



2011 OMN Annual Report

RÉSEAU DES
MUSÉES D'OTTAWA
MUSEUM NETWORK



Faites le tour de
notre histoire.
Ottawa's history.
Up close.

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THE NETWORK

The Ottawa Museum Network was founded in 2007 through the City of Ottawa Museum Sustainability Plan. Our goals are influenced by our mission, which balances the twin objectives of marketing and promotion with capacity building. We are committed to raise awareness of the Network and engage residents and tourists in community museums by telling the Ottawa story. We aim to increase capacity without being prescriptive, embrace cultural diversity and produce relevant and sustainable projects that will increase the organizational stability of Ottawa's 10 community museums.

MISSION

The Ottawa Museum Network works to promote and advance the interests of member museums by engaging the audience and telling the greater Ottawa story.

VISION

A thriving, sustainable local museum community that works collaboratively, that is respected and that engages its audience to preserve and celebrate the greater Ottawa story.

VALUES

The Ottawa Museum Network will fulfil its mission by:

- Working collaboratively
- Valuing member's perspectives
- Speaking with one voice
- Providing proactive, strategic leadership
- Embracing a community wide outlook
- Focusing on results
- Demonstrating integrity, accountability and transparency





GOVERNANCE

The OMN is governed by a Board of Directors, with one representative appointed by each of the ten member museums. The Board is responsible for fulfillment of the policies and overall financial management of the OMN's affairs and committees. The committees of the Board meet regularly during the year and make their recommendations to the Board of Directors.

COMMITTEES OF THE BOARD

Each Board member has duties on at least one committee.

- The **Executive Committee** assists in making important decisions between Board meetings, if necessary.
- The **Marketing Committee** provides advice on matters related to the marketing campaign and collateral development.
- The **Strategic Planning and Governance Review Taskforce** advises the Board on matters related to governance, such as the application of the by-laws and governance review.
- The **Open Minds Ottawa Working Group** is comprised of OMN Board members and museum staff from member museums. This group will work collaboratively to develop and implement the components of the audience development project.
- The **Membership Working Group** works collaboratively to develop and implement the components of the Connexion Card program.

MEMBERS OF THE BOARD

- Chair: Isabelle Geoffrion, Watson's Mill
- Vice-Chair: Robin Cushnie, Osgoode Township Historical Society and Museum
- Treasurer: Donna Keays-Hockey, Goulbourn Museum
- Secretary: Brahm Lewandowski, Billings Estate National Historic Site and Pinhey's Point Historic Site
- Director: Rachel Perkins, Cumberland Heritage Village Museum
- Director: Robin Etherington, Bytown Museum
- Director: Yanick Labossière, Muséoparc Vanier Museopark
- Director: Henriette Riegel, Diefenbunker: Canada's Cold War Museum
- Director: Michele LeBoldus, Nepean Museum



MESSAGE FROM THE CHAIR

The year 2011 saw a number of staff changes at each of the member museums of the Ottawa Museum Network, as well as the OMN office. Due to the hard work of my colleagues and the excellent leadership and management skills of our newly appointed Executive Director, Laura Giberson, the OMN had an impressive year of successes and shows no sign of slowing down.

Starting with advocacy, 2011 efforts in this area included attendance at the Canadian Museums Day on Parliament Hill. This was an opportunity to include the local voice and presence of community museums in a federal advocacy effort through the Canadian Museum Association. The OMN is always an active participant at this event, with a number of museum directors and managers also attending on behalf of their respective sites.

Museums also participated in various focus groups and community sessions to inform the City of Ottawa's Renewed Action Plan for the Arts, Culture and Heritage (2013 – 2018). The OMN played an important role in informing the City about local heritage priorities, and emphasized the importance of continued investment in culture.

This year, there was a focus on policy development through various risk management group discussions, where Directors of the Board could address common issues and develop solutions together. Themes discussed to date include financial management, governance, information management and technology. This collaborative approach on learning strengthens the relationships amongst colleagues and encourages the sharing of resources and expertise, which benefits each member museum directly. By sharing best practices and working together, the members of the network gain tools to advance the needs of their respective institutions in an effective and congenial way. Further, the OMN successfully implemented a committee structure, or various task forces, to maximize overall effectiveness of the board meetings and advance projects. This resulted in more focused meetings, and greater awareness and involvement from the member museums. Subsequently, through Open House Meetings and key information pieces, respective museum boards had the opportunity to familiarize themselves with the OMN amongst their peers from other museums. This positive educational strategy improved museum board members' overall appreciation of the OMN's role and impact on their museums. The OMN plans to continue hosting such Open House meetings on a regular basis.

