

Niagara Historical Society

Constitution & By-Laws

Letters Patent December 12, 1978
and applicable amendments



Glossary

In the Constitution and By-Laws of the Niagara Historical Society:

- Board:** means the Board of Directors of the Society.
- Committee of the Whole:** means the session of the Board that permits free discussion of a matter to make tentative decisions without the restrictions of formal debate.
- “ex officio”:** applies to the right of a person to assume an office or some functions by virtue of his/her current appointment.
- Good Standing:** defines the status of members who have paid their membership fees to the society by the date and in the amounts prescribed in the By-Laws.
- Museum:** means the Museum of the Niagara Historical Society.
- Quorum:** a minimum number of persons or a proportion of the membership that must be present in order to transact business at a meeting.
- Residual Authority:** means the authority which governs when the Constitution or the By-Laws of the Society or the relevant legislation do not provide for a specific situation.
- Society:** means the Niagara Historical Society.
- Symbol:** means any sign, other than the official seal, that is used by the Society to identify itself.
- Two-Third Majority Vote:** means two-thirds of the valid votes cast, not counting blanks or abstentions.
- Valid Votes:** when referring to written votes, excludes spoiled or blank ballots but includes negative ballots.

CONSTITUTION OF THE NIAGARA HISTORICAL SOCIETY

ARTICLE 1 – NAME

The name of the organization shall be “Niagara Historical Society”. (ref. Letters Patent 381795 dated December 12, 1978)

ARTICLE 2 – ADDRESS OF THE SOCIETY

The registered address of the Society shall be 43 Castlereagh Street, Niagara-on-the Lake, Ontario, L0S 1J0.

ARTICLE 3 – MISSION

The Niagara Historical Society and Museum will conduct educational programmes and life-long learning opportunities for the people of Niagara, visitors and the members of the Society. These programmes will support our mandate to encourage and educate individuals on the heritage of Canada and the Niagara region. This objective will be accomplished through the use of the Museum's collection and knowledge of the Society,

and

The Niagara Historical Museum will ensure that all programmes conducted by the Museum will be in a safe and secure environment for staff, visitors and volunteers.

ARTICLE 4 – PURPOSE

Place: The Society has a continuing role in community education, connecting people to the past, present and future through programming of life-long learning opportunities with specific reference to the Niagara region.

Preservation: The Society shall encourage the preservation of Canadian historical records and artifacts with reference to the Niagara region and specific attention to the historical benchmarks in the Town of Niagara-on-the-Lake.

Participation: The Society shall encourage the recognition of the Museum as a centre for heritage based learning and develop volunteer opportunities with the many skills available within the community.

Management: The Society shall manage the Museum and its' holdings as a community place, communicating cultural experiences from one generation to the next.

Other: The Society shall manage the pursuit of any other activity relevant to its stated purposes and will follow the Canadian Museum Association Code of Ethics, and all legislative requirements (Firearm acquisition certification, WHIMIS, etc.).

ARTICLE 5 – AFFILIATIONS

- (a) The Society shall maintain affiliation with the **Ontario Historical Society**.
- (b) The Society may seek affiliation with other organizations that have purposes/interests similar to its own.

ARTICLE 6 – MEMBERSHIP

- (a) Membership in any one of several classes is open, upon payment of the required fee, to any person who expresses an interest in pursuing the purposes of the Society.
- (b) The rights and privileges of members under this Constitution shall be as set out in the By-Laws.
- (c) Members are expected to promote and support the activities of the Society.
- (d) For the purposes of application and interpretation of the Constitution, the Membership shall retain all powers of the Society not delegated to the Board.

ARTICLE 7 – MEETINGS OF THE MEMBERSHIP

- (a) The will and the power of the Society are exercised at meetings of its members.
- (b) The Annual Meeting shall be held at Niagara-on-the-Lake, as near as possible to October 13, the anniversary of the Battle of Queenston Heights.
- (c) Special meetings may be called by the President or by the Board or at the request made to the Board by any ten (10) members of the Society.
- (d) At any meeting of the Society, a quorum shall be as prescribed by the Board according to the By-Laws.

ARTICLE 8 – THE BOARD OF DIRECTORS

8.1 Role of the Board

- (a) The Board is the governing body responsible and accountable to the Membership for the management of the affairs of the Society, the Museum and the Collection.
- (b) As guardian of the fundamental values of the Society, the Board shall be responsible for the formulation of the vision of its purposes and for the long term planning necessary to the accomplishment of those purposes.
- (c) The Board shall govern in accordance with the Constitution, the By-Laws and, as determined from time to time, the established policies and procedures.
- (d) At any meeting of the Board and its Committees, a quorum shall be prescribed by the Board according to the By-Laws.

- (e) The Board of Directors of the Niagara Historical Society is responsible for ensuring the financial resources, including fundraising for the purpose of operating the Society and Museum and will follow the Canadian Museum Association fundraising guidelines. The Society will diversify its fundraising sources.

8.2 Election and composition of the Board

- (a) The Board shall consist of the following officers who will constitute the Executive Committee:
- the President
 - the Vice-President (Museum's Affairs)
 - the Vice-President (Society's Affairs)
 - the Treasurer
 - the Recording Secretary
 - and five (5) Directors and one (1) Representative of the Council of the Town of Niagara-on-the-Lake.
- (b) Except for the Representative of the Council, the Board shall be elected from among the Membership of the Society at each Annual Meeting and shall hold office as prescribed in the By-Laws.
- (c) Except for the Executive Committee that is elected at the Annual Meeting, the Board shall elect from among its members the chairs of all Standing and Special Committees, approve their membership and define their terms of reference and responsibilities.
- (d) Portfolios or Committees may include members of the Society who are not elected members of the Board; however, all committees of the Board must be chaired by an elected Director.
- (e) The Nominating Committee shall be elected by the Membership at each Annual Meeting for a term of one (1) year.

8.4 Role of the Past Presidents

- (a) The Past President or a past Director shall be invited to chair the Nominating Committee.
- (b) Past Presidents may be invited to join one or more of the Board Portfolios, give advice and support on any matter of interest to the Society.

8.5 Vacancies

Vacancies shall be filled in accordance with the By-Laws.

8.6 Responsibilities of the Board

The Board shall be responsible for:

- the development and implementation of policies relating to the purposes of the Society;
- the approval of all budgets;
- all employment contracts, salaries, employee benefits and related expenditures;
- custody and retention of the records of the Society;
- the management, acquisition and disposal of all properties of the Society;
- the raising of appropriate resources to sustain and develop the activities of the Society;
- the review of all significant financial and material donations to the Society.

8.7 The Strategic Plan

- (a) The Board shall be responsible for the formulation of strategic planning for the promotion and accomplishment of the purposes of the Society.
- (b) A newly elected Board shall be responsible for the continuing implementation and annual updating of all such plans.
- (c) Board approved strategic plans shall be presented to the Membership at the Annual Meeting.

ARTICLE 9 –BY- LAWS

The Board shall issue By-Laws for the general management and the conduct of the affairs of the Society and for its internal organization.

ARTICLE 10 – AMENDMENTS

- (a) The Constitution may be amended by a two-third majority of the valid votes cast by the members present at an Annual Meeting.
- (b) The By-Laws may be amended by a two-third majority of the valid votes cast by the members present at any General Meeting.
- (c) All members shall be notified in writing and on the Society web site of all proposed amendments to the Constitution or to the By-Laws at least thirty (30) days in advance of the meeting at which such amendments shall be put to a vote.
- (d) Notification to the Membership shall:
 - set forth the full text of all proposed amendments and, for comparison purposes, the text of the document to be amended placed side by side with the corresponding amendments;
 - provide explanatory notes indicating the reasons for the amendments;
 - stress that the presence of the members is requested in view of the importance of the matters to be decided.
- (e) Amendments to the Constitution shall take effect on the date of the Annual Meeting at which they are approved.
- (f) Amendments to the By-Laws shall take effect on the date of any General Meeting at which they are approved.
- (g) The Membership shall be informed of the approval of any amendment to the Constitution or to the By-Laws in the “Newsletter” of the Society.

ARTICLE 11 – FINANCIAL MATTERS

- (a) The Society shall be operated as a non-profit incorporated organization.
- (b) No officer, director or member of any committee shall receive any remuneration for duties performed on behalf of the Society.

- (c) Reasonable out of pocket expenses incurred while performing duties on behalf of the Society may be reimbursed to members as authorized by the Board.
- (d) The Society shall be entitled to receive, hold and use all monies and other assets subscribed to it or acquired in any way.
- (e) The Society shall not accept, unless approved by the Board, any financial or material donation bequest that would require the establishment of a trust or stipulate that the donation or bequest be used for a specific purpose.
- (f) Any surplus or accretion of the Society shall be used solely for the promotion of its purposes.
- (g) The Society shall establish a Reserve Fund for the purpose of accumulating gifts, donations and surplus funds. The Reserve Fund shall be used to provide income for operations and capital acquisitions as necessary.
- (h) Financial data concerning the operations of the Society and Museum will be made available to all members of the Society and to its funders. Privacy of personal information will be respected.

ARTICLE 12 – REMOVAL

Officers or members whose conduct is considered to be unbecoming or contrary to the stated purposes of the Society may be asked to resign or may be removed in accordance with the procedures set out in the By-Laws.

ARTICLE 13 – AUDITORS

Once a year, the accounts of the Society shall be audited by one or more qualified persons.

ARTICLE 14 – DISSOLUTION

Should the Society have to restrict, suspend or terminate its activities for any reason, the appropriate decisions shall be made by the Membership in accordance with the By-Laws and the Letters Patent of December 12, 1978.

ARTICLE 15 – RULES OF ORDER

At all meetings of the Society, its Board and any of its committees, all procedural matters not already prescribed in this Constitution or in the By-Laws shall be governed by the Rules of Order recommended in the By-Laws.

Approved by motion passed at the Annual Meeting of 13 10 1994

day month year

Sgn. Clifford James
President

Amended by motion passed at the Annual Meeting of 13 10 1995
day month year Sgn. Wilfrid M. Agnes
President

Amended by motion passed at the Annual Meeting of 10 10 1996
day month year Sgn. Lester Taylor
President

Amended by motion passed at the Annual Meeting of 12 10 2000
day month year Sgn. Lester Taylor
President

Amended by motion passed at the Annual Meeting of 10 10 2002
day month year Sgn. Sheila Tierney
President

Amended by motion passed at the Annual Meeting of 16 10 2003
day month year Sgn. Sheila Tierney
President

Amended by motion passed at the Annual Meeting of 13 10 2005
day month year Sgn. Kelly M. James
President

Amended by motion passed at the Annual Meeting of 13 10 2007
day month year Sgn. Kelly M. James
President

BY-LAWS OF THE NIAGARA HISTORICAL SOCIETY

BY-LAW I – SEAL AND SYMBOL OF THE SOCIETY

The Seal and Symbol of the Society shall be in such forms as shall be prescribed by the Board, provided that the Seal shall bear the words “Niagara Historical Society”.

