

## **ICoD Secretariat Relocation Information Pack**

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## Invitation to potential hosts

ICoD's domicile is currently registered in Montréal, Quebec, Canada. As part of the 2024-2026 Executive Board's ongoing strategies and renewal of the organisation's operational activities, we are preparing to transition the headquarters to a new location. In doing so, we aim to position ICoD in a host city that values design and supports our mission, while keeping the organisation accessible, efficient, flexible, and sustainable.

For this proposed transition, we are inviting **Expressions of Interest** from potential host cities, institutions, or organisations willing to partner with ICoD by covering the necessary costs associated with the relocation. This includes:

- Providing office accommodation which includes a furnished office space with access to either a dedicated or shared meeting room, kitchen and restroom, for a period of ten years;
- Contributing to staffing support of at least three full-time positions with the possibility of two to three part-time roles in the future, for a period of ten years. In this regard, ICoD is also interested in continuing its long-standing graduate internship programme with local academic institutions;
- Covering expenses related to legal registration and other administrative fees for establishing a new domicile as a Not-for-Profit Organisation;
- Contribution to other establishment costs for setting up the headquarters in the new location such as banking, telecommunications, internet, web hosting, equipment, utilities, insurance,

recruitment of legal and accounting consultants and staff; and

- Relocation and moving expenses of selective assets based in Montreal.

The ICoD Board aims to conclude the host city bidding process by mid-May 2026 and relocate its Secretariat by July 2026. Additional background information and a summary of benefits can be found below in this document as well as our website at: **[www:theicod.org](http://www.theicod.org)**.

We also welcome discussions on how the host city could profile itself as the new home of ICoD through events, media visibility, and partnerships that highlight the city or region's design community and strengthen its international presence.

By securing support for these essential resources, ICoD will be able to focus its energies and funding on its core mission: advocating for design professionalism and building stronger connections across the global design and related communities.

We kindly request interested parties and entities to acknowledge their interest by Wednesday, **19 November 2025**. Letters of Expression of Interest should be addressed to the Relocation Advisory Committee coordinated by former ICoD President Jacques Lange at email: [jacques@theicod.org](mailto:jacques@theicod.org). The Committee will engage with all interested parties regarding the next steps of the selection process by 27 November 2025.

We are grateful for your consideration of this important initiative and look forward to engaging with your responses.

## About ICoD

ICoD was founded on 27 April 1963 in London, as the International Council of Graphic Design Associations (Icograda). Today, the International Council of Design (ICoD) is a world body for multidisciplinary professional design, an international council that promotes the designer's vital role in society and commerce and unifies the voices of designers worldwide.

### MISSION, VISION AND VALUES

While taking into account and celebrating institutional, cultural and social differences throughout the world, ICoD serves the worldwide community by:

- Being an international non-partisan and non-governmental representative voice for design;
- Representing the interests of professional designers from all disciplines in a responsible manner;
- Defining and increasing awareness of professional standards and best practices governing design practice;
- Advocating for design as an effective way of advancing the best interests of humanity and the environment;
- Fostering recognition and respect of design by individuals and society at large (practitioners and clients included) as a valued and vital profession;
- Facilitating knowledge management and exchange;
- Facilitating cooperation amongst organisations of designers and allied institutions; and
- Supporting the development of design education (practice, theory and research).

### EXECUTIVE BOARD OF DIRECTORS

ICoD's Executive Board consists of individuals and experts from various design fields who are duly

nominated and elected by ICoD Member organisations at the biennial ICoD General Assembly.

A five-member Executive Board of Directors administers the activities and direction of the Council. Members of the Board serve in a volunteer capacity, donating their time and expertise to further ICoD's mandate. Board Meetings are typically held in conjunction with other ICoD events. They are coordinated throughout the world and usually hosted by an ICoD Member organisations.

ICoD relies on the active involvement of its Executive Board to ensure that its activities are focused on the strategic priorities of the Council, to promote ICoD globally and to develop its membership base and networks.