The OMN created strategic, targeted initiatives that will increase capacity and position the museums to address a challenging and rapidly changing economy. Upcoming group projects include the Open Minds initiative, targeting the school audience which is so important to each site, and the *Connexion Card*, targeting families across the City of Ottawa which will ultimately promote individual museum services by highlighting each site through exclusive cardholder events. Other OMN strategies include the joint employee benefits program with Great West Life, and potentially other group buying initiatives in the near future.

Moving into 2012, the OMN will be addressing its strategic position in Ottawa's vibrant cultural sector to retain its relevance. As such, the OMN has retained the services of MDS Burgess, a Montreal-based consulting firm with demonstrated experience in positioning organizations within a political, economic and competitive context. In addition, the Board will also undertake a governance review to ensure continued leadership in this area. The Board looks forward to completing this important exercise in the upcoming weeks.

It is with great pleasure that I congratulate OMN employees Laura Giberson, Megan Lafrenière and Ciara Cronin for their accomplishments this year, as well as OMN Board Members for their commitment and professionalism.

Here's to another great year!



Isabelle Geoffrion
Manager, Watson's Mill
A/Chair, Ottawa Museum Network



MESSAGE FROM THE EXECUTIVE DIRECTOR

In our sixth year of operation, the OMN continues to be receptive to trends and emerging technologies, with a strong focus on innovation. Innovation has driven our online marketing initiatives with entry into social media including Twitter and Facebook. The OMN's commitment to innovation will be visible with the launch of our refreshed website in April 2012, along with the launch of our mobile site that will allow visitors to experience our site through their Smartphone. The OMN is committed to creating a stronger online presence through online marketing, leveraging high impact media channels, including the use of QR codes to evaluate the impact of our marketing.

Marketing innovation is also present in a new strategic direction: partnership marketing. The OMN will partner with like-minded community organizations such as libraries and community centres to promote OMN products and services in the community to new audiences.

In our capacity projects, an innovative approach has assisted the museums in building IT infrastructure through the Connexion Card. With funding from the Ontario Trillium Foundation and the Ministry of Tourism and Culture, the museums of the Network have worked together to purchase IT software that will help the museums manage relationships with visitors, evaluate events and programs and establish infrastructure to fundraise more effectively. This technology supports continuous improvement in the museums.

In addition, the OMN is working towards establishing an Open Minds Program in Ottawa. Winning over 25 awards in Calgary, and having been replicated in seven cities worldwide, the Open Minds program is an innovative approach to partnering with local schools.

The OMN will offer an educational experience, leveraging our unique resources, skills and expertise of the museums to teach experiential learning with artefacts, experts and experiences.

Given the OMN's collaborative approach to service and program delivery, we have an ongoing commitment to professional development within the Network. The OMN will continue to coordinate first aid, OH&S and Accessibility Ontario training for staff of the museums. In addition, the OMN will continue to manage the group benefits plan to ensure that full time staff has access to health and wellness benefits.

I would like to thank the Board of Directors, staff and partners for your continued commitment and dedication to the Ottawa Museum Network. On behalf of the OMN I would like to recognize the support of the City of Ottawa, the Ontario Ministry of Tourism and Culture, the Ontario Trillium Foundation, and the Canadian Ministry of Culture.



Laura Giberson, Executive Director



OMN MARKETING AND PROMOTION

The Ottawa Museum Network's primary marketing objective is to attract new and repeat visitors to the museums, with a strong emphasis on our target audience of young and growing families. The campaign encouraged Ottawa residents to experience and interact with Ottawa's history by visiting the ten community museums. In 2011, we developed four new creative concepts of children who represent diverse profiles of Ottawa's residents. We also strengthened our commitment to bilingual advertising, ensuring that advertisements were in both French and English. We also focussed on measuring our success through various forms of evaluation.

In 2012, the OMN will use QR codes to evaluate the radio and print campaigns. The OMN staff and marketing committee will continue to improve evaluation strategies to allow us to effectively measure the full impact and results of OMN marketing.

MAJOR SUCCESSES

- Overall campaign value of \$313, 406.61, resulting in funds leveraged by 173% in the print and radio campaigns.
- Consistent visibility in the Ottawa market from May to November, with a total print distribution of over 9 million.
- Developed four creative concepts used to properly address the diversity of Ottawa residents.
- Over 25,047 visits to the OMN website and 167,442 page views, with 20,942 unique visitors.
- Total Media Purchase (print and radio): \$114,766.35

HISTORY REPEATS ITSELF

Dad,
can we
go to
another
one?

