

**STRATEGIC ORIENTATIONS
ACTION PLAN 2017-2020
MONTREAL HOLOCAUST MUSEUM**

Approved by Board of Directors August 15, 2016

VISION

The Museum will be recognised for its role as the lead Holocaust education and remembrance organisation in Canada, and position itself internationally.

STRATEGIC ORIENTATIONS

1. The Museum will further develop and augment its presence and outreach throughout Canada, through its oral history and artefact collections and their research potential, traveling exhibits, its educational programming, tools, materials and support, commemoration, use of digital technology, expertise on the Holocaust and human rights, and media recognition.
2. The Museum will strengthen and promote its national and international leadership in oral history in terms of collection, preservation, access to and educational use of videos, leveraging its work in this field.
3. The Museum will innovate in its production and use of survivor testimony to respond to the educational system's interest, in light of reduced opportunities for survivor speakers.
4. The Museum will adapt its structure, resources and functioning in order to consolidate growth achieved and be better prepared for future growth, leveraging recent projects.
5. At the term of this Action Plan, the Museum will have defined its path: New Museum or renewal of its existing facility and outreach through other means.
6. The Museum's online presence will be strong, vibrant, relevant, and recognised by the public.
7. The Museum will be securely supported, through new fundraising networks, legacy gifts and grant opportunities.

**Montreal Holocaust Museum
ACTION PLAN 2017-2020**

BOARD OF DIRECTORS/ORGANISATIONAL PLAN

Goals/Objectives	Activities	Timeline	Financial Resources	Human Resources	Outputs & Evaluation Means	Outcomes
1. To adapt resources, structure, and functioning of the organisation in order to consolidate growth achieved and be better prepared for future growth	<ul style="list-style-type: none"> a) Develop a human resource and financial resource plan b) Hire, integrate, supervise c) Review 6 months after implementation d) Review June 2018 	<ul style="list-style-type: none"> Dec 2016-June 2017 Jan 2017-June 2017 Jan 2018 June 2018 	<ul style="list-style-type: none"> PAFIM Ongoing major donations Grants 	<ul style="list-style-type: none"> - Executive Director - Board of Directors - Finance Committee 	<ul style="list-style-type: none"> • Consolidation of human resources • Competent and complete staffing appropriate to reach action plan goals • Readjustment as needed and as resources permit 	<ul style="list-style-type: none"> • MHM structures and resources reflect effective and efficient organisation • Staff expert, confident, stable • Ability to achieve mission enhanced. New audiences, actions, innovation, outreach
2. To explore and evaluate the possibilities, conclude discussion and initiate planning for a new museum, or a renovated one and outreach through other means	<ul style="list-style-type: none"> a) Conduct Feasibility Study b) Presentation and discussion with Board c) Use critical path to determine next steps d) Continue process of direction-setting and evaluation to come to a final decision e) Pursue financial resource development as needed f) Plan for Option chosen 	<ul style="list-style-type: none"> June 2017 June –Sept 2017 Sept-Dec 2017 Jan 2018-June 2019 April 2018-June 2019 June 2020 	<ul style="list-style-type: none"> - Azrieli Foundation - MHM Resources - Major donations re planning - MCC (Quebec) and PCH (federal) re planning 	<ul style="list-style-type: none"> - Sub-committee - Lord Cultural resources - Board of Directors - Executive Director - Museum Committee - Museum Coordinator - Staff Team - Consultants as needed 	<ul style="list-style-type: none"> • Feasibility study completed and analysed • Decision as to path: New museum or other alternatives • Exploration of feasibility: FRD plan, refinement of impact planning • Plan developed • Plan followed 	<ul style="list-style-type: none"> • MHM strategic direction established (10 year vision) • Support for direction assured • Ability to reach a greater public charted
3. To develop strategic initiatives positioning the MHM as a Canadian and international leader in the field of Holocaust education and remembrance	<ul style="list-style-type: none"> a) Assure that various departments and committees integrate this orientation in planning and actions b) Review progress annually c) Solicit and promote key 	<ul style="list-style-type: none"> June 2017 June 2018 & 2019 	<ul style="list-style-type: none"> - MHM resources - Fundraising: national foundations - Donors in ROC - Federal grants 	<ul style="list-style-type: none"> - Executive Director - Staff Team - Committee Chairs - Board oversight 	<p>See program action plans</p> <ul style="list-style-type: none"> • Strategic partnerships developed with universities, NGO's museums • Recognition as national organisation as evidenced 	<ul style="list-style-type: none"> • Recognition as national organisation: Canadian Holocaust Museum

