

Congress 2024

ICOM France General meeting

THINKING THE MUSEUM OF TOMORROW

Exploring degrowth

Friday 27 and Saturday 28 September 2024

Jean Falala multimedia library in Reims & Zoom

Since the 1980s, the missions and activities of museums have expanded considerably. Driven by calls for cultural democratization and audience expansion, and based on the constant growth in the number of visitors, museum institutions have expanded and diversified their offerings, and strengthened their expertise by acquiring new know-how. The race for visitor numbers has led museums to offer 'blockbuster' programming, or at least to play the card of the event, with one event chasing another. The rise of digital technology has meant that new commitments have to be made, in order to comply with new channels of communication.

The return of visitors to museums in 2023 to levels before the health crisis could lead us to believe in the triumphant return of the "world before". However, increasing pressure on the resources allocated to cultural institutions, including museums, is leading to new operating methods: fewer exhibition projects, reductions in free admission, shorter opening hours and even, in some parts of the world, museum closures. Political instability and social tensions seem likely to have a lasting impact on the prioritisation of resources, which are themselves affected by the structural rise in the cost of maintaining the same level of service, not to mention cyclical crises such as the energy crisis.

To arbitrate and to reduce: two increasingly strong obligations that also sound like a virtuous necessity in terms of today's ecological challenges. How, then, can we reconcile constraints on human and financial resources, reductions in the ecological impact of our actions, and improvements in the services we provide to the public? What are the risks inherent in this injunction? If we can't avoid it, how can we give meaning to degrowth?

Through subjects as fundamental as the relationship between museums and their collections, their audiences and their modes of management, the question of what is at the heart of the museum will be raised. What can we change? What are we fundamentally defending? In the final analysis, the subject of degrowth goes back to what makes the museum what it is, encouraging us to ask ourselves what we are not prepared to give up.

Georges Magnier, Director of museums of the city of Reims

Émilie Girard, Chair of ICOM France

June 2024

Programme

Welcome Coffee

09.30

Official openings

Pascal Labelle

Deputy Mayor with responsibility for culture, City of Reims

Christelle Creff

Director of the French Museums Service (SMF) - Ministry of Culture

Emma Nardi

Chair, ICOM international

Emilie Girard

Chair, ICOM France

Georges Magnier

Director of the Museums of Reims, France

10.00

Keynote speaker: Serge Latouche - *Degrowth and the museum of tomorrow*

Emeritus Professor of Economics at the University Paris-Sud (XI-Sceaux/Orsay)

10.45

Session 1: *Controlled growth or downsising collections?*

How can we design sustainable collections management? How can we invent a pro-active collections policy? These simple questions naturally lead to the question of a possible 'low tech' museum, committed to rationalising its collections and its spaces, aware of its strengths and weaknesses, vigilant in terms of acquisition and mobilisation of resources, a museum that has taken the step that would allow it to think differently about its missions without giving up.

This change of perspective can be seen on a number of different levels, from the international level with the Bizot Group and the international SUSTAIN committee, to the national level with the inspiring examples of the Musée d'Aquitaine and the Palais de Tokyo, which, by its very nature as an art centre, allows us to decentralise our vision and attempts to reconcile creativity and responsibility.

Anaïs Aguerre

General Secretary of the Bizot Group

Mathieu Boncour

Director of Communications and CSR at the Palais de Tokyo, Paris

Laurent Védrine

Director of the Musée d'Aquitaine, Bordeaux

Michela Rota

Architect and consultant in museums and sustainable development, member of ICOM SUSTAIN

Moderation: **Hélène Vassal**, *Director of Collection Support at the Musée du Louvre, Paris*

12.15

Lunch break

13.15

Presentation of the project « Towards the decarbonisation of the French museum sector »

Karine Duquesnoy

Senior official for the ecological transition and sustainable development, Ministry of Culture

Laurent Barbezieux

Representative of the Aktio / Praxis culture / Les Augures consortium

14.00

Session 2: New proposals for cultural programming

Degrowth, limiting the ecological footprint and, more broadly, sustainable development: how can these guidelines be reflected in our programming offer? What fundamental levers can museums use to limit their footprint, from eco-design and extending the life of temporary exhibitions to upgrading permanent collections?

What about the public? How can they be made aware of this approach? How can they be involved in a new museum project? More generally, how can we integrate these guidelines into the heart of the museum's fundamental missions?