BY-LAW II – MEMBERSHIP

II.1 Classes of Membership

(1) There shall be five classes of membership in the Society, namely:

-Individual Membership

-Family Membership: open to a couple, a couple with dependent children or a single parent with dependent children.

-Student Membership: open to full time students.

-Commercial Membership: open to business or commercial organizations.

-Life Membership: open to individuals who pay a one time membership fee.

-Honorary Membership: as determined by the Board.

(2) Application for membership shall be made on the prescribed form and shall be submitted with the appropriate fee.

II.2 Membership Fees

(a) All annual members shall pay to the Society membership fees which are due on January 1st and must be paid by April 30th of the current year.

(b) The membership of a person or company who is six (6) months in arrears shall lapse. It may be reinstated upon application in accordance with the By-Laws.

(c) All membership fees shall be set by the Board and approved by the Membership at the Annual Meeting.

(d) If no new or amended scale of fees is approved, the fees payable shall be those in effect in the immediately preceding year.

(e) The scale of fees shall be published in the “Newsletter” of the Society, posted at the Museum for the information of the public and on the Society website.

II.3 Members’ Rights

Members have the right:

-to receive notices of all General Meetings;

-to attend all meetings, to participate in the proceedings and to vote;

-to receive information, briefing material and the Minutes of the Board;

-to stand for nomination and to be elected to office or appointed to membership in any committee;

-to request a General Meeting, or to introduce a motion on a substantive subject for the consideration of a General Meeting;

-to inspect the accounts of the Society at a reasonable time and place;

-to elect the directors of the Society.

II.4 Members' Privileges

- (a) Privileges currently granted to members include:
 - free admission to the Museum;
 - free delivery of the "Newsletter" of the Society;
 - a ten (10) percent discount on all items sold through the Gift Shop of the Museum.
 - free admission to Society Lecture Series
- (b) Unless changes are approved at the Annual Meeting, the privileges of the members shall be those approved for the immediately preceding year.

II.5 All fees to be set by the Board

The fees for admission to the Museum, exhibits, special displays, or events of the Society shall be set by the Board at any time.

BY-LAW III – MEETINGS OF THE MEMBERSHIP

- (1) All meetings of the Membership shall be called by the President.
- (2) Notice of any meeting shall be given to the Membership at least ten (10) days prior to the date of the meeting and shall state the time and place of the meeting as well as any significant business to be brought to the Membership, preferably in the form of an agenda.
- (3) A request for a meeting of the Membership, in accordance with Article 7 (c) of the Constitution, shall be forwarded to the Recording Secretary of the Society at least twenty (20) days prior to the date of the meeting at which it is intended to be considered.
- (4) At all meetings of the Membership, a quorum shall consist if twenty-five (25) members in good standing, of whom at least five (5) shall be incumbent elected members of the Board.
- (5) The quorum may be amended at a Meeting of the Membership on proposal of the Board.

BY-LAW IV – VOTING MATTERS, NOMINATIONS AND ELECTIONS

IV.1 Voting Matters

- (a) Only members in good standing and present at the time of the vote may vote at a meeting of the Membership or at a meeting of the Board or of its committees.
- (b) At any meeting of the Membership, Board or committee, a member shall have only one (1) vote. A commercial membership is entitled to only one (1) vote regardless of its size. A family membership is entitled to two (2) votes.
- (c) Except where otherwise prescribed in the By-Laws, a decision taken at the General Meeting or Special Meeting of the Society shall require a majority of the valid votes cast by members in good standing present at the meeting.
- (d) A written ballot shall be used for elections, for amendments to the Constitution and to the By-Laws, for the dissolution of the Society, or for any legal, financial or other potentially contentious issue on which a precise recorded vote may be desirable. Any change in the prescribed voting methods may

be approved by the Presiding officer only if there is, in each instance, unanimous consent of members present and voting.

IV.2 Nominations and Elections

- (a) Nominations for election to the Nominating Committee are proposed to the membership by the Board in office.
- (b) Nominations for election to positions on the Board are proposed by the Nominating Committee. Written nominations from Society Members will be accepted up to seven (7) days prior to the Annual Meeting. Nominations from the floor will not be accepted.

BY-LAW V – FUNCTIONS OF THE ANNUAL MEETING

In addition to specific functions assigned to it elsewhere in the Constitution and in the By-Laws, the Annual Meeting shall:

- (1) receive the reports of the President and other officers of the Society and the reports of the Standing Committees of the Board;
- (2) decide all financial policies and regulations affecting the fees, rights, privileges and obligations of the members;
- (3) decide on all matters brought before it by the Board in the notice of meeting;
- (4) consider all matters brought before it by the Board on behalf of members, and, at its discretion, refer such matters for consideration and possible action by the Board;
- (5) appoint qualified persons to audit the accounts of the Society for the next fiscal year;
- (6) elect the Executive Committee and the Directors to serve in accordance with the By-Laws;
- (7) elect the Nominating Committee to serve until the next Annual Meeting;
- (8) retain all residual powers of the Membership not otherwise delegated in the Constitution or in the By-Laws.

BY-LAW VI – THE BOARD OF DIRECTORS

VI.1 Meetings of the Board

- (a) The Board shall meet not less than six (6) times each year. A quorum shall consist of a simple majority of all elected members of the Board.
- (b) The Managing Director should attend Board meetings as a non-voting participant.

VI.2 Transfer of powers to a new Board

To ensure rapid and smooth transfer of powers to a newly elected Board, the first Board meeting, to be held after the last Annual Meeting, shall be a joint session with the retiring Executive members of the previous Board, at which time the state of affairs of the Society shall be reviewed in detail.

VI.3 Terms of office

With the exception of the Representative of the Town Council, the Board shall be elected from the Membership of the Society at each Annual Meeting provided that:

- (a) with the exception of the Members of the Executive Committee, all directors shall serve for a term of three (3) years. To provide for continuity of office, the election of Board members shall be for staggered terms.
- (b) the terms of office of the members of the Executive Committee shall not exceed three (3) years in addition to any term served as a Director or in another executive position.
- (c) no members of the Board, except those elected to the Executive Committee, shall serve for more than six (6) consecutive years.
- (d) all other elected members of the Board may seek re-election at any subsequent Annual Meeting, e.g. after a hiatus of not less than one (1) year.

VI.4 Vacancies

- (a) The position of any member of the Board who fails to attend three (3) consecutive Board meetings may be declared vacant.
- (b) A vacancy in any one of the elected positions of the Board shall be filled on proposal of at least one (1) suitable candidate by the Nominating Committee for election at the next Annual General Meeting.
- (c) A vacancy on a committee involving a person who is not an elected director shall be filled by the Board.

BY-LAW VII – COMMITTEES

- (1) The Society has established four Board portfolios:
 - Finance and Administration
 - Membership and Development
 - Publications and Communications
 - Planning and Physical Plant

Each portfolio has a basic to do list that can be discussed and modified by their respective members. The agreed lists then become objectives for the portfolios and they will proceed to develop strategies to fulfill them. Each portfolio will also develop a resource needs list for funding, volunteers, etc... While the responsibility for the respective portfolios rests with Board members, they may add as many members to their committee as they wish to help develop ideas and meet the objectives they have set before themselves.

- (2) The Executive Committee is a Standing Committee of the Board.
- (3) The terms of reference and responsibilities of the officers of the Board and of the Chairs and members of the Standing Committees shall be as set out in a Manual of policies, responsibilities and procedures as approved by the Board.
- (4) Standing Committees shall serve for the term of the Board that appointed them.

- (5) The Nominating Committee is a Standing Committee of the Membership. It shall comprise of at least three (3) members in addition to the Past President who may chose to join the Committee in accordance with Article 8.4 of the Constitution. In any event, the Chairperson of the Nominating Committee shall be elected or confirmed at the Annual Meeting.
- (6) The terms of reference and responsibilities of the Nominating Committee approved by the Membership shall be included in a Manual of policies, responsibilities and procedures and their application and effectiveness shall be monitored by the Board.
- (7) The Reserve Fund Committee shall be composed of the Membership and Development Committee and 3-5 members of the Society who shall be appointed by the Board.

BY-LAW VIII – FINANCIAL MATTERS

- (1) The financial year of the Society shall be from January 1st to December 31st.
- (2) **A General Account** shall be operated with a recognized Canadian banking institution in the name of the Niagara Historical Society.
- (3) (i) **A Reserve Fund Account** shall be established for the purpose of investing the funds of the Society.

(ii) **A Collection Management Account** shall be established for the express purpose of providing funds for the acquisition, restoration and conservation of the Museum Collection.
- (4) The Society may open and operate any special purpose account which may be required by legislation (e.g. lottery), or which may be deemed appropriate at the time by the Board.
- (5) The signing officers of the Society for all documents and bank accounts shall be:
-the President or Vice Presidents, the Treasurer and the Managing Director.
- (6) **An account shall be operated for the Museum** at a recognized Canadian banking institution. The signing for that account shall be in any two (2) of the following:
the President, the Treasurer, the Vice Presidents and the Managing Director of the Museum.
- (7) Appropriate arrangements shall be made by the Board to accommodate members' requests to inspect the accounts of the Society.
- (8) The Board may authorize fund raising appeals to the public for any reason pertaining to the purposes of the Society.

VIII.2 Limits to Expenditures

- (a) The approved budgets(s) of the Society are sufficient authorities for the expenditure of funds by the responsible managers.
- (b) Non-budgeted items in excess of \$2,000.00 (two thousand dollars) must be presented to the Board with complete documentation for evaluation and approval.

- (c) In an emergency, where time is of the essence, three Board members, including at least one member of the Executive Committee may authorize an expenditure of up to \$2,000.00 (two thousand dollars).

VIII.3 Borrowing

- (a) The Board may borrow, on behalf of the Society, up to \$25,000 (twenty-five thousand dollars) for operational needs.
- (b) Borrowing for any other purpose must be approved in advance at a General Meeting, following a four (4) week notice of motion to the Membership.

BY-LAW IX – INSURANCE

IX.1 General Policy

An insurance policy shall be maintained in the name of the Society to provide against loss of the museum buildings and the collection by fire and other perils. This policy will be purchased from a reputable underwriter. This policy shall also provide coverage against theft and/or burglary and against third party liability. The amounts insured in each of these categories shall be reviewed and approved each year at the time of renewal of the Policy or as may be required during the Year by way of endorsements to the Policy.

IX.2 Directors' Insurance

An insurance policy shall be maintained to indemnify and save harmless any and all members of the Board against the cost of any and all legal actions brought against them for alleged failure to fulfill their responsibilities unless it is proven that such failure was due to gross negligence to act in the best interests of the Society and/or to a premeditated and calculated attempt to defraud it.