	and strategic partnerships d) Leverage products and branding developed and assure available across Canada	Continuous Continuous			by use of tools, traveling exhibits, collections across the country	
4. Increase funds raised by the organization	a) Develop new Fundraising leadership. Renew Committee b) Increase fundraising through new networks, and 2 nd and 3 rd generations c) Develop online giving fundraising plan; d) Plan and develop Legacy giving e) Stabilize wider outreach for fundraising events; f) Grant and Fundraising planning for renewed exhibit or new museum: 2 routes	• Ongoing • 2017-18 • 2017 • 2017 • 2017-2020	• Donor Perfect subscription, mailing costs and PC event production costs (approx. \$15 – 20K yearly); • Fundraising consultant (?)	- Board of Directors - Fundraising Committee - Executive Director - Assistant to Executive Director - Fundraising consultant (?) - Museum Coordinator & Museum committee for new Museum planning or renewed exhibit needs	• 2 new fundraising committee members. Strong Chair • Board members involved in FR. Some members chosen for FR ability. • Increased donation revenue through all campaigns; (Targets: FR Committee). • Increases monitored • Annual R2R • Increased online donations (15%) • New donors Giving Tuesday Campaign (5 /year) • Legacy Campaign active: 5 million \$ fund	• Campaign fundraising will increase; • Online Fundraising recruits new, younger donors; • Legacy campaign reactivated: Goal 5 million reached; • R2R will be recurring organizational event; • New committee members will give access to new networks to solicit; • Planning to begin according to results of feasibility study
5. To assure successful succession, at the level of volunteer and staff leadership	a) Define Board of Directors needs more clearly b) Annually review leadership of Committees c) Develop succession plan: Board & Committees d) Develop succession policy: Key staff e) Implement f) Reflect on Board versus Committee Roles	Mar-June 2017 Sept yearly July-Sept 2017	-	- Nominations Committee - Board of Directors - Executive Director - -	• Board members nominated based on profile and skills • Diversity of Board members and committee leadership • Structured approach to succession • Preparedness of MHM for change; risk management	• Stronger, more vibrant organisation. Leadership needs met • Change planned and managed • Structures in place

**Montreal Holocaust Museum
ACTION PLAN 2017-2020
MUSEUM**

Goals/Objectives	Activities	Timeline	Financial Resources	Human Resources	Outputs & Evaluation Means	Outcomes
1. To reach a broader audience through the renewal of our permanent exhibit and program of exhibitions	<ul style="list-style-type: none"> a) Rethinking the permanent exhibit (new exhibit scenario, or new museum). Planning. b) Ensure distribution of traveling exhibits and support to exhibit hosts c) Ensure the visibility of the VMC online exhibit d) Renew display affected by deterioration in permanent exhibit e) Promote and display VMC exhibit and pedagogical tools in the Museum 	<ul style="list-style-type: none"> a) Spring 2018- Sept 2019 b) Ongoing c) Starting Dec 2018 d) Possibly 2017, likely 2018 e) Ongoing; Starting Dec 2018 for VMC exhibit 	<ul style="list-style-type: none"> a) Grants/ Major donors/Campaign b) Museum Assistance Program c) Ongoing d) TBD e) Ongoing 	<ul style="list-style-type: none"> a) Hired project manager; Staff Team; Museum Committee; Exhibit Committee (to be confirmed) b) Museum & Collection assistant (tbc) c) Events and Communications; Education; Museum & Collection Coordinators d) Museum Coordinator; technician e) Reservation Agent; Museum coordinator 	<ul style="list-style-type: none"> a) A renewed, up-to-date permanent exhibit; show different artefacts b) Evaluation of exhibits provided by exhibit hosts c) Online exhibit showcasing artefacts and videos d) Museum displays renovated e) Vibrancy of material developed by MHM ensured 	<ul style="list-style-type: none"> a) Renewal of museum audience b) Communities across Canada with little access to Holocaust and genocide education reached c) Increased online visibility d) Permanent exhibit better preserved e) Exhibit and tools are known and used
2. Sustain and develop museum audiences	<ul style="list-style-type: none"> a) Implement the communication strategy to reach a larger non-school audience b) Develop a broader evaluation program of Museum related activities <ul style="list-style-type: none"> i. Conduct a visitors survey : ii. Conduct a mobile phone app user survey c) Implement changes according to feedback gathered through evaluations 	<ul style="list-style-type: none"> a) Summer- Fall 2017 b) Summer 2018 c) Ongoing after Summer 	<ul style="list-style-type: none"> a) Ongoing b) YCW or Canada Summer Job grant c) Ongoing after Summer 2018 	<ul style="list-style-type: none"> a) Communications & Events Assistant and Coordinator b) Museology Student; Museum Coordinator c) Museum Coordinator 	<ul style="list-style-type: none"> a) Communication campaign targeting non-school audience b) Data collected; Change implemented as possible. Change orients new exhibit. c) Data collected in evaluations is used 	<ul style="list-style-type: none"> a) Larger number of individual visitors to museum; new partnerships with other museums b) Impact of strategy measured; Expectations for a new exhibit assessed and inform. c) Museum meets expectations of visitors.