The members of the Executive Board include the President, Past President, Secretary General, Treasurer and any other Non-Executive Officer position as deemed necessary by the Executive Board. Members of the Board are not compensated for their service and they are responsible for travel and accommodation expenses for attendance to Board Meetings. The ICoD Executive Board is a working board and members are expected to fulfill their obligations and commitments.

View the profiles of the current Executive Board members at [www.theicod.org/council/executive-board](http://www.theicod.org/council/executive-board) and a list of former Boards at [www.theicod.org/council/history/board-history](http://www.theicod.org/council/history/board-history).

### ABOUT THE SECRETARIAT

Since 2005 ICoD maintains its international Secretariat in Montréal, Canada. The Secretariat was previously located in London, UK, from 1963 to 1999, and Brussels, Belgium, from 1999 to 2005.

The Secretariat staff is responsible for the execution of operational and administrative responsibilities and the management of ICoD mandate, events and initiatives, guided by the strategic directions set by the Board. The Executive Board delegates its operational and administrative responsibilities to the General Manager, who provides scheduled operations reports as a standing item of Board Meetings.

The ICoD Secretariat staff count has varied over the decades, ranging from two to eight staff members (full time and/or contract) based on the Council's available resources, programming and activities at particular times.

From 2005 to 2025, the Secretariat employed an accumulated number of 31 staff members whose employment terms range between one and ten years. All employed staff graduated with at least one four-year university degree and several with multiple degrees. Over the past 25 years the Secretariat staff came from 12 countries and were accumulatively fluent in 13 languages.

Since 2005, the ICoD Secretariat also implemented a highly beneficial graduate internship partnership programme with two Montreal-based academic institutions which resulted in many intern alums being appointed as staff members.

## ICoD MEMBERSHIP

ICoD is a multidisciplinary Council of independent **Member organisations** – a global network that shares common issues, commitments and standards. Members, consisting of **Professional, Promotion and Education** organisations, create a unified voice for the global, design community and drive a high-level dialogue on the leading role design plays in society, culture and the economy. ICoD is the world's largest representative of professional designer entities.

ICoD's current Membership count represent 106 organisations from 46 countries, including 2 **corresponding entities**. See [www.theicod.org/network/members](http://www.theicod.org/network/members) for a complete list of current Members.

In 2025 ICoD introduced the ICoD **Industry Friends** programme, a non-voting Member category, seeking like-ICoD Secretariat Relocation Information Pack

minded organisations, government agencies, regional economic development bodies, cities, foundations, and ethical businesses that share ICoD's ideals, values, and objectives.

ICoD's **International Design Media Network (IDMN)** brings the world's design media together into a single online community. The network consists of IDMN participants and bona fide design publications and media. This branch of the ICoD network is dedicated to establishing and promoting standards and ethics in design journalism. It is also a forum for sharing ideas and information, and is becoming a meaningful resource for the most forward-thinking practices in design. The current IDMN participants can be viewed at <https://www.theicod.org/en/network/idmn>.

ICoD Membership also include the **Lifetime Friends** category, an honorific title granted to individuals who have made important contributions to the Council's activities and advancement. See [www.theicod.org/network/lifetime-friends](http://www.theicod.org/network/lifetime-friends) for a complete list of current Friend Members.

## AFFILIATES

Spending many decades, the Council enters into formal affiliations with international entities concerned with design-related issues in order to strengthen the global design community. **International Affiliates** agree to mutual promotion of activities and common agendas to advance the status of design and designers. They are not otherwise eligible for membership.

Current Affiliates include 20 design, regional intergovernmental, and UN-related intergovernmental organisations and UN bodies including: Alliance Graphique Internationale (AGI); Association Typographique Internationale (ATypI); Bureau of European Design Associations (BEDA); Design Alliance Asia (tDA Asia) [The]; Design Management Institute (DMI); EIDD - Design for All Europe; European Brand and Packaging Design Organisation (EPDO); International Association of Universities and Colleges of Art, Design and Media (Cumulus); International Federation of Interior Architects/Designers (IFI); International Federation of Reproduction Rights Organisations (IFFRO); International Institute for

Information Design; International Organization for Standardization (ISO); International Society of Typographic Designers (ISTD Ltd); Office for Harmonisation in the Internal Market (OHIM); Pan-Afrikan Design Institute (PADI); United Nations Educational, Scientific and Cultural Organization (UNESCO); United Nations Industrial Development Organization (UNIDO); Women Designers' Forum, World Design Organization (WDO); and World Intellectual Property Organisation (WIPO).

