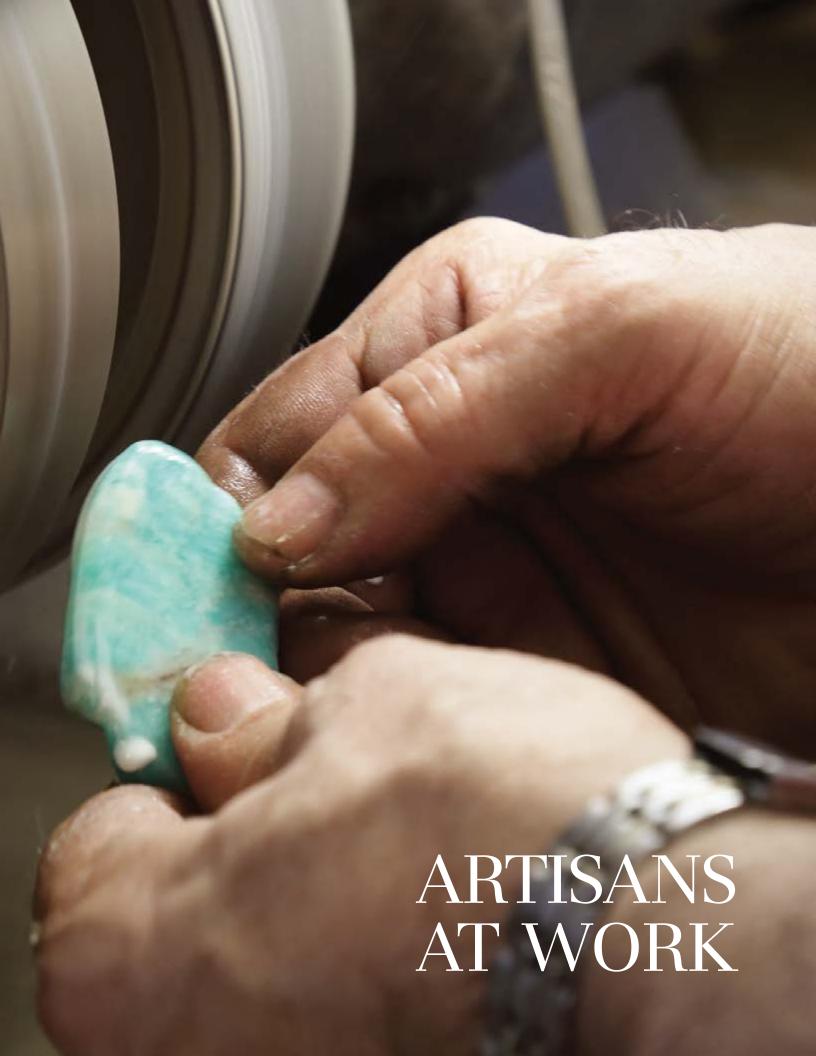


INTERNATIONAL





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## 1.1. WHO WE ARE

Established in 1992, the ÉCONOMUSÉE® Network Society (ENS), a not-for-profit organisation, is the founder, owner and promoter of the ÉCONOMUSÉE® concept. Now grown into an international organization with its head office in Québec City, Canada, the network of PARTNERS (section 2.1) shares the same goals – the continuation, protection and promotion of traditional trades and know-how in the craft and agri-food sectors. Each partner is responsible to implement the ÉCONOMUSÉE concept and pursue the establishment a viable network of artisans within their defined territory.



## <u>1.2.</u> <u>MISSION</u>

The primary mission of ENS is to maximise the full potential of the ÉCONOMUSÉE® concept worldwide by allowing artisans and craft enterprises to develop and promote in-situ traditionally inspired crafts and knowledge as well as to offer the public a high-quality cultural and tourism learning experience. Through an innovative and integrated approach, ENS contributes actively to:

- showcasing traditional crafts and trades still practiced today that play a part in forging a distinct local and national identity;
- developing an intangible heritage that contributes to cultural diversity;
- promoting the benefits of buying locally made goods to help offset the threat posed by large-scale industrial production to artisanal trades;
- supporting artisan entrepreneurs to breathe new life into the economic, cultural and tourism fabric of their communities;
- building artisans capacity to take advantage of cultural and experiential tourism trends.