Robert Blaizeau

Director of Museums, Rouen Normandy Metropolitan Area

Matylda Levet - Hagmajer

Head of the Publics Unit at the Musée d'Ethnographie, Geneva

Pierre Stépanoff,

Director of Amiens Museums and the Maison de Jules Verne - Picardie

Moderation: **Agnès Parent**, *Director of Public Units, Muséum national d'histoire naturelle, Paris*

15.30

Session 3: How can we manage degrowth? Transforming organisations

Decrease, slow down, reduce, transform, structure, create differently, observe...: the term 'decrease' is examined by the four guests through a number of initiatives and experiments that have led to changes in professional organisations and practices. This third session brings together directors and managers of museums in Lyon and Montreal: the Musée des Confluences, an EPCC-IC, the McCord Stewart Museum of the History of the City of Montreal, Quebec, the Musée d'art contemporain de Montréal and the President of the AFNOR's Commission de normalisation de la conservation des biens culturels (CNCBC).

The aim of this session is to identify what the common core of knowledge, skills, methods and analyses might be in the contemporary museum context of 'degrowth' or 'post-growth'.

Martine Couillard, *Head of Government and Institutional Relations, McCord Stewart Museum, Montreal*

& Marie-Claude Mongeon, *Head of the general secretariat and strategic projects at the musée d'art contemporain de Montréal*

Hélène Lafont-Couturier

Director of the Musée des Confluences, Lyon

David Liot,

General Curator and Heritage Inspector, Ministry of Culture

Moderation: **Valérie Guillaume**, *Director of the musée Carnavalet Histoire de Paris, crypte archéologique de Île de la Cité, Paris*

17.00

Conclusion

Georges Magnier

Director of the Museums of Reims, France

17.30

General Assembly - ICOM France -

For members only

19.30

Cocktail reception

On the first floor of the Jean Falala Media Library in Reims

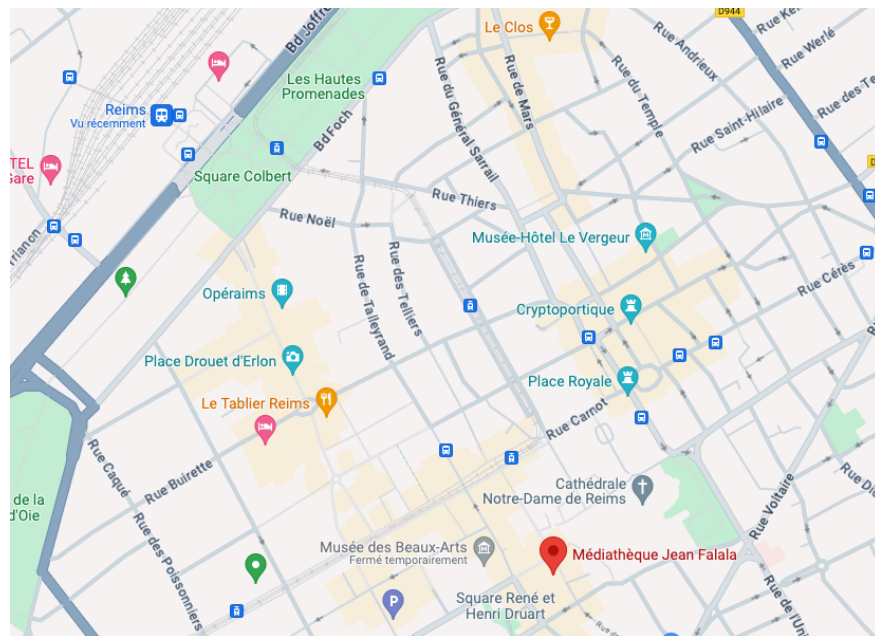
Practical information

The Congress will be held simultaneously on-site and online (please select the option when you register).

On-site access

Jean Falala Media library, 2 rue des Fuseliers, 51100 Reims,
Reception from 8.45 a.m.

Registration for the day is compulsory in order to attend the lectures *in situ*.



Online access

On Zoom, via the following links

MORNING SESSION 9.30 - 12.30

ID reunion: 858 8060 8141

Secret Code: 247485

<https://us02web.zoom.us/j/85880608141?pwd=pQECCUDQFWe5vlqJu9Y4pFZ7rg0mm.1>

AFTERNOON SESSION 13.00 - 17.00

ID reunion: 833 2119 8818

Secret Code: 541877

<https://us02web.zoom.us/j/83321198818?pwd=HUQElosC2xHabbu1cEAcR0U4VaO7bD.1>

The meeting will be available in simultaneous translation online in Spanish, English and French thanks to the support of the French Ministry of Culture (SMF / World Heritage Mission).