BY-LAW X – REMOVAL

- (1) Removal of a director or of any member of the Society shall be decided by a two-third majority of the valid votes cast by the members present at any General Meeting on formal recommendation of the Board, provided that:
- the person involved shall be informed in writing, in time for that person to make a written response to the Board;
 - that response shall be attached to the usual notice of meeting sent to the Membership;
 - the person involved shall retain the right to speak in the debate and to vote on the issue.

BY-LAW XI – DISSOLUTION

- (1) Any action to restrict or suspend the activities of the Society or to dissolve it in accordance with the Constitution shall be decided by a two-third majority of the valid votes cast at a General or Special Meeting of the Membership called by the President.
- (2) Special notice of the meeting urging all members to attend shall be given twenty (20) days prior to the date set for the meeting.
- (3) The notice shall:
 - state the reasons for restriction, suspension or dissolution;
 - state the specific date for restriction, suspension or dissolution or leave it to be set at the meeting;
 - inform the Membership of the proposed steps to be taken to preserve property and artifacts or of the steps to be taken for the disposition and safekeeping of records; for the settlement of accounts and liabilities and in case of dissolution, for turning over to the Municipality of Niagara-on-the-Lake the residual assets of the Society after liquidation in accordance with paragraph (e) of the Letters Patent of December 12, 1978. If the Town of Niagara-on-the-Lake does not accept the Museum and its assets, the Museum will be offered to the Niagara Foundation and other heritage preservation groups operating in the Town of Niagara-on-the-Lake. If the collection cannot be transferred in its entirety, the Society will attempt to keep as much of the collection intact as possible and within the Town of Niagara-on-the-Lake. The collection will then be offered to other like minded institutions in the Niagara Region, then the Province of Ontario, then to other Canadian institutions.
- (4) The Board shall be authorized by written ballot at the General or Special Meeting to implement the decisions taken by the Membership under paragraph (3) of this By-Law.

BY-LAW XII – RULES OF ORDER

(1) At all meetings of the Society, its Board and any of its Committees, “Procedures for Meetings and Organizations” (M.K. Kerr and H.W. King, 1984, second or later edition) shall govern in all procedural matters not already contained in the Constitution and these By-Laws.

(2) A new signature be appended as indicated.

By-Laws approved by motion passed at the Annual Meeting: 13 10 1994 Sgd. Clifford S. James
day month year President

Amendment to By-Law IX – Insurance passed at the General Meeting: 11 01 1995 Wilfrid M. Agnes
day month year President

Amended by motion passed at the Annual Meeting: 13 10 1995 Sgn. Wilfred M. Agnes
day month year President

Amended by motion passed at the Annual Meeting: 10 10 1996 Sgn. Wilfrid M. Agnes
day month year President

Amended by motion passed at the Annual Meeting: 12 10 2000 Sgn. Lester Taylor
day month year President

Amended by motion passed at the Annual Meeting: 10 10 2002 Sgn. Sheila Tierney
day month year President

Amended by motion passed at the Annual Meeting: 16 10 2003 Sgn. Sheila Tierney
day month year President

Amended by motion passed at the Annual Meeting: 13 10 2005 Sgn. Kelly James
day month year President

Amended by motion passed at the Annual Meeting: 12 10 2007 Sgn. Kelly James
day month year President

Niagara Historical Society
Terms of Reference and Responsibilities
Of the Executive Committee

1. Composition

- (a) The Executive Committee is a Standing Committee of the Board. It includes the Officers of the Board elected by the Membership at the Annual Meeting e.g. President, the Vice Presidents, the Treasurer and the Recording Secretary.
- (b) The Executive Committee may establish sub-committees of its members from time to time and/or invite Chairs of Standing or Special Committees to attend its meetings in order to conduct its business more effectively.
- (c) The Executive Committee may invite the Past Presidents for consultation as may be required on special issues.
- (d) A Quorum for all meetings of the Executive Committee shall be a simple majority of the eligible voting members of the Committee.

2. Calling and Notice of Meetings

- (a) Meetings of the Executive Committee are held at the call of the Chair of the Board, either on a regular schedule between meetings of the Board or on an ad hoc basis as frequently as the work load demands.
- (b) In emergencies, special meetings may be called on short notice or the Committee may conduct special meetings by telephone or fax.

3. Powers and Functions

- (a) The Executive Committee is responsible for the day to day business of the Society between regular meetings of the Board and it has the power to act in the name of the board within existing policies, guidelines and procedures from the Board or General Meeting of the Membership.
- (b) The decisions or recommendations of the Executive Committee must be reported to the Board or requesting body at the next meeting. If the Board or requesting body does not support the decisions or recommendations, they may be rejected, provided of course that the particular action taken can be revised or arrested.
- (c) The Executive Committee assists in the preparation of the budgets and has authority to approve expenditures in accordance with the provisions of approved budgets or other specific provisions made by the Board.
- (d) As any other Standing Committee, the Executive Committee may generate and propose options for the creation or revisions of policies. These options must then be submitted to the Board for review and approval.

- (e) The Executive Committee may also act as a “pre-Board” committee to investigate difficult issues, secure information in order to present recommendations or options for the consideration of the Board. The purpose of this procedure is to clarify issues or complicated items of business to lighten the task of the Board and contribute to its greater efficiency.

4. Limits to Authority

- (a) The Executive Committee may not impinge on the prerogatives of the Board or in any way usurp its powers or provoke a conflict of jurisdiction. In doubt, the Executive Committee should defer to the Board.

Niagara Historical Society
Terms of Reference and Responsibilities
Of the Nominating Committee

1. Composition

- (a) The Nominating Committee is a Standing Committee of the Membership of the Society. It is elected by the members at the Annual Meeting of the Society for a term of one year.
- (b) The Committee is composed of no fewer than three (3) members, in addition to Past Presidents who may choose to join the Committee as provided for in Article 8.4 of the Constitution.
- (c) The Committee should include persons who have taken part in the affairs of the Society and of its Museum. But, apart from the immediate Past President, no member of the Board in office or members of the Executive Committee of the outgoing Board should serve on the Committee.

2. Nomination and Election

- (a) Nominations for election to the Nominating Committee are proposed to the Membership by the Board in office. The list of nominees is forwarded by the Board with the Notice calling the Annual Meeting of the Membership.

3. Function of the Nomination Committee

The only function of the committee is to replenish the Board of Directors by proposing names for election to the Board of Officers and Directors:

- (a) at the Annual Meeting, for each vacant position to be filled on the outgoing Board.
- (b) during the term of the Board in office, to fill vacancies created by resignation or other causes.
- (c) The task of the Nominating Committee is important and sensitive. It must serve the general interest of the Membership to whom it is responsible and, at the same time, be responsive to the needs of the Board in Office, as they arise throughout the year.
- (d) Because of the nature and importance of its functions, the Nominating Committee is a part of the system of governance of the Society that must be seen to be independent from the interference and undue influence from the Board in office. No member of the Nominating Committee may stand for election to the Board of the Society.
- (e) The Nominating Committee is not a policy-making body. However, it is clear that its members should be knowledgeable about the Society and the general thrust of its current policies and undertakings. Thus, the Nominating Committee could contribute significantly to the stability and continuity that are much needed in the affairs of the Society.

4. General

- (a) The Nominating Committee should be active or be in a position to be activated at any time during the year, for two reasons:
 - (i) because the population of Niagara-on-the-Lake and more particularly people who may be valuable to the Society because of their experience, specialization and willingness to serve on the Board may or may not be in Niagara in winter or in summer when the Committee may wish to approach them,
 - (ii) because the Board in office may need to replace a Director or an officer of the Executive at any time during its Time of office.
- (b) The Nominating Committee should be probing possibilities on a continuing basis as opportunities arise and keep a list of persons who have expressed an interest in the Society or who would be good candidates for specific job positions.
- (c) The Membership of the Board of Directors should be drawn from the Community at large (on a geographical basis) and, although the Board is expected to act as one once a decision has been reached, its membership should include persons of varied interests, experience and education. There should be no discrimination or exclusion on the basis of gender, race, religion or political beliefs. Written nominations from the Society members will be accepted up to seven (7) days prior to the Annual Meeting by the Chair of the Nomination Committee. However, nominations from the floor will not be accepted.
- (d) Above all, nominees should be fully aware of the duties and responsibilities of officers and Directors of the Board and be willing to devote time, dedication and continuity to the tasks expected of them. It should be noted in this respect that the Nominating Committee will be seeking candidates willing to serve for three (3) years on the Board in whatever capacity.

5. Reporting the Nominations

The Committee shall send all nominations to the Board for inclusion in the Notice of the Annual Meeting for the information of the Membership with a copy of their report.

Terms of Reference for Honorary Life Memberships

A. Background

In June 2002 the Board of the Society agreed to establish a category of Membership in the Society known as Honorary Life Membership.

This category of membership is intended to honour extant individuals who have made a contribution significantly beyond the norm to the Society and/or Museum. It is intended to be limited in number – to be exclusive. It is not intended to be posthumous, nor to honour individuals who have made a significant financial contribution only; such individuals can be honoured as “Patrons” of the Society and Museum.

B. Policy and Procedure

1. The awarding of an Honorary Life Membership is entirely at the discretion of the Board of Directors of the Society, after receiving a recommendation from the Executive Committee.
2. Nomination for Honorary Life Membership can be made at any time by any member of the Society, in writing to the President.
3. The Membership and Development Committee of the Board will consider such a nomination. This committee will decide whether or not to recommend awarding an Honorary Life Membership and report that to the Board.
4. In considering such a recommendation, the Board may review any matter that they choose, including but not limited to:
 - i. The types and extent of contributions made by the nominee, such as (among other things) time, effort resulting in a product of value to the Society, and the donation of artifacts.
 - ii. The period of time during which this contribution was made.
 - iii. The period during which the nominee has been a regular Member of the Society
 - iv. Any other matter the Board considers relevant.
5. At any given time, in keeping with the concept of exclusivity, there is to be no more than five Honorary Lifetime Members of the Society.
6. The announcement of the awarding of an Honorary Lifetime Membership will be made at the Annual General Meeting of the Society, the actual presentation of the award will be made at a Society public function in connection with Janet Carnochan Day. These dates may be varied to such other dates as the Board decides is proper. The award itself will consist of a framed engraved plaque mounted with the crest of the Society. In addition, a similar plaque will be placed permanently in the Society’s Honour Role in the Museum.