### 1.3.

## ESSENTIAL PURPOSE OF THE ÉCONOMUSÉE NETWORK SOCIETY

#### ENS believes that:

- the preservation of traditional knowledge enhances cultural identity and cultural diversity;
- through their trades, artisans perpetuate history, tradition and the cultural identity of a village, region or country;
- artisans are a vital asset in promoting and safeguarding indigenous forms of knowledge that contribute to cultural outreach in a globalised world;
- the loss of traditional know-how undermines cultural heritage;
- artisans everywhere are vulnerable and are threatened by large-scale industrial production and changing employment and career opportunities;
- artisans are unique, local, quality producers able to meet the needs of consumers who are fully aware of the impacts of their choices. These consumers seek products with strong local identity and authenticity and are therefore, at times, prepared to pay more;
- artisans show innovation and initiative in their contemporary production and it is important to increase the public awareness of this. For the consumers, it results in extending the range of purchasing choices;
- artisans, as local entrepreneurs, are real generators of wealth who contribute to the vitality of the communities in which they are located;
- artisans are dynamic regional contributors who create direct and indirect employment, buy locally and invest regularly in their infrastructure and equipment;
- nurturing the passion of artisans, through the ÉCONOMUSÉE® model, facilitates their access to the path of entrepreneurship and contributes to the breakthrough of economic success stories;
- cultural tourism is the best way to showcase artisans' activity;
- developing a different pattern of consumption and inspiring entrepreneurship takes place through direct contact between the population and the artisans;
- the ÉCONOMUSÉE® concept is part of dynamic agritourism and experiential cultural tourism approach that allows people to:
  - meet artisan entrepreneurs who welcome visitors to premises where artistic creation and production take place;
  - get to know, exchange and share with artisans the craft they exercise with passion;
  - discover production models based on tradition and products carefully crafted on the premises;
  - admire excellence, sayour the pleasure of the senses and experience moments of emotion;
  - participate in an interactive and authentic cultural experience that is distinct and different.
- the ÉCONOMUSÉE\* concept allows for interaction between artisans that enhances their knowledge and experience and therefore their ability to improve the service offered to consumers and sales.

# 1.4. USE TRADE MARK

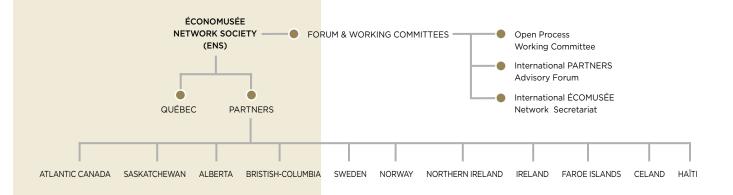
The ENS is the sole owner of the legally protected Artisans at work - ÉCONOMUSÉE® trademark.

The partnership agreements (Appendix 1) between ENS and the PARTNERS (Section 2.1) grant the right to use the trademark.

Only artisan members that have paid licensing fees to their respective country, provincial or territorial Network can use the trade mark.



# 1.5. ÉCONOMUSÉE NETWORK SOCIETY PROPOSED ORGANISATION CHART









# 2.1. TYPES OF PARTNERS

The ÉCONOMUSÉE Network Society works with two types of PARTNERS - partner societies or partner organizations found in different provinces, territories and countries - to develop the Network at the Canadian and the International levels. PARTNERS are considered equal, they have the same rights and obligations towards the ENS. The PARTNERS share the same goals - the continuation, protection and promotion of traditional trades and know-how in the craft and agri-food sectors. Each PARTNER has taken on the responsibility for implementing the ÉCONOMUSÉE concept within its defined territory and pursuing the establishment of a viable network of artisans.