## PROGRAMMING, INITIATIVES AND ACTIVITIES

ICoD has an continues to engage in a diversity of activities, initiative events and programmes. Some of the current activities include:

- The **Icograda Archive** is held by the University of Brighton in the United Kingdom. It comprises of a valuable poster collection, library holdings, and a significant body of documentation relating to governance, administration and educational activities of the Council including 1 315 files, c2000 posters, 853 items, 13.5 linear metres of audio and visual resources, and 22.5 linear metres of library typescript. The University of Brighton Design Archives holds 16 other collections including those of two of ICoD's founding Presidents, thereby providing a major centre and resource for design research.
- The **Montréal Design Declaration** is a historic international document that proclaims a unique vision of the role of design in ensuring a better future. ICoD is a co-drafter and continues to have a seat on the Design Declaration Steering Committee (see: [www.theicod.org/network/dds](http://www.theicod.org/network/dds) and [www.designdeclaration.org](http://www.designdeclaration.org)). The 2017 document was signed by 18 international organisations, in the presence of several UN agencies. In aggregate, these 18 organisations represent over 700 national and regional organisations in 90 countries and the Declaration continues to influence ICoD's current policies and strategies.
- **Council Awards** honour outstanding innovation and achievements in design practice and education, as well as acknowledging individual career achievement. These awards include the **ICoD Presidents Award**, **ICoD Education Award**, and the **ICoD Achievement Awards** which are traditionally presented at biennial ICoD General Assemblies.
- ICoD expands its international impact through its **Endorsed Events** programme for non-Members and the **Member Event Seal** programme hosted by Member organisations. The ICoD Event Seal confirms that the body organising an event has pledged to follow international standards for best practice, a set of guidelines ensuring that the event is ethical and respects the integrity of designers, the design process and the value of design. These standards are outlined in the ICoD Best Practice documents.
- **Member Events** are independently organised by ICoD Members from around the world and take on many different forms including awards, competitions, biannual, triennials, exhibitions, residences, workshops, conferences, and colloquiums. These are endorsed by ICoD via its Member Event Seal programme and promoted via ICoD's various media channels.
- Celebrated since 1995, **International Design Day** (IDD) commemorates the founding of the Council on 27 April 1963. Until 2020, this event was celebrated as World Design Day. International Design Day is an opportunity to recognise the value of design and its capacity to effect change. On this day, the Council challenges designers to reflect deeply on the well-being of people within their local environments, and to find innovative solutions to local needs by using design as a vehicle to honour diversity and transcend borders. Annual IDD activities align to a common theme determined by the ICoD Board and consist of a diversity of events and formats around the world.
- An initiative of ICoD Member Aiap (the Associazione italiana della comunicazione visuale or Italian association of visual communication design), the **Aiap Women in Design Award** (AWDA) is an international, biennial award dedicated to professional women designers, students, researchers and teachers working in the field of visual communication design.

## ICoD MEETINGS

The various networks of design organisations (Member and non-Members) that connect through ICoD come together, physically, several times in a two-year term. Carefully planned and curated sessions create opportunities for these entities to report on ongoing projects, discuss topics of common interest and find common ground for inter-organisational collaboration. The Council places a great deal of importance of these in-person interactions which include:

- **General Meetings** assemble Members on issues of governance and policy. The ICoD General Assembly (GA) and Annual General Meeting (AGM) happen on alternating years in different parts of the world;
- **Platform Meetings** gather ICoD Members (Educational, Professional and Promotional Members) at one place and time, to explore common challenges and action for change;
- **Regional Meetings** provide an opportunity for ICoD Members located in the same region to engage with the design community at the regional level on common topics and challenges; and
- Meetings of the **Iridescent Network** foster collaboration and exchange between various promotion and valorisation entities (Design Weeks, Festivals, Museums, Cities, and more) to address overlapping challenges and objectives and to determine how the international design community can better collaborate on mutual goals and shared challenges.