Goals/Objectives	Activities	Timeline	Financial Resources	Human Resources	Outputs & Evaluation Means	Outcomes
3. Increase collection audience through digital strategies	a) Develop a program of Curator's corner videos <ul style="list-style-type: none"> • Study different possibilities (internship?) • Promote existing and new videos • Increase and vary collection on MHM website b) Ongoing digitization, translation, cataloguing and online transfer to cjhn.ca, Infomuse and Artefacts Canada c) Explore the possibilities for creating a virtual MHM experience	a) 2018-2019; ongoing b) Ongoing c) Fall 2019	a) 500\$ per video + ongoing or YCW/ Canada Summer Job b) Actual, PAFIM c) Actual	a) Intern; Summer Student b) Summer student; Museum & Collection Assistant (to be confirmed); Museum and Collection Coordinator c) Museum Coordinator	a) 4 videos already produced; 4 to 8 new videos will be produced b) All new accessions are digitized, collection is further documented and available online c) Possibilities are identified; If possible a plan is drafted	a) Dynamic online presence reaches new publics, brings in potential new donors for MHM collection b) Collection is accessible as part of national heritage; Collection continues to be fully preserved and catalogued; 2/3 of records are accessible online c) Outreach to a larger off-site audience
4. Ensure the vibrancy and growth of our collection	a) Develop a plan for collection acquisitions <ul style="list-style-type: none"> • Explore possibilities for national collection opportunities • Make inquiries to other museums b) Implement a deaccession plan for the MHM permanent collection c) Preventive conservation of the permanent exhibit d) Adjust light levels to conservation standards	a) 2017-2018 b) May 2018 c) 2017-2020 (a few days that the Museum is closed every year) d) FCJA Timeframe	a) Inter-Action grant (TBC); Ongoing b) Ongoing c) Ongoing d) Ongoing; FCJA	a) Museum & Collection Coordinator; Museum & Collection Assistant (to be confirmed) b) Museum & Collection Coordinator; Museum & Collection Assistant (to be confirmed) c) Museum & Collection Coordinator; Assistant (TBC); Museum technician d) Museum & Collection Coordinator; FCJA crew	a) Clear plan for future acquisitions b) Identified items are deaccessioned c) 5-7 days per year when the museum is closed for preventive conservation d) Adjusted light levels	a) Collection grows thanks to new donations; Outreach to donors elsewhere in Canada. Recognition as national museum. b) Improved quality and relevance of collection c) Preservation of exhibited artefacts is monitored and ensured d) Adjusted light levels improve conservation for artefacts on display