#### 2.1.2. PARTNER SOCIETY

A partner society is an organization with the sole purpose of implementing the ÉCONOMUSÉE concept and developing a viable network of ÉCONOMUSÉE\* such as the ÉCONOMUSÉE\* Network Society in the province of Québec (Canada), the Atlantic ÉCONOMUSÉE\* Network in Canada and the Artisans at work - ÉCONOMUSÉE in Norway. It shall be a separate legal entity and be able to assume responsibility for network development within its country, province or territory with the support of its own administrators, partners and employees whose expertise is useful to the development of the ÉCONOMUSÉE\* concept. It shall be financially autonomous.

#### 2.1.3. PARTNER ORGANIZATION

Existing organizations such as economic, cultural or tourism bodies, artisan associations, sectoral support agencies and others, are welcome to become a partner organization. Each organisation shall have an existing official structure with sufficient resources to be able to foresee the establishment of a critical mass of ÉCONOMUSÉE® member sites in its country, province or territory.

Each partner organization shall be a separate legal entity and be able to assume responsibilities to implement and maintain a network of ÉCONOMUSÉE® in its country, province or territory with the support of its own administrators, partners and employees whose expertise is useful to the development of the ÉCONOMUSÉE® concept. It shall be financially autonomous.

<sup>1.</sup> The word PARTNERS in capital letter used in the current document refers to both Partner societies and Partner organizations.

# 2.2. PARTNERSHIP AGREEMENT

To ensure the sustainable growth of the Network, each PARTNER is required to sign a partnership agreement (Appendix 1) with the ENS. The partnership agreement is a legal document which outlines the roles and responsibilities of the ENS and the PARTNER notably as per the protection of the trademark

The Partnership agreement has a duration of 3 years and can be renewed as described in Appendix 1.

# 2.3. DIRECT MEMBER OF ENS

In the case of an ÉCONOMUSÉE® artisan member with no PARTNER presence in a country, territory or province that wishes to join the ÉCONOMUSÉE Network, the artisan is considered to be a direct member of the ENS as an interim situation. Continuous growth of the number of ÉCONOMUSÉE in that country, territory or province should eventually lead to the establishment of a PARTNER who will then include all artisans.

For the benefit of that particular ÉCONOMUSÉE® artisan member, the ENS could ask a PARTNER if it wishes to take that ÉCONOMUSÉE® artisan member under its responsibility.



# 3.1. ROLES AND RESPONSIBILITIES OF ENS AS THE PARENT ORGANIZATION

#### CONCEPT

ENS shall preserve the authenticity of the ÉCONOMUSÉE® concept and its components.

#### TRADEMARK

- ENS shall protect the quality and integrity of the trademark as a universally recognised label of excellence.
- ENS shall remain the sole owner of the ÉCONOMUSÉE® trademark.
- ENS shall be responsible for the registration and maintenance of the trademark.
- ENS shall promote the trademark at international level with a range of relevant stakeholders (governments, national and international cultural organisations, tourism organisations, universities, etc.).

#### EXPANSION OF THE NETWORK

- ENS shall be responsible for assessing network development in territories.
- ENS shall promote the establishment of ÉCONOMUSÉE® in new countries / territories / provinces/ regions where conditions are favourable.
- ENS shall be responsible for accepting new PARTNERS into the network.
- ENS shall determine the territory (country, province) in which the PARTNER operates.
- A PARTNER may operate in more than one territory with the consent of the ENS.
- ENS may ask a PARTNER to support the development in another territory.
- ENS will receive recommendations made by the International PARNERS Advisory Forum

### KNOWLEDGE EXCHANGE AND SUPPORT

- ENS shall provide PARTNERS with all relevant information and its inherent expertise regarding the concept (particularly in terms of quality standards, member selection, and means of helping members transform their businesses into sites that live up to the brand promise).
- ENS shall ensure that PARTNERS societies benefit from its expertise in evaluating potential member businesses, conducting feasibility studies, developing financial plans, realising the transformation process, marketing, management support, and other customised services.
- ENS shall provide training for new PARTNERS.
- ENS shall provide PARTNERS with a package of reference guidelines which outline and support the establishment of ÉCONOMUSÉE\* sites and the efficient management of a network.