Niagara Historical Society

Duties of the Directors
of the
Niagara Historical Society

43 Castlereagh Street, Niagara-on-the-Lake, Ontario, L0S 1J0

Terms of Reference
Duties of the Directors of the Society

Elected Directors of the Society shall, individually and collectively:

- (a) ensure the welfare and success of the affairs of the Society for the development of the Museum as a strong community resource,
- (b) safeguard the trust placed in the Board by the Membership on behalf of the community at large,
- (c) appoint members of the Standing Portfolio for a term of one year and of Special Committees for specific terms as required,
- (d) chair one or more Standing or Special Portfolio(s),
- (e) report in writing at each Board meeting on the activities of such Committee(s),
- (f) provide the President with a report on the activities of the Committee(s) they chair for the Annual Meeting,
- (g) participate in the preparation and discussion of draft budgets of the Society and of the Museum,
- (h) determine and approve policies, objectives, procedures and from time to time review and amend them as required,
- (i) exercise control over all funds and properties of the Society,
- (j) undertake such duties as may be required by the President of the Society,
- (k) discharge their duties in good faith and with the degree of diligence, care and skill which ordinarily prudent persons would exercise in similar circumstances in like positions,
- (l) be aware of the possibility of conflict if they have any personal interest in any matter under consideration by the Board and abstain from all discussion and voting concerned with such matters,
- (m) be aware that they have no authority to act as individual agents of the Society unless such authority is specifically delegated to them on each occasion,

Terms of Reference for the
Duties of the President

As Chief Executive Officer, the President shall:

- (a) be responsible for the overall supervision and administration of the affairs of the Society,
- (b) preside at all meetings of the Society,
- (c) Chair the meetings of the Board and of the Executive Committee,
- (d) In consultation with the Recording Secretary prepare agenda and notices for all meetings of the Society, the Board and the Executive Committee,
- (e) Be ex officio member of all committees of the Society except the Nominating Committee,
- (f) Possess and exercise such powers and fulfill such duties as the Board may from time to time assign to him/her by passage of specific motions,
- (g) Ensure that all policies and actions approved at the meetings of the Society or by the Board are properly implemented,
- (h) As guardian of the process, ensure that all actions of the Board on behalf of the Society are in accordance with the applicable legislation and with the Constitution and By-Laws of the Society.

**Terms of Reference for the
Duties of the Vice President (Society Affairs)**

The Vice President (Society Affairs) shall:

- (a) act for the President in his/her absence,
- (b) maintain an awareness of happenings and occurrences in Niagara-on-the-Lake and Niagara region which may impact upon or fall within the Society' goals and mandate. These should be presented to the Executive Committee and/or the Board for action, with recommendations,
- (c) be responsible for the Membership and Development Portfolio of the Society,
- (d) be responsible for reviewing the Constitution and By-Laws at least annually to recommend amendments to the Board and membership,
- (e) keep abreast of all legislation and regulation which might affect the staff, volunteers and membership of the Board, and
- (f) may chair a Standing Committee/Portfolios of the Board.

**Terms of Reference for the
Duties of the Vice-President (Museum Affairs)**

The Vice President in charge of the Museum is responsible for:

- a) acting as the principal communicator between the Board and the personnel of the Society;
- b) ensuring that the policies established for Museum operations are implemented;
- c) providing the board with recommendations regarding changes in Museum policies and operating procedures;
- d) May chair a standing Committee/Portfolio of the Board and will be on the Planning and Physical Plant Committee.
- e) Receives and acts on reports from the Managing Director and Committee Chairpersons and develops a framework for the season.
- f) Conducts performance interviews at regular intervals.
- g) Liaison with the Maintenance Committee on a regular basis
- h) Provides a Collections Management Report to the Board of Directors

Terms of Reference of the
Duties of the Recording Secretary

The Recording Secretary shall;

- (a) have custody of the seal and of any other official symbol of the Society,
- (b) maintain files for documents for the Society's records, minutes of General Meetings, Board, Standing and Special Committees and obtain them from the appropriate persons,
- (c) issue notice of Annual and any other General or Special meeting of the membership as well as of meetings of the Board,
- (d) record the proceedings of all the Board and membership meetings,
- (e) distribute minutes of the Board meetings to Board members,
- (f) make records available to members of the Board at all reasonable times,
- (g) in November of each year, gather and send the complete records of the Society to be bound. This should include minutes of the Board meetings, Standing and Special Committees, reports, Newsletters, records of all meetings of the Membership and the Annual Report of the Society,
- (h) as custodian of the records of the Society, ensure that no document of any kind is removed from the Society's files. Copies may be issued on request on a need to know basis. Originals may not be issued to anyone in any circumstances.

**Terms of Reference for the
Duties of the Treasurer**

The Treasurer of the Society shall:

- a) be responsible for monitoring and the recording, receipt, safe keeping and disbursement of all funds of the Society,
- b) assure records are kept on all assets and liabilities of the Society and publish balance sheets for the overall operations of the Society as well as for specific projects,
- c) maintain full and accurate books of the accounts and of all financial transactions of the Society,
- d) report in writing at each regular meeting of the Board of Directors on the financial accounts of the Society,
- e) present to the Directors at the first meeting of the Board, following the Annual Meeting, a report on the financial position of the Society and a preliminary budget for the next financial year,
- f) make all arrangements necessary for the presentation to the Membership of the audited accounts of the previous year and the budget(s) for the new year,
- g) make recommendations to the Board for changes in the scale of membership fees in time for consideration at the Annual Meeting,
- h) report to appropriate Ministers on all required financial matters,
- i) maintain the financial records of the Museum as required for the purposes of Section 877 of the Revised Regulations of Ontario 1990,
- j) arrange for the preparation and filing of all returns relating to taxation matters,
- k) ensure that the insurance needs of the Society, the Museum and the Directors of the Society are covered at all times.
- l) ensure that all necessary banking and finance forms and arrangements are current,
- m) maintain control of and issues “Official Receipts for Income Tax” for donations. In his/her absence, the president may sign these receipts,
- n) recommend investment of surplus funds in special accounts,
- o) lead the presentation of a budget for the Society activities,
- p) ensure the preliminary Museum budget (as part of the Society’s operations) is prepared for approval by the board before October 13,
- q) ensure that the accounting systems of the Society and Museum are adequate and meet the standards for checks and balances,

- r) upon the receipt of audited statements ensure these are presented to the membership at the next general meeting,
- s) advise the Membership at the Annual Meeting, of the status of the accounts to September 30th, alternatively, this could be done via the Society Newsletter announcing that meeting. This report should show budgeted, actual year to date (YTD) and projected revenues and expenses to fiscal year end.
- t) Will serve on the Finance and Administration Committee

Duties of the Committees

Publications and Communications Committee

Terms of Reference

This committee will be composed of two Board Members and the Managing Director.

The responsibility of this committee will consist of:

1. Establishing regular communications with the community and community groups
2. The development of new publications/journals
3. The develop of the Society website and the possibility of web-based publications
4. Assessing the needs to republish early Society publications for purpose of resale
5. Review publications sold through Museum Shop

Finance and Administration Committee

Terms of Reference

This committee will be composed of the Treasure, Secretary, one more Board member and the Managing Director.

The responsibility of this committee will consist of:

- 1) Annual review of staff needs and resources with the President.
- 2) Develop annual budgets with Staff and President.
- 3) Review of monthly expenditures.
- 4) Monthly report of financials for Board.
- 5) Assist Director with maximizing available grants.
- 6) Through Secretary maintain Minute Book of Society.
- 7) Reviews with Staff the retention of records and files.

Planning and Physical Plant Committee

Terms of Reference

This committee will be composed of the Vice-President of the Museum, one more Board member and the Managing Director.

The responsibility of this committee will consist of:

- 1) Liaison with plant working committees to establish physical plant needs.
- 2) Develop five year strategic plan.
- 3) Set-out signature events for Society.
- 4) Determine "Year of" plan.
- 5) Establish timetable for resources, volunteers, funding, etc.
- 6) Constitutional review and recommendations

Membership and Development Committee

Terms of Reference

This committee will be composed of the Vice-President of the Society, two more Board members and the Managing Director.

The responsibility of this committee will consist of:

- 1) Build fundraising relationships.
- 2) Maintain Membership relations.
- 3) Develop and promote Reserve Fund.
- 4) Regular review of investment/long-term funding.
- 5) Review fees, structures, member benefits.
- 6) Develop program to build membership.
- 7) Review Honourary Life Member recommendations.

Niagara Historical Society Management Policies and Procedures

Museum Policies

- i. Museum Collections Management Policy
 - a. Disaster Plan
 - b. Photographic Reproduction Policy
- ii. Exhibition Policy
- iii. Research Policy
- iv. Museum Archival Policy
- v. Museum Staff Training Policy
- vi. Museum Conservation Policy
- vii. Human Resources Policy
 - a. Performance Review Example
 - b. Staff meetings
 - c. Job Description
 - Managing Director
 - Society Administrator
 - Public Relations/Marketing Assistant
 - Volunteer Co-ordinator
 - Curatorial Assistant
- viii. Gift Shop Policy
- ix. Reserve Fund Committee
- x. Reserve Fund Policy
- xi. Newsletter Policy
- xii. Education and Interpretation Policy
- xiii. Community Policy
- xiv. Compliance and Monitoring list

Collection Management Policy

(To replace Collection Management Policy dated November 2002)

INDEX

(A) Purpose of the Museum	Page 2
(B) Law and Ethics	Page 2
(C) Collection Management Committee	Page 2
(D) Funding	Page 2 & 3
(E) Acquisitions	Page 3 & 4
(F) Collection Records	Page 4
(G) Hands-on Education	Page 5
(H) Collection Review	Page 5
(I) Conservation	Page 6
(J) Handling and Display	Page 6 & 7
(K) Storage	Page 7
(L) De-accessioning	Page 7
(M) Disposal	Page 8
(N) Incoming Loans	Page 8 & 9
(O) Outgoing Loans	Page 9 & 10
(P) Disaster Plan	Pages 10 to 15
(Q) Research and Photographic Reproductions	Pages 16 to 18

GLOSSARY

Society:	means the Niagara Historical Society
Board:	means the Society Board of Directors
Museum:	means the Museum of the Society
Director:	means the Museum Managing Director
Collection:	means the Museum collection
Committee:	means the Collection Management Committee
Account:	means the Collection Management Account

(A) Purpose Of The Museum

The following statements of policy are intended to embody the intent and objectives of the Niagara Historical Society as outlined in the Constitution. The Museum is not a mere repository of objects, and by carefully defining the scope of its collections the Museum will promote a sound growth policy, while guarding against the danger of random expansion. The collection is the property and responsibility of the Niagara Historical Society and is housed and displayed in the Museum.

The Museum is concerned with the acquisition of objects as an integral facet of a program of historical research, conservation, preservation and display of historical data and artefacts. It is concerned with the promotion of public interest in Canadian history with specific reference to the Niagara area, and in particular, Township Number 1 in the former County of Lincoln. While historical attention is usually focused on the time period from the late 1700's to the early 1900's, all time periods from ancient times to the present are of interest and can be represented in the Museum's collection.

(B) Law And Ethics

The Museum will be committed to meeting all Municipal, Provincial, and Federal legislative requirements that have an impact on collection development, management, and documentation. Also, the Museum will conform to the Canadian Museums Association “Ethical Guidelines” as they pertain to collection development and management.