**Montreal Holocaust Museum
ACTION PLAN 2017-2020
Education**

Goals/Objectives	Activities	Timeline	Financial Resources	Human Resources	Outputs & Evaluation Means	Outcomes
1. Train teachers and promote the use of the MHM educational resources	<ul style="list-style-type: none"> a) Workshops and presentations at teachers' conferences, schools, online (webinars) b) Annual teacher training at the MHM c) Summer Seminar in English and French adapted to Quebec and Canada d) Share MHM resources through Teachers' bulletin, social media e) Explore needs and possibility of a training program and educational program for Jewish schools, depending on resources, partnership and expectations. 	<ul style="list-style-type: none"> f) 1.1 ongoing g) Autumn 2017, 2018, 2019 h) July 2018 i) ongoing j) 2017-2018 	<p>Accord Canada-France? InterAction?</p> <p>Université de Sherbrooke; SHRCC?</p>	<ul style="list-style-type: none"> a, b, c : Education and HR Coordinators, Education Assistant f) Teacher "ambassadors" of the MHM b & c: Education Committee Possible partners Toronto Centre, Jewish Museum , USHMM, Mémorial de la Shoah d) Education and Communications Coordinators, Education Assistant e) Education Coordinator AJDS & BJEC, UQTR & Université de Sherbrooke, McGill 	<ul style="list-style-type: none"> a) Workshop plans and presentations developed in keeping with teacher needs b) Annual training program 20-40 teachers. Evaluation. c) Teachers' Seminar 15-30 teachers. Renewable if judged success through evaluation (forms, committee). Increased downloads (Google Analytics) and reservations of tools, use through online survey Annual update: brochure e) Research re needs; Adapted program for Jewish day schools 	<ul style="list-style-type: none"> a) Increased number of teachers trained to teach the Holocaust and related issues with the MHM educational resources. b) Increased number of teachers in Quebec and Canada know the MHM and use its resources. c) Communities across Canada with little access to Holocaust and genocide education reached e) Teachers at Jewish day schools supported and quality of program improves. Students more interested and knowledgeable.
2. Assure the loyalty of and increase in school group visits to the	<ul style="list-style-type: none"> a) Develop pedagogical workshops based on survivor testimony and collection artefacts as an alternative to 	<ul style="list-style-type: none"> d) Spring 2017-2018 	<p>Canada Summer Job grant</p>	<ul style="list-style-type: none"> d) Education Assistant Education and Remembrance Coordinators 	<ul style="list-style-type: none"> - 10 pre & post visit workshops based on themes identified with teachers (2014-15) 	<ul style="list-style-type: none"> - More diversified offer for Museum visits, adapted to needs of groups

<p>Museum</p>	<p>decreasing survivor speakers. b) Offer adapted visits to school audiences (including shorter visits) c) Re-think guide training d) Assure the use of tools in self-guided visits e) Better link the permanent exhibit and tools and other online content for pre and post visits. f) Promote our educational offer to the school milieu g) Analyse the use of our tools and Museum visits and reinforce evaluation methods.</p>	<p>e) 2018; - 2017-18; - 2017 f) Ongoing g) Ongoing h) Spring-Fall 2017, ongoing</p>		<p>e) Education & Museum and Collections Coordinator f) Education & Museum and Collections Coordinator. Education Committee g) Education Assistant Education and Museum Coordinators h) Intern or summer student</p>	<p>- Training of animators - Guide training session biennially - Continuing education for guides - New scenarios for visit (1-2) - Evaluation of new scenarios and tools developed with teachers</p>	<p>- Sufficient number of guides to meet need. Better comprehension of the Museum by students - MHM better understands teacher needs, interests, limits. Tools adapted. - Teachers better understand what is available to them at the MHM</p>
<p>3. Develop the reputation of the Museum as a leader in Holocaust and human rights education in Canada</p>	<p>a) Support educators in their projects (see 1.) and promote their work, notably outside Quebec b) Support specific clientele (eg. Francophones outside Quebec, communities displaying our traveling exhibits) c) Present or attend national & international conferences on Holocaust education, human rights and related topics. d) Participate in research projects with universities and other institutions e) Participate in or initiate national (or international) projects on Holocaust education, as possible</p>	<p>a) ongoing b) According to opportunities c) According to opportunities d) According to opportunities e) According to opportunities</p>		<p>a) Education Coordinator & Assistant b) Education Coordinator c) Education, Museum and Collections, Remembrance and Human Rights Coordinators d) Education, Museum and Collections, Remembrance Coordinators e) Education, Musée et Collection, Souvenir</p>	<p>Activities and/or projects developed by teachers with MHM support MHM Support offered to teachers and institutions outside Quebec Presentations and et publications of articles Increased downloads nationally and internationally (Google analytics) and use and reservation of MHM tools Partnerships and projects developed</p>	<p>a)& b) Teachers are supported in their work and understand MHM as a resource for them The Museum is recognised as a reference point for Holocaust education The Museum has developed national and international partnerships. Our resources are used across the country.</p>