## PROFESSIONAL RESOURCES

### MEDIA

- The **ICoD website** serves as the main source of communication for the Council and provides a diversity of resources for Members, non-Members and all other interested parties. View [www.theicod.org](http://www.theicod.org). These include:

- A useful **lexicon**, definitions and a dedicated space to explore discourse and thought on the contemporary practice of design, clarifying the organisation and its Members' understanding of the meaning of **professional design**, design practice and what defines the title 'professional designer'. See more at: [www.theicod.org/en/professional-design/what-is-design/](http://www.theicod.org/en/professional-design/what-is-design/);
- A **News Archive** spanning back to 2000. <https://www.theicod.org/en/resources/news-archive/>;
- The **Career Centre** that provides up-to-date multidisciplinary job listings for recruiting international candidates.

- ICoD publishes a regular **newsletter** which is circulated to thousands of subscribers via email. An archive of newsletters dating back to 2016 is available on the ICoD website at: [www.theicod.org/en/resources/newsletter-archive](http://www.theicod.org/en/resources/newsletter-archive).
- ICoD maintains active **social media** pages on Facebook ([www.facebook.com/theicod.org](http://www.facebook.com/theicod.org)), X (formerly Twitter, <https://x.com/theicod>), LinkedIn ([www.linkedin.com/company/theicod/posts/?feedView=all](http://www.linkedin.com/company/theicod/posts/?feedView=all)) and Instagram ([www.instagram.com/theicod](http://www.instagram.com/theicod)), as well as maintaining a dedicated YouTube profile ([www.youtube.com/channel/UCmjNBA\\_qL2cPF6UCWYftkZg](http://www.youtube.com/channel/UCmjNBA_qL2cPF6UCWYftkZg)), and a Linktree ([https://linktr.ee/the\\_icod](https://linktr.ee/the_icod)?fbclid=PAZXh0bgNhZW0CMTEAAeBLhv8Q2dpBXoPYuBOTaL1UKyoxYADR0j5GGC35OLO3EKz0vM6cMBRLB\_DYw\_aem\_QXWH5MK29KB753Vla3pVgQ).

## CORE DOCUMENTS

- One of ICoD's most important core practice documents is **Professional Code of Conduct for designers**, which is regarded as an international standard and reference. It is an aspirational document, intended to serve as a touchstone for professional associations crafting their own Codes, and to support educational institutions developing curricula. It is a tool for any designer who seeks to adhere to international standards. The Code has to date been published in English, Arabic, Japanese, Lithuanian, Polish, Portuguese, Spanish and Turkish. See more at: [www.theicod.org/en/resources/professional-code-of-conduct](http://www.theicod.org/en/resources/professional-code-of-conduct).

- Over the decades ICoD published and maintained a series of seminal **Best Practice Papers**. The objective of these are to define principles for an international basis of professional and ethical standards related to the practice of professional design. Drafted of by international panels of design practitioners and educators, these documents form an evergreen resource, reflecting a complexity of issues as they vary in context and between countries and across disciplines. The **ICoD Best Practice Papers** include:

- **Serving as a Juror for a Design Award Competition**, developed as a set of guidelines for professional designers to serve as jurors in design award competitions in ways that are ethical and respect the integrity of designers, the design process and the value of design (see: [www.theicod.org/storage/app/media/best practice documents/ICO\\_RES\\_BP\\_Jury\\_Guidelines.pdf](http://www.theicod.org/storage/app/media/best%20practice%20documents/ICO_RES_BP_Jury_Guidelines.pdf));
- **Organising Design Award Competitions**, developed as a set of guidelines for organisers to conceive of design award competitions that are ethical and respect the integrity of designers, the design process and the value of design (see: [www.theicod.org/storage/app/media/best practice documents/ICO\\_RES\\_BP\\_Organising\\_Design\\_Award\\_Competitions.pdf](http://www.theicod.org/storage/app/media/best%20practice%20documents/ICO_RES_BP_Organising_Design_Award_Competitions.pdf)); and
- **ICoD position on unpaid work** (speculative work) defines the organisation's position as follows: The International Council of Design upholds professional design conducted in a manner consistent with accepted professional standards of practice for fair compensation for design work and discourages all practices that engage designers in any kind of speculative, uncompensated work, including competitions of a speculative nature. Such practices undermine the value of design and the professional standing of designers (see: <https://www.theicod.org/en/resources/icod-position>).

## PUBLICATIONS

- Since 1971 ICoD published various iterations of **design research journals**. These include; *Icographic*, *Iridescent*, and *Communication Design: Interdisciplinary and Graphic Design Research* which explore new directions of contemporary design practice and research. Digital copies of these journals are available at: <https://www.theicod.org/en/resources/publications>.
- The **International Indigenous Design Charter** is a living document for the best practice protocols when working with Indigenous knowledge and material in commercial design practice. The Charter takes into consideration the needs of the diverse design communities and cultures globally. See more at: [www.theicod.org/en/resources/international-indigenous-design-charter](http://www.theicod.org/en/resources/international-indigenous-design-charter).
- The ICoD website provides a repository of the **Meeting Reports** of past Council Meetings. This resource includes reports from meetings with Member organisations, experts on specialised topics and the extended design community. See more at: [www.theicod.org/en/resources/meeting-reports](http://www.theicod.org/en/resources/meeting-reports).
- The ICoD website also provides a collection of **ICograda Documents** including reports, surveys and manifestos spanning from 1987 to 2011. Included in this archive are the **Design Education Manifesto**, a core document that defines the Council's position on design education; **Regional Reports** reflecting design studies in select regions; and the **World Design Survey™**, a research project and international framework for measuring the contribution of the design economy to the development of government strategies. These documents are available at [www.theicod.org/en/resources/icograda-documents](http://www.theicod.org/en/resources/icograda-documents).

## ICoD HISTORY

Please refer to the annex document titled *ICoD Chronology of milestones 2025.pdf* which provides a detailed chronology of ICoD's history from 1963 to 2025. The document is available on the same URL as this *ICoD Relocation Information Pack Oct 2025.pdf* document.

## **Benefits for Secretariat hosts**

### **Economic Benefits**

The presence of an international organisation in the city would create new jobs not only directly in the office but also in related sectors. This would contribute to the city's economic growth and diversification.

Annual financial statements for 2023 indicate that ICoD's operational expenses were allocated as follows: 73% towards salaries; 9% toward professional fees (bookkeeping, accounting and legal); 6% towards telecommunications and web services; 4% towards storage and rent; 4% towards tax, interest, insurance and banking fees; 4% amortisation and depreciation; and <01% office and general expenses.

A detailed breakdown of ICoD's contribution to the local economy spanning the past 10 years will be provided to prospective bidders by 22 October 2025.

### **Strengthening Creative Industries**

The presence of the International Council of Design in your city could stimulate the growth of local creative and cultural industries (CCI), providing opportunities to collaborate with international partners.

Current and previous host cities (Montreal 2005-current, Brussels – 1999-2005, and London – 1963-1999) benefitted greatly from their association with ICoD who promoted the city/region's design-related activities internationally, including festivals, conferences, exhibitions, competitions, biennales, expos, museum and professional association activities.

ICoD leadership and staff frequently collaborated with various city government, commerce, educational, research and international entities based in the host city and formed particularly strong and beneficial relationships with local national design profession bodies, economic development agencies, and education institutions.

### **Talent Attraction and Retention**

The presence of an international organisation can help attract and retain talents in the city, especially in the creative industries sector. This is important for a host city's image as an attractive place to live and work.