Get the whole Ottawa story by visiting our 10 community museums.
They're affordable, easy to find, fun to visit and offer hands-on activities that kids love.

Start your trip at ottawamuseumnetwork.com

HISTORY REPEATS ITSELF

Mom,
can we
go to
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Get the whole Ottawa story by visiting our 10 community museums.
They're affordable, easy to find, fun to visit and offer hands-on activities that kids love.

Start your trip at ottawamuseumnetwork.ca

L'HISTOIRE SE RÉPÈTE

Maman,
on peut
en visiter
un autre?

Apprenez toute l'histoire d'Ottawa en visitant nos dix musées
communautaires. Abordables et faciles à trouver, ils sont amusants
à visiter et offrent des activités que les enfants adorent.

Commencez votre tournée à
www.museesottawa.ca

PROMOTING LOCAL MUSEUMS: MARKETING INITIATIVES

OMN BROCHURE

In 2011, we updated the OMN brochure to reach our target demographic of young families more effectively. The new brochure was developed using environmentally certified paper and was developed in both French and English, made for a bilingual audience. The purpose of the brochure is to drive potential visitors to the OMN website for more information on how to visit the museums. The brochure will be distributed before peak season in April (2012) to cultural attractions, hotels and information centres throughout Ottawa.



PRESERVING OUR PAST: A CONSERVATION EXHIBIT

This exhibit was developed by a committee of staff from the museums. It is based on the OMN's award-winning project: Enhancing Conservation Standards in the Ottawa Museum Network. The exhibit will be hosted in 2012 by Nepean Museum (January – March 2012), Cumberland Heritage Village Museum (May – July) and Diefenbunker: Canada's Cold War Museum (October – December).

OMN MUSEUM PASS

MUSEUMS / MUSÉES	
Billings Estate National Historic Site Lieu historique national du domaine Billings 2100 rue Carleton Place, Ottawa, ON	613-247-4830
Rytown Museum / Musée Rytown 1 Canal Street, Ottawa, ON	613-234-4570
Cumberland Heritage Village Museum Musée-étage du patrimoine de Cumberland 2000 rue St-Jacques, Ottawa, ON	613-839-3039
Diefenbunker Canada's Cold War Museum Diefenbunker: Musée canadien de la Guerre froide 4911 rue Carleton Place, Ottawa, ON	613-839-0907
Coodhours Museum / Musée de Goodhew 2004 rue St-Jacques Est, Ottawa, ON	613-831-2393
Nepean Museum / Musée Nepean 1000 rue Somerset, Ottawa, ON	613-723-7936
Osgoode Township Historical Society and Museum Musée et société historique du canton d'Osgoode 2000 rue St-Jacques Est, Ottawa, ON	613-821-4062
Pishey's Point Historic Site Lieu historique de Pishey's Point 2100 rue Carleton Place, Ottawa, ON	613-832-4347
Vanier Museopark / Musée Vanier 2000 rue Somerset, Ottawa, ON	613-590-2424 ext. 32001
Watson's Mill / Moulin Watson 2000 rue Somerset, Ottawa, ON	613-692-645

Contact the museum by phone to open. The pass provides regular admission for a family of 5 (max. of 3 adults). NOTE: Some special events and exhibits are not included as part of the museum's regular admission and are subject to additional fees.
 Téléphoner aux musées pour connaître les heures d'ouverture. Ce laissez-passer (d'admission) permet à une famille de cinq personnes (maximum de 3 adultes). NOTE: Certaines activités et expositions spéciales ne sont pas comprises dans les droits d'admission du musée et sont l'objet d'une tarification supplémentaire.

Ottawa Museum Network / Réseau des Musées d'Ottawa

OttawaMuseumNetwork.ca / MuséesOttawa.ca

The Ottawa Museum Pass was launched in 2008 with an aim to build awareness of the local museums throughout the Ottawa community. The pass provides free regular admission for a group of up to 5 people to museums of the Ottawa Museum Network. We currently partner with 24 libraries in the Ottawa region. Moving into 2012, the OMN will focus on leveraging library partnerships more effectively through partnership marketing. This includes advertising museum events and programs in the libraries to promote visitation from library users to the museums. In 2011, OMN Marketing staff re-designed the Ottawa Museum Pass to be consistent with our 2011 marketing creative. This refreshed pass will be distributed with a media kit to libraries in 2012.

CONNEXION CARD (2011 – 2012)

I was hired in August 2011 to lead a network-wide project that aimed to diversify revenue, develop audiences and build capacities within the museums.