**Montreal Holocaust Museum
ACTION PLAN 2017-2020
REMEMBRANCE**

Goals/Objectives	Activities	Timeline	Financial Resources	Human Resources	Outputs & Evaluation Means	Outcomes
1.To prepare the transition from live survivor testimony to recorded testimony with animated activities	1.1 Produce three short films based on the video testimony of three survivors. Activities to accompany them in pre-and post-visit animated sessions will be developed and tested by the education program assistant. 1.2 Participate in reworking the test films and activities based on the teachers' feedback 1.3 Produce 6-8 films and activities for different themes, school levels and in both languages (For more details see Education Action Plan.)	1.1 February 2017 1.2 Summer 2017 1.3 2018-2020		Remembrance Coordinator Education Coordinator Education Program Assistant Film maker / editor Teachers for testing	<ul style="list-style-type: none"> • 8-10 short films based on video testimonies of individual survivor and on different themes • Pre- and post-visit activities to animate sessions for each film • Evaluation by teachers in development and testing • Evaluation by teachers after implementation 	<ul style="list-style-type: none"> • The MHM is prepared to respond to school needs in the context of fewer survivor testimonies • The MHM tools and activities are seen as a viable alternative and inform Canadian and international practice.
2. Promotion of oral history collection and tools to various publics	2.1 Participation and presentations at national and international conferences, workshops on oral history and how to use it in teaching the Holocaust 2.2 Continue production of video clips from our collection of interviews for projects, website, newsletter, etc. 2.3. Upload information on our Oral History collection on the CJHN website	2.1 as opportunities present themselves 2.2 ongoing		Remembrance coordinator Education Coordinator Volunteers	<ul style="list-style-type: none"> • Presentations, workshops, papers • Video clips • Oral history database shared on the CJHN website 	<ul style="list-style-type: none"> • Partnerships with other research/educational institutions • More awareness of what we can offer in terms of Oral History • Increased visibility in cyberspace • Collection more accessible to, students and researchers and the general public
3. Bring Remembrance-related activities to	3.1 Reinitialize the Bar/Bat Mitzvah of Remembrance program with	3.1 2017-2018		Remembrance coordinator	<ul style="list-style-type: none"> • Number of Bar/Bat Mitzvah of Remembrance 	<ul style="list-style-type: none"> • Partnerships with a few synagogues offering a

students	<p>synagogues</p> <p>3.2 Partner with Jewish schools in bringing commemoration activities to schools</p> <ul style="list-style-type: none"> - explore what is being done in schools currently - propose commemorative activities to interested schools 	3.2 2017-2020		<p>Remembrance Coordinator</p> <p>Education Coordinator</p> <p>Teachers</p> <p>School administration</p> <p>Volunteers</p>	<ul style="list-style-type: none"> • organized Report on commemorative programs in the schools • Commemoration/Remembrance event organized in 3-4 interested schools 	<p>program for interested families.</p> <ul style="list-style-type: none"> • Schools are able to bring appropriate remembrance component into classrooms and assemblies. • Remembrance and education linked
4. Continue to develop and catalogue our oral history collection	<p>4.1 Continue interviewing survivors</p> <p>4.2 Finish cataloguing our collection in Filemaker</p>	<p>4.1 ongoing</p> <p>4.2 ongoing</p>		<p>Remembrance coordinator</p> <p>Volunteers</p>	<ul style="list-style-type: none"> • 5 new interviews per year • Fully catalogued collection 	<ul style="list-style-type: none"> • Our Oral History collection can be used more extensively in our educational work and programming
5. Continue to organise commemorations	<p>5.1 Rethink the Kristallnacht commemoration – frequency and program</p> <p>5.2 Continue impactful Yom Hashoah commemorations</p>	<p>5.1 2017</p> <p>5.2 ongoing</p>		<p>Remembrance coordinator</p> <p>YHS and KN committees</p>	<ul style="list-style-type: none"> • Different programming for the 80th anniversary of the Kristallnacht and for smaller years • Efforts to involve different sections of the Jewish community in the commemorations such as the Sephardi Jews 	<ul style="list-style-type: none"> • Ensure that both commemorations remain relevant to the 2nd and 3rd generations and Montreal community