(C) Collection Management Committee

The Collection Management Committee will oversee the collection, and make recommendations to the Niagara Historical Society Board regarding artefact acquisition, conservation, deaccessioning and disposal. The Committee will also initiate Museum collection reviews, and will monitor loans to and from the Museum.

The Committee will be composed of volunteers with specific areas of expertise, and/or other interested members of the Society. The Museum Director will be a permanent member of the Committee, and the Society President and the Vice-President (Museum) will both be ex-officio members of the Committee.

(D) Funding

A Collection Management Account will be maintained for the express purpose of providing funds for the acquisition, protection, and conservation of the Museum collection. The Account may receive funds from the following sources:

1. Gifts or bequests
2. Grants from various levels of Government
3. Fundraising events
4. Interest earned within the Account
5. Specific transfers by the Board.

As a general rule, annual expenditures should not exceed the annual interest earned within the Account. This rule is intended to preserve the integrity of the Account, and to allow for capital growth from the other sources of funds.

Exceptions to the general rule will be allowed where the best interests of the Museum collection will be served by a larger expenditure of funds.

Procedures:

1. All requests for withdrawal of funds from the Account will be reviewed by the Committee, who will then submit their recommendations to the Board.
2. All funding recommendations from the Committee will be subject to the approval of the Board.
3. In situations where there is insufficient time to obtain the necessary approvals, the Chair of the Committee will have the discretionary authority to approve up to \$500 for artefact acquisition, protection, or conservation.

(E) Acquisitions

Objects to be accepted into the Museum collection must be relevant to, and consistent with the purposes of the Museum as stated in Section (A). The Museum must be able to provide for the protection and preservation of the object in keeping with the standards of good museum conservation practices. In addition, the object must meet one of the following criteria:

- (a) The object is rare or unique, having significance in itself.
- (b) The object is associated with an historically important Niagara person or event.
- (c) The object has Niagara provenance.

Procedures:

1. All objects offered to the Museum will be officially received by the Director or his/her representative, who will accept them conditional on the approval of the Committee and the Board.
2. A "Donor Form" setting forth a complete description of the object and its provenance will accompany all donated objects. The form will also record the full name and address of the donor, and any special instruction from the donor. A copy of all donor forms will be kept on file at the Museum.
3. The Committee will judge the merits of each object based on the acquisition criteria listed previously, and will recommend acceptance or rejection for the Museum collection.
4. The Committee will send their recommendations to the Board, who have final approval in each case of acceptance or rejection.

(F) Collection Records:

The Museum will use a combination of paper based and electronic based collection records. The Museum will follow appropriate procedures to ensure that the records are properly managed and remain current.

All items approved for the collection will be assigned a unique accession number, and the item will be catalogued. Appropriately trained volunteers or staff will be assigned the duties of registrar. An up-to-date electronic back-up of the Master Catalogue will be kept in an off-site location.

Procedures:

1. Donor Forms, Loan Forms, and the Accession Register will be paper based.
2. The Master Catalogue file will be maintained in an electronic database.
3. Donor Forms for approved items will be entered into the Accession Register, and the item will be assigned an accession number.

4. Accession numbers will be applied as follows: Year, Donation Number, Sequential Number within the donation. i.e. 2003.001.001 Artefacts will be labelled using National Park Service or Canadian Conservation Institute protocol.
5. Each item will be catalogued using the R.G.Chenhall system.
6. The information in the Accession Register will be entered into the Master Catalogue “Past Perfect” electronic database.
7. Two back-up copies of the database will be made on a weekly basis using Zip Drive technology. One copy will be retained at the Museum, and the other will be stored off-site by the Director.

(G) Hands-on Education:

The Museum will not use original artifacts or documents for hands-on educational purposes, but reproductions and/or photocopies may be made available. The Museum does maintain extensive files containing non-original documents pertaining to Niagara persons, places, or artefacts, and these files can be made available for hands-on educational purposes.

Procedure:

1. All requests for hands-on education will be approved by the Director.

(H) Collection Review:

Good collection management requires an on-going review of artefacts in the Museum collection. Collection reviews will be initiated by the Committee and monitored by the Director.

Procedures:

1. The reviewers will question if the artefact continues to be relevant to, and consistent with, the purposes of the Museum as stated in Section (A).
2. The reviewers will bring to the attention of the Committee, all artefacts that are damaged, to determine if conservation is justified.
3. In addition, the reviewers will bring to the attention of the Committee, all artefacts that do not meet at least one of the the following criteria.
 - (a) The object is rare or unique, having significance in itself.
 - (b) The object has an association with an historically important Niagara person or event.
 - (c) The object has Niagara provenance.
 - (d) The object is the best example of its type in the collection.
 - (e) The Museum has proper storage facilities for the object.

(I) Conservation:

The Museum will practice preventative and non-interventive conservation to prevent damage to and minimize deterioration of the collection. Interventive conservation will be done only as a last resort, and

only on items that are deemed to be rare and significant to local and national research. Interventive conservation will be done by qualified experts.

The Museum will use condition reporting when an item is accessioned, displayed, stored, or loaned. The condition report will form the basis for treatment decisions.

Procedures:

1. Artefacts considered for conservation will be brought to the attention of the Committee by the Director, through the Collection Review process, or by the submission of a Condition Report.
2. The Committee will review all conservation requirements, and will pass their recommendations to the Board, who have final approval in each case of conservation.

(J) Handling and Display:

The collection will only be handled by properly trained staff and volunteers. Training will cover such areas as cleaning, preventative conservation, inventory, packing, transportation, exhibition, and cleaning artefacts on display. The needs for training will be assessed on an annual basis, and all training will be done by a professional.

Artefacts will be displayed based on their own special needs. Artefacts sensitive to UV light will be displayed only under appropriate conditions, and will not be displayed for extended periods of time. Risk assessment of the collection should be done to assess the possibility of water damage, theft, and vandalism. Artefacts on display will be checked on a daily basis. The Museum will also maintain a Disaster Plan, and it will be reviewed every three years.

The Museum will provide an appropriate environment for its artefacts, monitor it daily and take appropriate actions when necessary. This includes the minimization of light levels, temperature and relative humidity fluctuations, dust, and pest infestation.

Procedures:

1. Training of staff and volunteers, and display of the artefacts will be the responsibility of the Director.
2. Risk assessment of the collection and the Disaster Plan will be evaluated by the Committee and the Director.

(K) Storage:

The Museum will provide dedicated storage space on the second floor of the High School portion of the Museum for artefacts. The archives of the Museum will be stored on the main floor of the High School portion of the Museum.

These spaces will be climate controlled and kept dark when not in use. The spaces will be maintained in a neat and organized fashion with no overcrowding, and they will consist of shelving units that are appropriate for the artefacts. All building materials will be pH negative, will not off-gas, and will allow for the weight of the material stored on them. Special storage will be provided for archival, textile, and other materials that cannot be safely stored on shelving.

Procedures:

1. Storage areas will be monitored and cleaned when necessary by trained staff or volunteers.
2. Storage areas will be locked, and only accessible to the Director or his/her designates.

(L) De-accessioning:

Artefacts to be considered for de-accessioning will be brought to the attention of the Committee by the Director, through the Collection Review process, or as a result of a Condition Report. All such artefacts will be scrutinized on a case-by-case basis by the Committee, using the procedures listed in Section (H) of this policy. The Committee will then determine if de-accession is a valid option, and if there are any restrictions placed on the artefact with regard to its disposal.

Procedure:

1. The Committee will forward their recommendations to the Board who have final approval in each case of de-accessioning.

(M) Disposal:

Artefacts approved for de-accessioning by the Board will be disposed of in a manner that is in the best interest of the Museum. Disposal will be monitored by the Committee who will recommend a specific method from the following list:

- (a) an exchange of artefacts with another museum.
- (b) transfer of the artefact to another museum.
- (c) Long term loan or transfer of the artefact to a responsible public or private institution.
- (d) An exchange of artefacts with dealers or collectors.
- (e) Public or private sale of the artefact.
- (f) Destruction of the artefact.

Procedures:

1. Adequate records outlining the conditions and circumstances under which the artefacts were de-accessioned and disposed of, will be kept by the Museum.
2. All funds received from the sale of any artefact from the Museum collection will be deposited into the Collection Management Account.

(N) Incoming Loans:

Objects loaned to the Museum collection will be brought to the attention of the Committee, and are borrowed subject to the following conditions:

- (a) While the Museum will exercise due care of the property entrusted to it, the Museum is not responsible beyond the exercise of the standards of care used with its own property.
- (b) Where specified by the lender, items on loan will be insured by the Museum for amounts that are mutually acceptable to the Museum and the lender.
- (c) The Museum may request the lender to remove any objects by written registered notice to the address indicated by the lender on the Loans Incoming form. In case the owner shall fail to remove any object within six months after such notice, the Museum may dispose of such objects as it sees fit, and shall not be liable or accountable to the lender.
- (d) The Museum may photograph or otherwise depict objects for purposes of record, education, or publicity under the same practices that pertain to the objects in the Museum's own permanent collection.
- (e) Except for normal dusting, the Museum will not clean, conserve or otherwise alter any loaned object except by written permission from the lender.
- (f) Items will be returned only upon the surrender of the appropriate receipt, or upon the written order of the lender or a duly authorized agent or legal representative.
- (g) Pictures or reproductions of items on loan will not be sold without specific permission from the lender.

Procedure:

1. A Loans Incoming form will be completed for each item loaned to the Museum, and a copy will be kept on file at the Museum.

(M) Outgoing Loans:

Requests for the loan of items from the Museum collection will require the approval of the Committee and the Board, and will be subject to the following conditions:

- (a) The borrower will provide standards of care acceptable to the Museum.
- (b) The borrower will provide insurance coverage acceptable to the Museum during the period of the loan and during transport.
- (c) The borrower will give appropriate credit if the item is photographed or otherwise pictured for any purpose.
- (d) Except for normal dusting, the borrower will not clean, conserve, or otherwise alter the item in any way.

- (e) All loans will have an expiry date upon which loaned items must be returned, or the loan period extended by formal approval of the Committee.
- (f) The Committee may apply other conditions that they deem appropriate for a particular loan situation.

Procedure:

1. A Loans Outgoing form will be completed for each item loaned from the Museum collection, and a copy will be kept on file at the Museum.
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Niagara Historical Society & Museum

Disaster Plan

May 2003

Niagara Historical Society Disaster Plan

Introduction and Statement of Purpose

The preparation of an effective response to emergencies and/or disasters is a critical component of the Niagara Historical Society's plan for the long-term care of its collections and its physical and human resources.

This plan was developed to ensure that staff and volunteers are prepared in the event of a disaster or emergency while onsite at the Museum, in order to do their best to protect themselves and the collection. This plan was developed by the Managing Director, with assistance from the Vice-President of the Museum and Chair of the Collections Management Committee in January 2003. It is intended that this plan be reviewed every five years.