From 2005 to 2025, the ICoD Secretariat in Montreal employed a total of 31 staff members whose employment terms range between one and ten years. All staff held at least one four-year university degree and several with multiple degrees. During this period the Secretariat's multicultural staff came from 12 countries and were accumulatively fluent in 13 languages.



Since 2005, the ICoD Secretariat also implemented a highly beneficial graduate internship partnership programme with two Montreal-based universities which resulted in many intern alums being employed as ICoD staff members.

Upon leaving the employment of ICoD, all but four former staff members proceed to be employed in a diversity of organisations and sectors in Montreal or other cities in Canada.

## **Strengthening Cross-Cultural Ties**

The ICoD Secretariat office in a host city could become a bridge between different regions' design and broader creative and cultural industries communities, utilising and featuring its unique geographical position, economic and cultural assets.

This is evident in ICoD's activities with affiliated organisations as described on page 4 above (see section titled 'Affiliates'), Montréal Design Declaration on page 5, the Iridescent Network mentioned on page 6, and the International Indigenous Design Charter on page 7.

## **Financial Value**

More details regarding the financial value of ICoD's contribution to the local economy in its current host city (Montreal) during the last 10 years will be provided to prospective bidders by 22 October 2025.

## **Outline of bidding process and preliminary timeline**

The ICoD Executive Board appointed a Relocation Advisory Committee of experts to review potential hosts' responses and make recommendations to the Board during the bidding process for relocating the ICoD Secretariat to a new host city. The Committee is chaired by the current President, Melike Taşcıoğlu Vaughan, and coordinated by former ICoD President Jacques Lange.

The bidding and selection process for the relocation of the ICoD Secretariat consists of four phases:

### **Phase 1: Call for Expressions of Interest to host the ICoD Secretariat**

Dissemination of Call for Interest: 01 October 2025  
Submission of potential bidders' questions to the Advisory Committee: 17 October 2025  
Committee's response to potential bidders' questions: 22 October 2025  
Submission of Expressions of Interest by potential hosts: 19 November 2025

### **Phase 2: Distribution of Bid Evaluation Questionnaire to interested parties**

Distribution date: 27 November 2025  
Submission of completed Bid Evaluation Questionnaires by potential hosts: 09 March 2026

### **Phase 3: Distribution of the Advisory Committee's Recommendations and final questionnaire regarding short-listed bids**

Distribution date: 16 April 2026

Submission of completed final Bid Questionnaires by short-listed bidders: 04 May 2026

### **Phase 4: Virtual presentation of final bids by short-listed parties**

Presentation dates: 14 and 15 May 2026  
(depending on the number of short-listed parties)  
Announcement of final bid process of ranked results: 18 or 19 May 2026

### **Negotiation with preferred host entity**

Dates: 20 May 2026 to 3 June 2026

### **Confirmation of host agreement by the selected entity and the ICoD Board**

Date: 5 June 2026

### **ICoD Board Meeting and site visit to finalise the establishment of the new Secretariat head office and launch of staff recruitment process**

Date: 03 July 2026

### **Potential hosting of the ICoD General Assembly in the new Secretariat host city.**

Sometime between October to November 2026

Please note that this is a draft process and phases and dates might change based on the number of bidding entities and unforeseen circumstances.

### **Address all questions and correspondence to:**

Jacques Lange, c/o the Relocation Advisory Committee at email: [jacques@theicod.org](mailto:jacques@theicod.org).

## **Template for Expressions of Interest**

Please provide confirmation of the the bidding entity's Expression of Interest to participate in the bidding process to host the ICoD Secretariat in future.

Kindly provide the following information on the letterhead of the leading bid entity:

- Name/s of the legal entity/s expressing interest to bid;
- Name's of the person/s legally entitled to act in the name of the entity/s and their official position/ title;
- Address and contact details of the legal entity/s and person/s responsible for presenting and negotiating a hosting bid.

**Address all questions and correspondence to:**

Jacques Lange, c/o the Relocation Advisory Committee at email: [jacques@theicod.org](mailto:jacques@theicod.org).