#### **OPERATIONS**

- ENS shall build on the vitality and independence of regional PARTNERS with a view to achieving a decentralized expansion of the Network regionally, nationally and internationally.
- ENS shall explore ways with PARTNERS to make the international network financially viable.

#### PROMOTION / COMMUNICATION

- ENS shall foster a sense of belonging to the international network of "artisans at work" among artisans and PARTNERS.
- ENS shall foster communication and the exchange of information, expertise and know-how among artisans and PARTNERS established in different parts of the world to allow all to benefit mutually from shared experiences.
- ENS shall facilitate an International PARTNERS Forum.

# 3.2. ROLES AND RESPONSIBILITIES OF PARTNER ORGANIZATIONS AND SOCIETIES

### DEVELOPMENT OF A NATIONAL, PROVINCIAL AND TERRITORIAL NETWORK

- PARTNERS shall develop and support a network of ÉCONOMUSÉE® sites within a specific geographic territory.
- Each PARTNER shall have the autonomy to make decisions with regard to growth and issues affecting sustainable business development within their own country or region.

#### ARTISAN SELECTION

- PARTNERS shall be responsible for identifying and selecting artisans who demonstrate the potential to become an ÉCONOMUSÉE® business.
- Although the ENS has established selection criteria reflecting 20 years of experience, each PARTNER may adapt the selection criteria to reflect its own legal, business, cultural or funding realities. ENS shall remain available at all times to support PARTNERS in its choice of artisans. All members must be chosen from the craft or agri-food sectors. Alternative or additional sectors would require the approval of the ENS.



#### SUPPORT SYSTEM

- Each partner shall put in place a support system for its ÉCONOMUSÉE® members which may include a team of internal or external professionals to support the growth and awareness of the network's members.
- Each PARTNER shall have the latitude to develop its support activities in each of the following components.

#### A) Development and upgrading of ÉCONOMUSÉE® member sites

#### PARTNERS shall support:

- The provision of support and consulting services for businesses as they transform to the ÉCONOMUSÉE® model;
- The upgrading of ÉCONOMUSÉE® sites as needed.

#### PARTNERS shall:

- Host openings of new ÉCONOMUSÉE® sites;
- Develop business support tools for members;
- Seek funding to aid ÉCONOMUSÉES® in covering transformation costs.

#### B) Assistance in improving each ÉCONOMUSÉE® member's competitiveness

#### PARTNERS shall:

- Provide consulting services;
- Offer coaching and mentoring for members;
- Provide opportunities for members to network and share expertise;
- Host regular artisan meetings, annual general meetings, and other meetings that might assist members;
- Monitor and share strategic industry information;
- Offer training beneficial to members;
- Share best management practices;
- Host regional meetings where members could be grouped by county, district, etc.;
- Organise joint or cooperative projects on a full network or regional basis to promote and support members;
- Provide active and ongoing clear internal communication with members.

#### C) Promotion of the ÉCONOMUSÉE® member sites

#### PARTNERs shall:

- Produce communication tools;
- Attend Trade shows and industry events;
- Undertake public relations initiatives to increase awareness of members and the brand;
- Offer market research (analysis, market intelligence);
- Undertake industry advocacy;
- Advertise member sites;
- Distribute brand magazine and/or member brochures;
- Create a dedicated network website;
- Seek every opportunity to promote members.

#### MEMBERSHIP FEES FOR ARTISAN MEMBERS

Each partner shall decide upon the annual licensing fees that ÉCONOMUSÉE® members will pay to the PARTNERS society for membership and brand usage subject to agreement with ENS.

It is suggested that the annual licensing fees also comprise an annual contribution fees<sup>2</sup> to the International Secretariat.

#### FUNDING OF PARTNER ORGANIZATIONS AND SOCIETIES

Each PARTNER shall aim to be financially self-sustainable through its membership and generating income from other sources. The PARTNER may also seek funding from territorial stakeholders and sponsors who may be interested in supporting the mandate and growth of the network by providing financing.