Thinking the museum of tomorrow

Exploring degrowth

Friday 27 September 2024

Morning

Keynote speaker: *Degrowth and the Museum of Tomorrow*

Serge LATOUCHE, Economist, Professor Emeritus at Université Paris-Sud (XI Sceaux/ Orsay)

Growth objector, Serge Latouche holds a degree in political science and a doctorate in philosophy. He founded and directed the "Les précurseurs de la décroissance" collection published by Le passager clandestin. Recent publications: *Chroniques d'un objecteur de croissance, Libre et solidaire*, 2023; *Penser un nouveau monde. Pédagogie et décroissance*. Interviews with Simone Lanza. Bibliothèque Rivages, ed. Payot & rivages, Paris 2023; *Travailler moins, travailler autrement, ou ne travailler pas du tout. Labeur et décroissance*, Bibliothèque Rivages, ed. Payot & rivages, Paris 2021.

Session 1: *Controlled growth or downsizing collections?*

Anaïs AGUERRE, General Secretary of the Bizot Group

Founder and Managing Director of Culture Connect, Anaïs Aguerre was previously Head of International Initiatives at the V&A where she was responsible for key international partnerships, including commercial ones. Earlier, Anaïs worked at the British Museum focusing on revenue-generating and international activities. She was also a consultant at Ernst & Young (government services and financial auditing) in Paris and worked at Lincoln Center in New York. Since 2009, Anaïs has also been in charge of the Bizot Group's general secretariat.

Mathieu BONCOUR, Director of Communications and CSR at the Palais de Tokyo, Paris

Graduate of Sciences-Po Paris, he has held various positions in local authority cabinets, notably at Paris City Hall. In 2017, he became Director of Public Affairs, Communications and Philanthropy at Compagnie de Phalsbourg. He sits on the board of the Association "1 immeuble, 1 œuvre" and is actively involved in the prefiguration of Philanthrolab, the first incubator and coworking space dedicated to philanthropy in France. He joined the Palais de Tokyo as Director of Communications in June 2020, spearheading the creation of a CSR department to drive the institution's social and environmental transition. Additionally, he teaches ecological and social transition issues in cultural institutions to students in the Public Affairs master's program at Sciences-Po Paris.

Michela ROTA, Architect and consultant in museums and sustainable development, ICOM SUSTAIN

Michela holds a PhD in Cultural Heritage "Science of Sustainability and Museums" and specializes in research, museology and strategic projects aimed at enhancing museums and cultural heritage from a sustainability perspective. She is a board member of ICOM's SUSTAIN committee, the strategic planning committee and is chair of ICOM Italy's working group on sustainability and Agenda 2030. From 2008 to 2017, Michela was a researcher at the Department of Energy - Politecnico di Torino, Italy. Author of the book "Musei per la Sostenibilità integrata" (EN: Museums for the Integrated Sustainability, Editrice Bibliografica 2022 - 2nd Ed.) and other publications, she lectures at colleges and universities and speaks at national and international conferences.

Hélène VASSAL, Director of Collections Support at the Musée du Louvre, Paris

After multi-disciplinary studies in literature, political science, management and preventive conservation, Hélène Vassal held positions in several heritage institutions dedicated to art and exhibition management, preventive conservation and collections management. Until 2019, she headed the Centre Pompidou's "régie des œuvres" department, then the collections department. In 2020, she was appointed curator and joined Inp as deputy director in charge of continuing education for heritage professionals. Since March 2023, she has been Director of Collections Support at the Musée du Louvre, while continuing her teaching activities and co-editing the first French-language book on art management, published in 2022 by Documentation française. Her training and expert missions have led her to become actively involved in the debate on ecological transition in museums, and to collaborate on numerous projects in this field.

Laurent VEDRINE, Director of the Musée d'Aquitaine, Bordeaux

Laurent Védérine is the Chief Curator of the Musée d'Aquitaine, Bordeaux's municipal museum, and has been its director since 2017. He studied history and archaeology at the University of Bordeaux-Montaigne, before joining the Inp. From 1996 to 2004, he directed the Margeride Ecomuseum and the Musée de la Haute-Auvergne in Cantal. He was then appointed project manager for heritage development in the Pays Basque and Béarn until 2008, while continuing his work with river archaeology. From 2008 to 2017, he was the Director of the Musée d'Histoire de la Ville de Marseille, overseeing the renovation of the museum for the European Capital of Culture event, Marseille-Provence 2013.

Session 2: New proposals for cultural programming

Agnès PARENT, Director of Public Units, Muséum national d'histoire naturelle, Paris

Her missions include drawing up the CSP, implementing major strategic initiatives and programming exhibitions, cultural actions, digital content, editions and travelling exhibitions. She was President of the amcsti from July 2021 to July 2023, responsible for the renovation of the Musée de l'Homme (reopening in 2015), as well as the creation of the Children's Gallery in the Grande Galerie de l'Évolution (opening in 2010). She has also worked on numerous temporary exhibitions and has taught in various university courses in her field of expertise.