**Montreal Holocaust Museum
2017-2020
Communications/Outreach Action Plan**

Goals/Objectives	Activities	Timeline	Financial Resources	Human Resources	Outputs	Outcomes
1. Develop the Montreal Holocaust Museum's branding	<ol style="list-style-type: none"> 1. Development of communications guidelines and iterations of the new brand 2. Implementation as materials are replaced, immediately in new website, programming, marketing tools 3. Evaluation guidelines developed in order to propose adjustments, if necessary. 4. Promotion of the Museum and its exhibits, programs and activities 5. Implementation of new name 	<ol style="list-style-type: none"> 1. 2017 2. 2018 3. Ongoing 		<p>Communications Coordinator</p> <p>Events Assistant</p> <p>All the team</p>	<ol style="list-style-type: none"> 1. Brandbook and standards guide finished and updated with template of all communications tool 2. Communications plan 3. New tools printed and distributed 	<p>Short terms: New communications practices implemented, used</p> <p>Long term: New branding and name recognized by general public and media</p>
2. Develop a strong, vibrant, relevant, online presence of the MHM recognised by the public	<ol style="list-style-type: none"> 1. Completion of new website and assure good SEO 2. Updating of the website, addition and modification of content (objects, testimonies, position statements) in addition to routine updates 3. Evaluate and adjust the digital strategy 4. Promote use of virtual exhibition. Evaluate visitorship and adjust. 	<p>Winter 2017</p> <p>Spring 2018</p> <p>Ongoing</p>		<p>Communications coordinator + consultant in digital strategy</p> <p>Events assistant</p> <p>Museum coordinator</p> <p>All the team</p>	<ol style="list-style-type: none"> 1. Google analytics Reports and evaluation of the website. Increased Canadian and international visitors each year 2. Relevant and up-to-date website with new material for return visitors 3. Digital Strategy report + SEM. Increased followers (10% per year from Twitter and 	<p>Short-term: Increased use of our websites and social media</p> <p>Long-term results: The MHM is visited and solicited across Canada and internationally as an online resource</p>

	5. Assure growth of YouTube Channel				Facebook). Content fresh, relevant. Speaks to the Holocaust and human rights 4. Virtual exhibition visit report. If funding available, adjustments to SEO 5. Monitored annual statistics and follow-up	
3. Increase the number of individual visitors in the Museum	1. Explore means to increase individual visitors to the Museum, including partnership for 2 museums 2. Promotion of the permanent exhibition and temporary exhibitions 3. Develop an offer of guided tours on a regular basis for the general public	1.Fall 2017 2.Summer 2017 3.Ongoing 4.Fall 2017/ Winter 2018		Communications coordinator Events assistant Museum coordinator/New museum staff	Variety of means explored: Advertising, integration of Museum promotion at events, ambassadors, encouraging visitors to use online reviews, etc. Increase in the number of individual visitors by 20% in 3 years.	Short-term: Increase in the number of visitors to our exhibition spaces on Sundays, during school breaks, Wednesday nights and during summer. Long-term results: The MHM must develop new spaces
4. Attract a diverse public to events programming	1. Evaluate first year of biannual programming. Adjust 2. Seek new partnerships, consolidate existing. 3. Distribution of events program 4. Thematic programs planned according to the exhibitions, core themes for season 5. Targeting of clientele per program.	1.Spring-Summer 2017, Adjust 2018 2.Fall 2017/ Winter 2018 3.Summer 2017 4.Ongoing 5.2018/2019		Communications coordinator Events Assistant Educational Programming Committee Human Rights coordinator	Number of participants, evaluation by participants Committee discussion Diverse partners which correspond to strategic orientations Reach broader, increased audiences, more Francophones Coherence of seasonal programs Evaluation of participants positive and instructive to future programming	Short-term: Increase in audience attendance at MHM events. Long-term results: Better integration of the MHM's activities : Museum, exhibitions, events programming, educational work