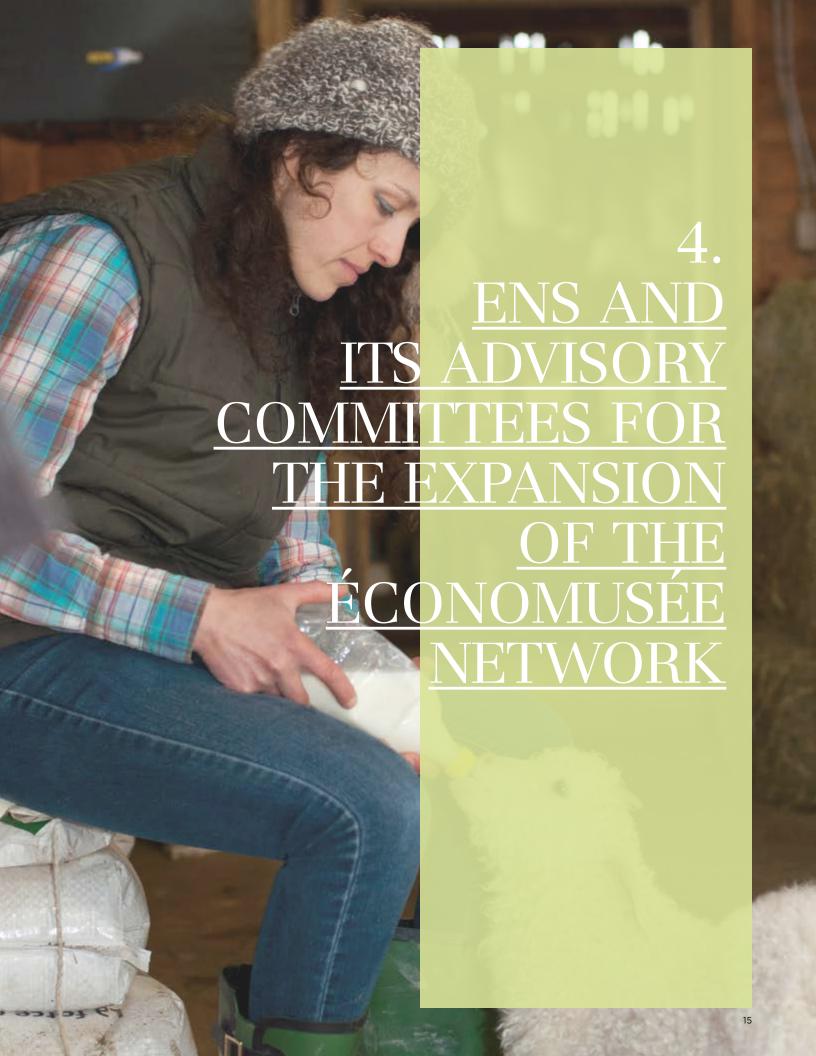
ENS shall not be responsible for the expenses or management of a PARTNER and each PARTNER shall act independently to fund its development.

- . Annual contribution fees:

  Annual amount to be paid to the ENS based on the number of regular économusées members, including Quebec économusées members.

  The annual contribution fees are set aside from the ENS budget for the International Secretariat activities.