Distribution List

Copies of this plan will be distributed to the following people:

President of the Society
Vice-President - Society
Vice-President – Museum
Chair of the Collections Management Committee
Managing Director of the Society
One copy will be located in the Staff/Volunteer binder at the front desk

Authority

This plan has been developed under the authority of the Managing Director.

Designated Emergency Services Officers include; the Managing Director, the President of the Society and Vice-Presidents of the Niagara Historical Museum. These delegated officers will be responsible for co-ordinating all emergency activities.

This plan will be implemented as soon as a disaster occurs, or is expected, which is considered to be of such magnitude as to warrant its implementation. This decision shall be made by the members of the Emergency Services Officers who receives the initial warning and/or arrives first on the scene of the disaster. At this time, the Officer will activate the disaster plan.

Clark Bernat	Managing Director	Home: 905-934-4697
Kelly James	President	Home: 905-468-9737
Donna Scott	Vice-President - Society	Home: 905-468-4751
Jim Armstrong	Vice-President - Museum	Home: 905-262-0268

Identification of Potential Disasters and Vulnerability Assessment

Water damage

Fire in Museum (trigger effects could be, potential loss of life, exposure of collection to natural elements, water damage, contamination by chemicals or fuels and looting)

Earthquake, hurricane, tornado or explosion (trigger effects could be, potential loss of life, exposure of collection to natural elements, water damage, contamination by chemicals or fuels and looting)

Chemical or fuel damage

Looting

Disaster Avoidance Procedures

All attempts must be made to ensure that the collection is secure from theft, regular checks will be made to ensure that all potential loss due to theft is averted.

All fire prevention tools will be tested on a regular basis - fire alarms, smoke detectors and fire extinguishers

The emergency lighting will be tested on a regular basis

The Niagara-on-the-Lake fire department will be contacted on a whenever there are changes to the disaster plan, the collection, or the buildings to ensure that they are aware of the valuable artefacts in the collection

The Niagara Region and the Town of Niagara-on-the-Lake Peacetime Disasters Plan should be consulted on a regular basis to ensure continuity.

Disaster Mitigation Procedures

In the event of an emergency, all human life will be the first priority

If possible, the zip disk or CD-ROM with the Accession registry and staff/volunteer sign-in book should be located and removed from the property immediately. The Chairman of the Collections Management Committee is also in possession of a copy.

Water Damage

- Clear all artefacts and other items away from area that are exposed to the leak
- Contact contractor as soon as possible to fix exterior problems
- If artefacts are damaged, contact the Canadian Conservation Institute (CCI) for consultation, or Munters Moisture Control Services (1-800-268-1800)
- Remove non-artefact items that are water damaged in courtyard area in front of the museum to better assess damage and so that it does not expose artefacts to the water
- Contact Fire and Intrusion monitoring company and keep them informed as to what your requirements are.

Fire in Museum

- Get all staff, volunteers and visitors out of the Museum and leave by the safest route (Hall, Link or High School Building)
- Contact Fire Department
- Take all staff, volunteers and visitors to the corner furthest from the Museum (Apartment building). If this location is not safe, take them to the Park located at the Southern end of Davy Street.
- Remove staff/volunteer book from Museum if possible
- Remove zip disk with Accession register from Museum if possible
- Start removing archival material in boxes if there is no real apparent danger
- Contact CCI staff (613-998-3721, then "0" when get voice)
- Contact Fire and Intrusion monitoring company and keep them informed as to what your requirements are.

Potential water damage from fire (see Water Damage procedure)

Potential chemical or fuel damage (See Chemical and Fuel Damage notes)

Potential looting

Earthquake, tornado, explosion or other physical damage to the Museum

- If it is safe, evacuate all staff, volunteers and visitors out of the building
- If it is not safe to evacuate the building, gather all individuals in basement of the Link Building.
- Contact Fire Department
- Remove staff/volunteer book from Museum if possible
- Remove zip disk with Accession register from Museum if possible
- Cover all exposed artefacts when possible
- Contact Fire and Intrusion monitoring company and keep them informed as to what your requirements are.

Chemical and Fuel Damage

- Isolate the artefacts that are damaged in a space that is secure and removed from the rest of the collection
- Contact CCI
- Contact Fire and Intrusion monitoring company and keep them informed as to what your requirements are.

Potential looting

- Contract a security firm to watch over artefacts in all unsecured locations
- Contact Fire and Intrusion monitoring company and keep them informed as to what your requirements are.

Disaster Recovery Procedures

Contact Canadian Conservation Institute at 613-993-4266

Contact insurance company – AON-Reed Stenhouse 905-527-1210

Artefacts at risk can be stored at the Parish Hall at St. Mark's Church in Niagara-on-the-Lake. Rev. Robert Wright

Important Numbers

All emergencies

- 911

Canadian Conservation Institute - should be contacted for all disastrous events that effect the collection. Transportation and accommodation may need to be provided to these individuals. This funding should come out of the collections management funds, to be reimbursed from insurance.

- 613-988-3721

Iona McCraith
AAO Preservation Consultant
22 Slalom Drive Bethany, Ontario L0A 1A0
tel: 705-277-1309

Munters Moisture Control Services
6810 Kitimat Road, Unit 16
Mississauga, Ontario L5N 5M2
1-800-268-1800

Steamatic of Canada
7750, rue Jarry East
Anjou, Quebec H1J 2M3
1-800-215-8621

Fire Department

- Fire Chief 468-3266
- District Chief (Greg Warner) 468-4235
- 468-4103

Niagara-on-the-Lake Hydro Inc. 468-4235

Niagara Regional Police 688-4111

Town of NOTL Works Dept. 468-3278

Atlas Van Lines 905-688-2128 or 1-800-363-6581

AON Reed Stenhouse – Insurance Company 905-527-1210 ext. 16

Peter Janzen Electric Ltd.

905-641-1306

National Historic Sites staff would assist where possible

Ron Dale, Superintendent

905-468-4638

Warren's Heating and Plumbing

468-2127

Appendix - Priority of Collection

Remove artefacts to a safe location with the following priority, without any threat to injury
This priority list will also determine what conservation treatments should be prioritized in the event of a disaster or emergency.

Priority - 1

- Zip disk with Accession Registry located on top of zip drive
- General Brock's Hat located on second floor of Memorial Hall
- Disks containing bookkeeping information

Priority – 2

- All the remaining artefacts will be at the discretion of the Emergency Safety Officers

Appendix

- The Parish Hall at St. Mark's Church or National Historic Sites of Canada space may be available if necessary

Appendix

- The Museum has a mop and bucket, brooms and other materials in the Janitor's Closet, in the Basement of the Link Building and some materials in the attic of Memorial Hall.
 - Portable generators, power tools, fans and dehumidifiers and other emergency materials will be obtained from Home Depot by a designate of the Managing Director or President of the Society.
 - Supplies like plywood, nails, plastic sheeting, tissue-paper, cardboard boxes, tape and disinfectants are available at Penner Lumber in Virgil
-

Research and Photographic Reproductions

Niagara Historical Society & Society Research Policy and Research and Photographic Reproduction Policy and Form

1. Research Policy

a. Access and Control

The Museum will allow members of the public to access its collections for research purposes. Because the care of the collection is a public trust, the type of access given to a researcher may vary. Access privileges will be determined by the Director/Curator.

Prior to being granted access to the collections:

- i. A researcher will demonstrate an understanding of the Museum's care and handling procedures. Staff may provide instruction as time permits.
- ii. A researcher will communicate to the Director the nature and purpose of his/her research by completing the information request form.

The Museum will not allow the removal by a private researcher of any artifact from its facility for research or documentation purposes. Loans of artifacts to other Museums or Education institutions will be considered in accordance with the Collections policy.

The Museum will provide copies of copyrighted materials for research or private study where the researcher can satisfy the Museum that he or she will not use the copy for a purpose other than research or private study.

b. Remote Access to the Collections

The Museum will respond to inquiries regarding its collection. The Museum staff will record the nature and source of remote inquiries and respond with a notice of receipt of the inquiry within five working days.

Where a fee will be applied to an information inquiry, the researcher will be informed of such and an estimate of the fee will be given. Where the estimate exceeds twenty-five dollars (\$25.00), then the Museum may ask for a deposit prior to fulfilling the request.

c. Expenses incurred by the Museum

The Museum will endeavour to ensure that the research services offered are on a cost-recovery basis. As such, the Museum may charge all disbursements to a researcher. The Museum may charge a researcher for services or labour provided by the Museum to fulfil the researcher's request.

The Director may waive research service fees for dissemination of the information requested if in his/her judgement such dissemination will benefit the public in general.

d. Publication

When publishing materials obtained from the Museum, researchers will acknowledge the Niagara Historical Society & Museum as the source. Acknowledgement will take the following form:

“Courtesy of the Niagara Historical Society & Museum”

Researchers will be informed that they are responsible for obtaining the publishing rights for any materials retrieved from the Museum collections. The Museum in no way assigns the right of publication when it distributes copies of items from its collections.

**Research and Photographic Reproduction Policy and Form
Niagara Historical Society & Museum**

Date: _____ Name: _____

Mailing Address: _____

Postal Code: _____ Phone: _____ Fax: _____

Items Requested - Identification numbers, key words, catalogue #, accession # or specific questions for hourly research.

Research Costs

Research deposit	_____ @ \$25.00 _____
Research labour (In town)	_____ @\$12.00/hr _____
Research labour (Out of town)	_____ @\$15.00/hr _____
Photo copies	_____ @ \$0.25 _____
Digital Image	_____ @ \$5.00 _____
Photo reproductions (4X6)	_____ @ \$5.00 _____
Photo reproductions (5X7)	_____ @ \$10.00 _____
Photo reproductions (8X10)	_____ @ \$20.00 _____
Photo reproductions (11X14)	_____ @ \$40.00 _____
Postage	_____ @\$5.00/env _____

Total Costs: _____

Publication Fees

A publication fee will charge for commercial use at \$10/image. If the image is to be used for advertising, front cover, or in a major publication, an additional fee may be charged at the discretion of the Museum Board.

Publication fees will not charge for non-profit or educational use or use by local magazines, newspapers or television.

If the research/material is used in any form for publication or exhibition, the Society requests acknowledgement as follows:

“Courtesy of the Niagara Historical Society & Museum”

I, _____ agree to pay the above charges in return for research or material from the Niagara Historical Society.