	4. Use existing content and create new content for social media, to highlight human rights work of the MHM (interviews with refugees, genocide survivors, victims of human rights abuses, Interviews with researchers, civil society, human rights defenders, live Q&A tweet session)	4. Spring - 2017		HR Coordinator Communication Coordinator Coms & Events Assistant	3. Increased number of followers on social media. Number of views, shares and clicks on content produced.	<p>about contemporary human rights issues.</p> <ul style="list-style-type: none"> • Long-term: a balance between the Holocaust and human rights aspects of MHMC's mandate is established.
3. Develop a broader audience for the United against genocide exhibit	<p>1. Create the final section genocide exhibit in consultation with experts (digital experts, scholars) in order to ensure higher visibility and use of exhibit.</p> <p>2. Update traveling exhibit (Last two sections year 4 and 5)</p> <p>3. Increase visitorship through promotion and partnerships with universities and museums.</p> <p>-Increase involvement of partner communities in the promotion of the exhibit.</p> <p>4. Develop a pedagogical tool to accompany the Genocide exhibit.</p> <p>5. Develop press brief (Updates and links with contemporary HR issues) along with activities around the Genocide exhibit with the pedagogical tool that is being developed.</p>	<p>1. June 2017</p> <p>2. Fall 2017</p> <p>3. January 2018</p> <p>4. Summer 2017</p> <p>5. Fall 2017</p>	<p>Yes: Dworkin Foundation until 2017</p> <p>Future renewal of grant?</p> <p>Museum Assistance Program? (travel)</p>	<p>Human Rights Coordinator + Partner communities</p> <p>+ Museum Coordinator</p> <p>+ Education Coordinator</p> <p>+ Communications Coordinator</p>	<p>1. New theme developed with partner communities.</p> <p>2. Updated traveling exhibit Travel of exhibit: Number of venues; feedback from venues through evaluation forms</p> <p>3. Increased number of online visitors. New partnerships are created.</p> <p>4. Pedagogical tool developed and implemented.</p> <p>5. Activities developed and implemented. Exhibition consulted online (# of hits). Number of schools and museums that hosted the exhibit.</p>	<ul style="list-style-type: none"> • Short-term: number of visitors increases. Public has greater knowledge about genocide. • Long-term: partnerships are deepened. • Short-term: teachers can provide a clear link between the history of genocides and human rights. • Long-term: increased public awareness about genocide prevention. MHMC acquires expertise on genocide prevention.
4 Ensure the MHM is seen as a key partner in Holocaust Education and Human Rights Initiatives across Canada.	<p>1. Continue and strengthen existing collaborations with like-minded organisations</p> <p>2. Reach out to new communities and human rights organisations through events development. (Canadian Museum for Human Rights, MIGS, Amnesty International' March of the Living)</p>	<p>2017-2018</p> <p>2018-2019</p>	<p>Yes: Gen-J granted</p>	<p>HR Coord + Executive Director +AGAR +HRC members</p>	<p>1. Existing partnerships are deepened. Events organised in partnership.</p> <p>2. New partnerships are established. New communities involved. Tools created jointly</p>	<ul style="list-style-type: none"> • Short-term: Awareness of the MHM as a spokesperson for human rights issues and as a potential partner. • Long-term: MHM's reach and networks expanded.

**Montreal Holocaust Museum
PUBLIC POSITION ACTION PLAN 2017-2020**

Goals/Objectives	Activities/Means	Timeline	Financial Resources	Human Resources	Outputs/Evaluation	Outcomes
<p>1. Identify and respond to emerging issues in keeping with the Centre's Public Position Policy in order to influence public reflection and policy</p>	<p>a) Choice of issues based on mission, mandate of Committee & current events b) Quarterly review of current relevant issues c) Use of social media d) Evaluate MHM role with key partners. e) Seek and use opportunities for partnership and positioning of the MHM f) Media relations: effort pan Canadian g) Use of website to make issues and MHM positions known</p>	<p>Ongoing</p>	<p>No additional</p>	<ul style="list-style-type: none"> • Human Rights Coordinator • Executive Director • Communications Coordinator • Public Position Committee Chair and members • Human Rights Committee members 	<ul style="list-style-type: none"> • Issues identified • Op-eds, press releases • Letters, meetings with political reps • Partnerships with like-minded organizations on issues of common concern • Meetings with political reps, presentations to Commissions. Briefs • Partnerships : number & diversity • Breadth of media coverage. Solicitation by media • Monthly statements/articles/videos or interviews on current issues on website (expert or MHM) 	<ul style="list-style-type: none"> • MHM enriches public debate • Influence on public policy and/or public thinking on the Holocaust and human rights, and past/present links • MHM positioned as a credible forum on contemporary human rights issues • New partnerships and consolidated partnerships • Greater pan Canadian recognition of MHM role •