I began meeting monthly with a committee of museum representatives to tackle these key objectives, and together, we succeeded in working towards several major accomplishments:

- A Town Hall meeting was held at Vanier Museopark in November to inform stakeholders of the project's progress and to get their feedback. Board Directors from both the OMN and the museums were among those in attendance.
- The museums were each granted a portion of the project funding which they are applying to technology updates (i.e. the implementation of CRM database systems, and website updates to introduce online sale and registration capabilities).
- Most notably, the committee reached consensus on the many decisions and details pertaining to the program itself.

Funding for the project was provided by the Ontario Trillium Foundation and the Ministry of Tourism and Culture



The end result is a rewards program that will offer a convenient and economical way for Ottawa families to enjoy great cultural and heritage programming at nine of the network museums.

The Board of Directors signed off on the committee's decisions in March 2012, finalizing the program to include:

- Free regular admission for 1 year
- Subscription to a quarterly e-newsletter
- Exclusive event invitations
- Discounts on select museum programs

Branded as the *Connexion Card*, the program will launch with an event at Billing's Estate National Historic Site in May.

Congratulations to the committee on a job well done!

A handwritten signature in black ink that reads "Megan Lafrenière".

Megan Lafrenière, Program Manager



OPEN MINDS – OTTAWA MUSEUM SCHOOL (2011 – 2014)

Following the 2010 capacity assessment, the OMN has identified audience development as a priority. A working committee has been meeting since January, 2011, to develop strategies to strengthen audience development.

VISION: Open Minds Ottawa aims to increase market share of members of the Ottawa Museum Network by developing a competitive, collaborative approach to audience development; to strengthen and expand the extent to which schools in Ottawa use museums as cultural resources. The Network will work to integrate museum resources as more than a ‘frill’ or last minute thought into the classroom, integrating museum learning as part of a regular school day.

RETAIN RELEVANCE: The OMN Open Minds program aims to increase the market share of museums of the Ottawa Museum Network by developing a competitive, collaborative approach to audience development; to strengthen and expand the extent to which schools in Ottawa use local museums as cultural resources.

BUILDING PARTNERSHIPS: through Open Minds Ottawa, the OMN seeks to establish partnerships with School Boards in Ottawa. Early partnership building activities will include facilitating a pilot program at each of the participating museums, and identifying advocates within the teaching community to support the Open Minds program.

LEARNING FROM EXPERIENCE: Open Minds Ottawa is based on the Open Minds/Campus Calgary model, established by the Calgary Zoo in 1993. Open Minds is now in London (Ontario), Vancouver, St John’s, Edmonton, Lansing (Michigan), Singapore and Leeds (England). Calgary and London have both offered to support the OMN with a mentor relationship while we establish Open Minds here in Ottawa. Further, the documented results and exponential growth of the programs worldwide offer us sound data to reinforce the success of this model.

SUSTAINABILITY AND FUNDING: The OMN has applied for government funding to support efforts to develop the program and build partnerships. However, long-term funding is being considered as a key success for Open Minds. Based on existing Open Minds programs, private foundations, funders and corporate sponsorships have been secured for multi-year funding. The OMN has a viable opportunity to improve the presence of private support to the museums of the Network through the Open Minds program.

Student of Open Minds, Glenbow Museum 2011



THE YEAR AHEAD

STRATEGIC PLANNING AND GOVERNANCE REVIEW

In 2012, the Board of the Ottawa Museum Network will embark on a strategic planning and governance review process. The Board will be building on an existing strategic plan that was developed in 2007, when the OMN was newly formed. Most of the priorities and activities outlined in the strategic plan have been addressed or completed in the past five years, so this process is timely. The focus of the 2012 strategic planning and governance review is positioning the OMN within Ottawa's heritage and cultural sector, and Ottawa's political and economic landscape. This process will also position the OMN amongst competitors and similar organizations in Ottawa.



OMN MOBILE APPLICATION

Amid the OMN's website and mobile website launch in April 2012, the OMN has an opportunity to create a mobile application for Smartphone that tells the whole Ottawa story and enriches visitors' experiences of the museums. A mobile application, paired with the OMN's entry into social media and innovative advertising platforms, provides an opportunity to reinvent the museums' relationships with visitors by conceiving content and experiences that operate across platforms and disciplines. This initiative is supported with recognition that visitors are increasingly using mobile technology to visit, explore and learn about the museums. In 2011, 1,591 people visited the OMN website using a SmartPhone, where 89% of those people were new users and they visited on average 4 of the OMN's pages.

The proposed mobile application will include multimedia tours from each of the 10 museums in an application that 'tells the whole Ottawa story'. The OMN will undertake a feasibility study in 2012 to determine how to best proceed forward with this initiative.



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