  Example: 80 artisans worldwide x \$300CAN = \$24,000 for the International



# 4.1. ENS BOARD OF DIRECTORS:

- Manage the budget
- Can create committee, working group and forum

## <u>4.2.</u>

# INTERNATIONAL PARTNERS ADVISORY FORUM

- The International PARTNERS Advisory Forum is an advisory committee of the ENS Board of Directors and submits recommendations for its review and approval. The ENS board of directors is the ultimate decision-making body.
- The International PARTNERS Advisory Forum consists of one representative from each PARTNER, one ENS board member and a representative of the International Secretariat.
- Only PARTNERS who have signed a partnership agreement with the ENS and have paid their licensing fees, can
  participate in the International PARTNERS Advisory Forum.
- Each PARTNER is responsible to designate their representative.
- The representative can be an employee from the PARTNER or an artisan member.
- The International PARTNERS Advisory Forum meets at least twice a year (electronically and or face to face).
- A meeting of the International PARTNERS Advisory Forum can also be convened anytime by the Chair of the ENS Board or by 2/3 of the PARTNERS.
- Roles and responsibilities of the International PARTNERS Advisory Forum to the ENS Board of directors, it can: Recommend new countries and PARTNERS;
- Recommend the annual contribution fees based on the number of artisans within each PARTNER Networks. Such fees
  will constitute the budget for the operations of the International ENS Secretariat;
- The International PARTNERS Advisory Forum reviews the annual work plan and budget of the International Secretariat:
- Recommend the establishment of working groups to provide advises on strategic direction, marketing, revision of certain brand components, actions to be undertaken, specific projects and other such initiatives related to the International Network;
- Recommend when and where the International ÉCONOMUSÉE Network Conference should be held.
  - Act as a Forum of discussion and exchange between the PARTNERS, including ENS, regarding the:
  - Exchange of expertise;
  - · Training for new PARTNERS;
  - Training économusée professionals;
  - Develop common international projects in the Network.
  - Responsible for drafting, the Network's International strategic plan, and, upon approval from the ENS Board of Directors, to contribute actively to its implementation.
  - The International PARTNERS Advisory Forum suggest two representatives, not coming from Québec, to sit on the Board of Directors of ENS
- The International PARTNERS Advisory Forum recommends to the ENS Board of directors the budget of the International ÉCONOMUSÉE Network Society Secretariat.

# 4.3. INTERNATIONAL ÉCONOMUSÉE NETWORK SOCIETY SECRETARIAT

- The International ÉCONOMUSÉE Network Secretariat is the administrative committee that:
  - Assists the ENS Chair, the ENS Board of Directors and the International PARTNERS Advisory Forum with their respective tasks;
  - Carry works for the expansion of the Network at the Canadian and International levels;
  - Works toward creating a sense of belonging to the Network by assuring communications between all the PARTNERS and the artisans.
- The International ÉCONOMUSÉE Network Society Secretariat reports to the ENS Board of Directors.
- Annually, the International ENS Secretariat submit for review a work plan and a budget to the International PARTNERS Advisory Forum. It presents an activity and expense report at each of the International PARTNERS Advisory Forum.
- The International ÉCONOMUSÉE Network Society Secretariat operates from the annual contribution fees coming from each PARTNER and ENS based on the number of économusée within their Network.
- The International ÉCONOMUSÉE Network Society Secretariat expenses to carry its mandate can be comprised
  of salaries, office costs, promotion and communications, representation of the Network or any other activities
  that contribute to the sense of belonging to the Network.





# 5. OTHERS

The official languages of the organisation are French and English.

PARTNERS recognize that the cradle off the économusée is in the province of Quebec (Canada) and this is why the International Secretariat is located and remains in Québec City (Canada).





#### **INFORMATION**

Pour toute demande d'information, veuillez contacter :

#### Carl-Éric Guertin

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#### ceguertin@economusees.com

Société du réseau ÉCONOMUSÉE® 1040, avenue Belvédère, bureau 100 Québec (Québec) G1S 3G3

## 6.1-1 Adoption des recommandations du Groupe de travail sur le processus pour des propositions sur l'expansion du réseau ECONOMUSEÉ

Adoption of the recommendations from the Working Group on the open process for proposals on the expansion of the ECONOMUSEÉ Network

Action requise par le conseil d'administration : pour adoption Action required by the board: for adoption

#### Contexte

- Le 5 mai 2017, le conseil d'administration donnait son accord pour amorcer une démarche visant le renouvellement de la gouvernance de la SRÉ.
- Une rencontre de travail a eu lieu entre des membres du conseil d'administration, le directeur général et le chargé de projet du Craft Reach Project le 7 juin 2017 à Québec afin de préciser la démarche. Un document a été rédigé dans lequel il a été suggéré de créer un groupe de travail oùles objectifs du groupe de travail et l'échéancier de travaux y étaient également précisées.
- La démarche a été présentée aux partenaires du Craft Reach Project lors de la rencontre des partenaires au mois de juin 2017 en Suède.
- La démarche a été présentée au conseil d'administration du 19 juillet 2017.

