

The conference program is subject to change without notice.

Please check [museums.ca/site/conferences\\_mec](http://museums.ca/site/conferences_mec) regularly for updates.