43 Castlereagh Street, P.O. BOX 208, Niagara on the Lake, Ontario, L0S 1J0. Tel: (905) 468-3912, Fax: (905) 468-1728

Conditions for Photographic Reproductions

1. The Niagara Historical Society & Museum reserves the right to determine which photographs may be reproduced.
2. Photographs are provided for one-time use only, unless otherwise stated.
3. The purchaser agrees to reimburse the Museum for reproductions, according to the price scales established.
4. The sale of photographs does not automatically include permission for their reproduction. Permission for reproductions must be obtained specifically and will be granted if the proposed use of the photograph meets with the approval of the Museum.
5. Photographs may be ordered for research purposes and then released for publication by letter after payment of a publication fee.
6. Permission to publish or further reproduce material is granted for specific purpose or occasion and does not convey or transfer copyright in the original material to the requestor.
7. The researcher/purchaser assumes all responsibility under the terms of the Copyright Act for use made of images secured from the Niagara Historical Society & Museum.
8. Photographs from the Niagara Historical Society & Museum must be credited to the Museum and should credit the photographer where known.
9. The author/publisher of any publication containing an illustration from the Museum shall provide one gratis copy to the Museum.
10. Researchers are not allowed to copy photographs using their own cameras or other equipment.
11. Photographs shall not be copied or incorporated into the collections of any archives, library, or other repository without the written permission of the Niagara Historical Society & Museum.
12. Photographs shall not be retouched or altered in anyway which would affect their historical or artistic integrity.
13. Photographs cannot be supplied on approval or returned for credit
14. Advance payment is required for photographic reproductions.

Richard Taylor, Chair,
Collection Management Committee

Dated

Ron Reimer, Vice-President (Museum),
Niagara Historical Society Board.

Dated

NIAGARA HISTORICAL SOCIETY EXHIBIT POLICY AND PROCEDURES

EXHIBIT POLICY:

1. The purpose of the Museum is to preserve and display a collection of artifacts which will communicate Canadian heritage and history with specific reference to the Niagara area. The exhibits shall be designed to encourage an interest in local history and shall be educational and entertaining.
2. The museum shall not exhibit all of the artifacts in the collection in any given year. Exhibitions shall conform to all current curatorial and conversational standards.
3. The Museum shall feature:
 - a) Permanent Exhibitions which shall depict the history of Niagara;
 - b) Temporary Exhibitions, a minimum of four per year, which may include a feature exhibition to commemorate the anniversary of an event or person of significance;
 - c) Travelling Exhibitions – the Museum may chose travelling exhibitions from other institutions and conversely may prepare exhibitions for display at off-site locations;
 - d) Private Collections – collections owned by private citizens or firms may be exhibited provided the terms of agreement are appropriate.
1. The Exhibit Committee shall follow a standard procedure with regard to text and graphic material.
2. The Curator, under the direction of the Museum Management Committee, shall have final approval and responsibility for all exhibits.

This policy should ensure that the exhibits reflect the mandate of the Museum.

EXHIBIT PROCEDURES:

1. A committee, to be known as the Exhibit Committee, shall be formed from interested members of the Niagara Historical Society. This committee shall consist of a chairman and members who will function under the direction of the Curator. It shall be the responsibility of this committee to implement the objectives of the Museum Exhibit Policy.
2. All Exhibits must conform to the Museum Policies and Operational methods for:
 - a) Conservation,
 - b) Interpretation and Education, and
 - c) Exhibits.
3. That portion of the Museum budget allocated to Exhibits shall be used for:
 - a) The design and preparation of necessary graphics and labels
 - b) Required materials and construction
 - c) Installation and evaluations and
 - d) Advertising and promotion of feature exhibits

4. A proposed schedule of events for the following year shall be prepared by the Exhibit Committee and submitted for approval to the Museum Management Committee each June.
5. Every exhibit shall be thoroughly planned and researched, taking into consideration:
 - a) the purpose of the exhibit
 - b) the historical accuracy of the research
 - c) the availability and condition of artifacts to be displayed
 - d) specifications and cost of materials and labour to be used
 - e) conservation and security requirements
 - f) text, graphics and labeling, and
 - g) the sketch and written plan to be prepared for all exhibits.
6.
 - a) All exhibits shall be accompanied by clear concise text and labels where indicated.
 - b) Cases shall be titled.
 - c) Times Roman type face shall be used for all text and titles.
 - d) Italics may be used for quotations and credit must be given to the source of the quotation.

7.
 - I. All artifacts selected for exhibit must be:
 - a) in stable condition
 - b) catalogued and
 - c) installed according to current conservation and security standards.
 - II. Further more, any exhibits which are loaned for display in other locations must be:
 - a) transported in a safe and secure manner
 - b) mounted and exhibited in comparable conditions to the original
 - c) handled to cover all conservation standards, and
 - d) labeled with credit for the source.

8. Change of location documentation must be completed for all artifacts when an exhibit is being installed and dismantled.

9. An exhibit shall not be installed without:
 - a) all required artifacts, labels and text
 - b) adequate security provision.

If it is impossible to complete an exhibition in one day it must be clearly marked: "Exhibit in Progress".

10.
 - a) Where items are lent to the museum for display, loan forms and an acknowledgement letter should be completed. A "thank you" letter shall be written to the lender at the completion of the exhibit and return of the item.
 - b) Loaned items shall be identified as being "from a private collection". Lenders will be acknowledged publicly in a general letter.
11. A visual record shall be kept of all exhibits
 - a) either by photograph or electronics
 - b) the sketch and written plan of the exhibit.

NIAGARA HISTORICAL SOCIETY RESEARCH POLICY AND PROCEDURES

The Niagara historical Society endorses a commitment on the part of the Society and Museum to undertake research related to the objectives of the Society as stated in the constitution:

“The promotion of Canadian culture by encouraging the study of Canadian history and literature with specific reference to the Niagara area.”

The subject areas on which the Society and Museum have focused and shall continue to attend to are as follows:

1. The Native background of the Niagara area.
2. The military history of the Niagara area, with specific references to the War of 1812.
3. The domestic history of the settlement in the Niagara area.
4. The development of social and cultural activity in the Niagara area.
5. The personal history of individuals whose artifacts form the collection.

The time frame within which research shall be intensive will be 1750 to 1920 with an upward movable limit.

RESEARCH RELATED TO MUSEUM FUNCTIONS:

- A. The Collection: Research shall be initiated with each new acquisition in the following areas:
- a) identification of artifact
 - b) history of the genre
 - c) personal history of the item
 - d) brief biographical references for donor and/or owner
- B. The Archives:
1. Research shall be ongoing to expand the identification of archival material.
 2. Research shall be ongoing to upgrade the catalogue system.
- C. The Exhibits:
1. Research on the collection and archives should suggest yearly and seasonal themes for exhibit purposes.

EDUCATIONAL PROGRAMS:

1. Educational programs developed around specific themes shall be researched for accuracy before presentation.
2. Liaison with the schools involved shall be established to determine appropriate area for research and programming.

DOCUMENTATION:

All research related to museum functions shall be documented as follows:

- a) Entered into Museum file system
- b) Entered in Niagara Historical Society file system
- c) Entered into research file system
- d) Entered into archival catalogues:
 1. Documents
 2. Artifacts
 3. Fine Art
 4. Photographs

RESEARCH PROCEDURES:

Research will be carried out by staff, staff with volunteer assistance, staff with student assistance, members with special qualifications, and special project employees under supervision.

The Museum will require guarantees and will issue consent to research as per Research Request Agreement.

RESEARCH FACILITIES:

The Society has developed and will continue to maintain, a library of reference material related to its collection.

The Society has set aside a library area with appropriate equipment for research including audio-visual aids.

The Society maintains a holding bay for acquisitions while research is in process. A proportion of the budget is allotted by research activities and may vary from year to year. Time away from the premises for staff research activities will be granted as requested, when arrangements for substitute staff can be made.

NIAGARA HISTORICAL SOCIETY ARCHIVAL POLICY AND PROCEDURES

The museum shall, as part of its collection, maintain and add to a repository of historical documents. This documentary material shall be the responsibility of the Curatorial Committee under the direction of the Museum Curator and shall be made available to researchers for such use as:

- a) exhibition,
- b) publication.

PROCEDURES:

1. Where the Niagara Historical Society is not the owner of the original documents,
 - a) all institutions must be given credit in the caption, and in the list of acknowledgements accompanying a publication or material prepared for a public program.
 - b) private sources may be acknowledged as “private sources” with a full credit given in the list of acknowledgements for the publication.
2. Where the Niagara Historical Society is the owner of the original document, it shall be given credit in the caption and in the list of acknowledgements accompanying a publication or material prepared for a public program in the following manner “From the Niagara Historical Society Museum”.

Note: The material referred to in this policy is the Collection of historical documents acquired by the Society. It is not those records and documents generated by or referring to the business of the Society.

TRAINING POLICY AND PROCEDURES

GENERAL STATEMENT:

A museum requires skilled staff, paid and unpaid, to carry out day-to-day duties of administration, interpretation, exhibit, display and maintenance of the collection. The Museum Management Committee will implement these obligations in the following manner:

A. Committee Responsibilities:

The Museum Management Committee will:

3. Set aside a specific amount in each year's operating budget for staff training purposes.
4. Take an active role in seeking out training opportunities and ensuring that staff can participate in these activities.
5. Require staff to undertake further training in museological areas where staff is deemed deficient.

B. Employee Responsibilities:

1. All employees, paid and volunteer, shall participate in in-house training programs where applicable to their responsibilities.
2. Employees shall be accountable, in writing, with respect to benefits obtained from training programs and conferences.

TRAINING PARAMETERS:

Each year the Museum shall provide its staff with the opportunity for professional development, interchange with museum colleagues or upgrading of skills.

A. General:

Areas of museological and general training which are necessary for the operation of a professional museum include:

-museum organization and administration including general administrative functions and procedures, staff and site management, promotion and public relations, financial planning, fund raising and grant acquisition, bookkeeping, records and accounting and museum security.

-registration and collections management

-care of collections

-interpretation and public programmes, including exhibit design and preparation, education programs, interpretation and extension services, research.

B. Specific:

Training opportunities for museum staff which satisfactorily fulfill the above objectives include:

-heritage organization annual conference and meetings

-museum studies certificate or degree course

-workshops, seminars or courses on museum responsibilities

-regional meeting or workshops with museum colleagues

-correspondence courses

-internships, study tours, exchange programs

CONSERVATION POLICY AND PROCEDURES

1. The Museum will establish procedures and provide support for protection of the collection from damage or loss through fire, flood, water damage, theft, vandalism, accident and damage from insect pests and vermin.
2. The Museum will establish procedures for care of artifacts in the event of physical emergencies such as fire, flood, accident, etc., pre-designate an emergency work area, and ensure that all staff are familiar with these procedures.
3. The Museum will provide storage areas and artifact workrooms sufficient to accommodate the size and material composition of the collection.
4. The Museum will provide storage space for the collection which will be orderly, clean and environmentally controlled, and will allow adequate physical access to the artifacts. Access will be restricted to the Curator or designate. The storage area will be used only for the storage of Museum artifacts.
5. The Museum will develop standards and procedures and will designate appropriate responsibility for handling, storage, exhibition, packing and transport of its artifacts in order to best preserve the collections.
6. The Museum will provide in-house training for all staff, both paid and unpaid, in the handling and preventative care of artifacts. Where further training is deemed necessary, the Museum will provide support (financial or other) for staff participation in outside training programs. Only staff with appropriate training will be permitted to handle artifacts.
7. The Museum will attempt to ensure that a sufficient size of staff is provided to implement preventive care of collections programs.
8. The Museum will ensure that all artifacts in the collection whether owned or borrowed, are correctly documented with respect to ownership, incoming and current condition and need for conservation treatment. This program shall be on-going and "current condition" shall be assessed as items are brought forward for display.
9. The Museum will ensure that cleaning, repair or restoration of any artifact in its collection is carried out only by qualified personnel and in such a manner as to maintain the historic artistic integrity of that artifact.
10. Funds required for conservation of any artifact shall be drawn from the Collection Management account on the recommendation of the Collection Management Committee.