#### Rappel du mandat du groupe de travail

- 1. Proposer les principes fondamentaux de l'organisation internationale incluant mission, objectifs et autres principes directeurs;
- 2. Proposer une ou plusieurs options sur la façon de mettre en place une organisation internationale viable, tant sur les plans opérationnels que financier, et de définir les rôles et les responsabilités d'une telle structure internationale ainsi que les rôles et les responsabilités des partenaires dans divers pays / territoires;
- 3. Proposer les étapes et le calendrier pour la mise en œuvre de la ou des options proposées.

#### Résultats des travaux :

Les membres du Groupe de travail sur le processus pour des propositions sur l'expansion du réseau ECONOMUSEÉ se sont réunis quelques fois aux cours des derniers mois et proposent au conseil d'administration de la SRÉ l'adoption des Lignes directrices pour le développement international du réseau ÉCONOMUSÉE.

#### Membres du comité de travail (par ordre alphabétique)

- 1. Kari Clausen, Norvège
- 2. Claude Dubé, SRÉ
- 3. Susan Fourneaux, Canada Atlantique
- 4. Michel Gervais, SRÉ
- 5. Carl-Éric Guertin, SRÉ
- 6. Ken Heanue, Irelande
- 7. Kare Spissoy, project Craft Reach
- 8. Graham Thompson, Irelande du Nord
- 9. Nathalie Zinger, SRÉ

#### Adoption d'une résolution :

À la suite de la recommandation du Groupe de travail sur le processus pour des propositions sur l'expansion du réseau ECONOMUSEÉ, le conseil d'administration de la Société du réseau ÉCONOMUSÉE adopte le document Lignes directrices pour le développement international du réseau ÉCONOMUSÉE.

#### Context

- On May 5, 2017, the Board of Directors agreed to begin a process for the renewal of the ENS governance.
- A working meeting was held between some members of the Board of Directors, the director general and the Craft Reach Project manager in Quebec City on June 7, 2017 in order to clarify the process. A document was produced in which it was suggested to create a working group, the objectives of the working group and the work schedule were also specified.
- The approach was p resented to the Craft Reach Project partners meeting held in Sweden in June 2017
- *The approach was presented to the Board of Directors on July 19, 2017.*

#### Reminder of the mandate of the working group

- 1. Propose the fundamentals for an international organisation including a mission statement, goals and other guiding principles;
- 2. Propose one or several options on how to set up a viable international organisation, operationally and financially, and define the roles and responsibilities of such international structure as well as the roles and responsibility of the partners in various countries / territories;
- *3. Propose steps and a timeframe for implementation of the proposed option(s).*

#### Results of work:

The members of the Working Group on the open process for proposals on the expansion of the ECONOMUSEE Network meet a few times over the last months and propose to the Board of Directors of the ENS the adoption of guidelines for the international ECONOMUSEUM network development.

#### Working Group members (in alphabetical order)

- 1. Kari Clausen, Norway
- 2. Claude Dubé, ENS
- 3. Susan Fourneaux, Atlantic Canada
- 4. Michel Gervais. ENS
- 5. Carl-Éric Guertin, ENS
- 6. Kevin Heanue, Ireland
- 7. Kare Spissoy, Craft Reach Project
- 8. Graham Thompson, Northern Ireland
- 9. Nathalie Zinger, ENS

#### Adoption of a motion:

Following the recommendation from the Working Group on the open process for proposals on the expansion of the ÉCONOMUSEÉ, the ÉCONOMUSÉE Network Society Board of directors adopt the document International Development Guidelines for the International ÉCONOMUSÉE Network.