Robert BLAIZEAU, Director of Museums, Rouen Normandy Metropolitan Area

Robert Blaizeau is curator and director of the eleven museums of Métropole Rouen Normandie since 2023. Previously director of the museums of Saint-Lô (Manche), he also held several general management positions in local authorities between 2017 and 2023.

Matylda LEVET-HAGMAJER, Head of the Publics Unit at the Musée d'Ethnographie, Geneva

As a member of MEG's Management Board, Matylda Levet-Hagmajer develops and implements the museum's social responsibility strategy. She previously specialized in the management of large-scale projects with audiences at their core, and in the implementation of cultural participation at the Direction du Département de la culture de la Ville de Genève.

Pierre STÉPANOFF, Director of Amiens Museums and the Maison de Jules Verne - Picardie

With a master's degree in philosophy, Pierre Stépanoff has been a curator since 2015. He was curator at Montpellier's Musée Fabre for 7 years, where he curated several major exhibitions ("Jean Ranc, un Montpellierrain à la cour des rois"; "Le Voyage en Italie de Louis Gauffier") and smaller exhibitions such as "De marbre blanc et de couleur, la chapelle Deydé de la cathédrale de Montpellier". He is currently completing the catalogue raisonné of the Alfred Bruyas collection at the Musée Fabre. Since May 2023, he has been the Director of the Museums of Amiens, where he is currently preparing an exhibition on the painter Albert Maignan, a major donor to the Musée de Picardie.

Session 3: How can we manage degrowth? Transforming organisations

Martine COUILLARD, Head of Government and Institutional Relations, McCord Stewart Museum, Montreal

Museologist, Martine has been working in the Montreal museum sector for nearly 25 years. With a thorough understanding of the interactions governing the various museum functions, she has a keen interest in the sustainable and integrated management of cultural institutions, and has been involved in the McCord Stewart Museum's sustainable development approach from the outset.

Valérie GUILLAUME, Director of the musée Carnavalet Histoire de Paris, crypte archéologie de l'île de la cité, Paris

Valérie Guillaume has headed several collections departments at local and national museums. In particular, she was curator and Head of the Industrial Prospective Department at the Centre Pompidou. In December 2013, she was appointed Director of the Musée Carnavalet Histoire de Paris. Since its reopening in June 2021, the Parisian museum has presented a completely renewed mediation offer and welcomed over 3 million visitors.

Hélène LAFONT-COUTURIER, Director of the Musée des Confluences, Lyon

After a first position as curator at the Musée des Beaux-Arts de Bordeaux, she was commissioned by the city of Bordeaux to create the Musée Goupil. In 1996, she was appointed Director of the Musée d'Aquitaine, and in 2005, at the request of Jacques Toubon, she led the project for the Musée national des cultures et de l'histoire de l'immigration in Paris. In January 2010, she became Director of the Rhône department's Gallo-Roman museums, before being appointed Director of the Musée des Confluences in July 2012. The museum, which brings together various sciences to understand the history of humanity, opened its doors on December 20, 2014.

David LIOT, General Curator and Heritage Inspector, Ministry of Culture, France

David Liot is a member of the Delegation for Inspection, Research and Innovation at the French Ministry of Culture, having previously served as Director of museums in Reims and Dijon. He chairs AFNOR's *Standardisation Committee for the Conservation of the Cultural Property*, which recently established a group of experts on the eco-design of temporary exhibitions. Since December 2023, he has also been the Ministry's referent for maritime and river heritage, and is piloting a transversal study on art in public spaces.

Marie-Claude MONGEON, Head of the general secretariat and strategic projects at the musée d'art contemporain de Montréal, Canada

In this position since 2021, she previously held various roles at the National Gallery of Canada for over 15 years, where she initiated a committee on eco-responsibility within the museum. She holds two bachelor's degrees from the University of Ottawa (in visual arts and arts history and administration), an International Baccalaureate (IB) in natural sciences and a graduate diploma from St. Michael's College at the University of Toronto in corporate social and environmental responsibility. She sits on the Advisory Board of the Museums Coalition for Climate Justice and is Chair of the Board of Directors of the Centre for Sustainable Practice in the Art.

Conclusion

Georges MAGNIER, Director of the Museums of Reims

Curator and graduate of the Institut d'études politiques de Paris, Georges Magnier has been director of the museums of the City of Reims since 2015. The Reims museum network comprises six establishments and a shared conservation centre, run by a team of around one hundred staff. The network is currently undergoing a major €85 million development plan, including the renovation and extension of the Musée des Beaux-Arts, which will be completed in 2026.