NIAGARA HISTORICAL SOCIETY

Human Resources Policy

Preamble

This policy is based on the understanding of responsibility, goodwill and trust between employer and employee. It is seen as a policy of mutual interest between both parties and is to be interpreted accordingly. The board of directors of the Niagara Historical Society is referred to as the “Society”.

The Niagara Historical Society and its employees and agents will not discriminate in their employment practices on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sexual orientation, age, marital status, family status, or disability.

1. Agreement of Employment and Conditions

Each employee of the Society will be provided with a letter of agreement containing a job description, an anniversary review date, performance review forms, annual salary, and a copy of this policy.

2. Statutory Regulations

Employment with the Society is subject to all the provisions of the Ontario Employment Standards Act, the Canada Pension Plan, and the Employment Insurance Act.

3. Salary

Employees are paid every other Friday, at a rate of one twenty-sixth of their annual salary less appropriate deductions. Individual salaries may be adjusted to take into account changes in the cost of living and merit increases. Salary adjustments will normally occur at the beginning of the Society’s fiscal year.

4. Hours of Work

Employees are expected to bring a professional viewpoint to their job based on a five-day week. This may constitute working weekends for more than half the year and some evenings. Unless otherwise specified, employees will be based at 43 Castlereagh Street in Niagara-on-the-Lake, Ontario. Normal office hours are from 9:00 a.m. to 5:00 p.m. Employees are expected to work a seven-hour day.

5. Breaks

Employees are entitled to one half hour unpaid lunch break for each full work day.

6. Vacation Time

Vacation time is specified in the position contract.

Selection of vacation time must be arranged with and approved by the Managing Director or the Board Chair having regard for the work priorities of the Society. Requests for vacation should be in writing.

7. Sick Leave

An employee accumulates sick leave credits at a rate of one (1) day per month for each full calendar month of continuous employment. Where an employee does not have sick leave credits equal to the period of absence by an illness, he or she may be granted special leave with pay. Special sick leave granted must be deducted from sick leave credits subsequently earned before any further accumulation of sick leave credits may take place. An employee who is granted special sick leave must, upon ceasing employment, compensate the Society for the unrecovered leave. The amount of compensation is to be calculated using the employee's rate of pay at termination. Accumulated days of sick leave at the termination of employment are not payable. Sick leave credits cannot be used in conjunction with vacation or leaves of absence. Sick leave is recorded in the Employee Payroll Book. Leave for sickness of one's spouse, life partner or child may be granted from the employee's sick leave.

Doctor's evidence of illness may be required after three (3) days absence due to illness at the discretion of the Managing Director or Board Chair.

8. Overtime

Overtime is defined as time worked by an employee in excess of normal daily or weekly hours of work, as requested or approved by the Managing Director or Board Chair. Compensation for overtime worked is not to be paid; employees are entitled to equal time off with pay in lieu of overtime worked. Lieu time must be taken in the year in which it is earned, and cannot be carried forward from year to year. Lieu time cannot be taken in conjunction with vacation credits, sick leave or a leave of absence. The maximum amount of overtime, which can be worked in one year, is 40 hours. Requests for time off in lieu of overtime worked should be in writing. Scheduling of lieu time is arranged in advance with the Managing Director or Board Chair.

9. Statutory Holidays

Under normal conditions, employees will not be expected to work on the following holidays: New Year's Day, Good Friday, Easter Monday, Christmas Day and Boxing Day. The Museum remains open for all other statutory holidays. If a holiday falls on a non-working day, or if it is necessary for employees to carry out their duties on any one of the statutory holidays, they shall be entitled to another working day off with pay.

10. Attendance Register

Hours worked and leave taken must be recorded on the time sheets provided.

11. Professional Development Leave

The Society is willing to consider requests for professional development from employees. Requests will be considered on an individual basis and will be evaluated in terms of the employee's duties and the Society's financial ability. Where approved by the Managing Director or the Board Chair, the

Society will grant leave with pay and will reimburse travel, accommodation, tuition and sundry expenses upon successful completion of the course. Where the program is deemed beneficial but funding is not available, attempts will be made to reach a solution (e.g. solicitation of special grants, partial funding, etc.). Where it is considered that a professional development request will be of immediate benefit to the employee and only indirectly beneficial to the Society, the Society will consider a contribution of 30% of the expenses involved upon successful completion of the course. All applications should be made to the Managing Director or Board Chair.

12. Leaves of Absence with Pay

a) *Compassionate Leave*: A leave of absence with pay for up to five (5) days may be granted in the case of a death in the employee's immediate family or household; up to two (2) days may be granted in the case of other relatives. Immediate family shall be identified as a spouse, life partner, mother, father, sister, brother or child. In-laws shall be considered other relatives.

b) *Special Leave*: A leave of absence for other special purposes will be considered on the merits of the individual case upon application in writing to the Managing Director or Board Chair. Such leaves will not affect an employee's vacation or sick leave credits.

c) *Court Leave*: Employees who are required to serve as jurors or witnesses in any court shall be granted a leave of absence with pay for this purpose. Any compensation received by an employee other than for actual expenses incurred will be considered the property of the Society, and shall be deposited to the Society's general revenue account.

13. Leave of Absence without Pay

An employee may make an application to the Managing Director or Board Chair for a leave of absence without pay at any time after one year of employment. Such application shall be considered on the merits of the individual case, and on the basis of the Society's work priorities.

14. Maternity and Parental Leave

An employee is entitled to unpaid maternity and/or parental leave in accordance with the Employment Standards Act. An employee whose spouse is pregnant is permitted to take up to four (4) days off with pay at the time of delivery. Absences for these days may be granted from one's accumulated sick leave or vacation credits.

15. Probation Period

All new employees are hired on a three (3) month probation period. During probation, an employee is entitled to accumulate but not receive vacation and sick leave credits. During the probation period, either party may terminate the employment agreement with one week's notice.

16. Performance Review

An employee's performance and conditions of employment will be reviewed annually (at a minimum) on or before the anniversary date of his or her employment. Reviews of the Managing Director are performed by a committee appointed annually by the board. This committee consists of three (3) board members. Reviews of the staff will be done by the Managing Director or Board

Chair. Employees and the persons doing the performance review will agree on the form and methods to be used.

17. Termination of Employment

Employees desiring to terminate their employment with the Society are required to inform the Managing Director or Board Chair in writing at least two (2) weeks in advance of their intended departure date. The Managing Director or Board Chair is required to inform the board at least one (1) month in advance. Should the Society wish to dispense with an employee's services, he or she is entitled to notice with pay or severance pay equal to one (1) week of his or her annual salary in the first year of employment, and one (1) week for each full year of service thereafter, unless otherwise agreed. (For example, after completing three (3) years of full service, an employee is entitled to three (3) weeks pay in their fourth (4th) year).

18. Travel Expenses

When requested to travel on behalf of the Society by the Managing Director or Board Chair, an expense allowance will be advanced to the employee, or he or she will be reimbursed in full after expenses have been incurred. Valid receipts will be required. Employees should refer to the Society's travel policy for appropriate accommodation rates. It is understood that they will always utilize the most economical means of transportation.

19. Staff Honoraria

Employees should be prepared to render professional services within the Society's sphere of interest. Fees or honoraria for such services, when received, will be the employee's. If the employee prepared these professional services during the course of a business day, and used the resources of the Society, then fees or honoraria, when received, should be deposited to the credit of the Society unless otherwise authorized. For services within its sphere of interest, the Society may be prepared to cover staff time with pay and to reimburse out-of-pocket expenses incurred.

20. Managing Director

Whenever decisions affecting the Managing Director are required, the chair of the Board is vested with the authority to make them. The president shall report his or her actions to the board and the executive committee within a reasonable time frame.

This policy was officially adopted by the board of directors of the Niagara Historical Society on 2005 (date), and supersedes all previous and related policies.

Niagara Historical Society
Performance Review Form

The following review has been developed to form part of the annual evaluation of all salaried positions within the Niagara Historical Society. The sole purpose of this effort is to help develop and grow the respective incumbent within the strategic plans set by the Society’s Board of Directors.

Job Title: Managing Director (reference Job Description)

Incumbent: _____

Board Member(s): _____

Date: _____

<u>Function</u>	<u>Rating</u>	<u>Requires Action/ Compliance Date</u>
Curatorial		
• Care and preservation of collection	1 2 3 4 5	
• Records and insurance	1 2 3 4 5	
• Research and outreach	1 2 3 4 5	
• Arranging temporary and permanent exhibitions	1 2 3 4 5	
• Student/community education	1 2 3 4 5	
• Compliance with CMO standards	1 2 3 4 5	
Operations		
• Site maintenance and security	1 2 3 4 5	
• Facilities maintenance and security	1 2 3 4 5	
• Housekeeping and safety	1 2 3 4 5	

• Control and follow-up of facility usage	1 2 3 4 5	
Supervision		
• Staff management and communication	1 2 3 4 5	
• Development and training	1 2 3 4 5	
• Recruitment and training for part time/student services	1 2 3 4 5	
• Staff evaluation and follow-up	1 2 3 4 5	
Management		
• Operations plan	1 2 3 4 5	
• Budget plan and grant requests	1 2 3 4 5	
• Communication/promotional plans	1 2 3 4 5	
• Gift shop plan/budget	1 2 3 4 5	
• Functional liaison	1 2 3 4 5	
Reporting		
• Monthly report	1 2 3 4 5	
• Budget report	1 2 3 4 5	
• Gift shop report	1 2 3 4 5	
• Select Board reports	1 2 3 4 5	

Follow-up

Specific Actions/needs and timetable:

Support Requested:

STAFF MEETINGS

Time: Wednesday mornings 10 a.m.

Ground Rules:

- Open, free communication
- Solution oriented
- Acknowledge each others contributions
- Notes shall be made on the white board, highlighting key ideas from the meeting

Format:

- Review issues/problems
- Identify resource needs
- Suggest resolutions/solutions
- Create timelines

NIAGARA HISTORICAL SOCIETY AND MUSEUM

The Niagara Historical Society in Niagara-on-the-Lake operates a successful museum, encourages historical study for the Niagara region, collects and preserves historical records and artifacts specific to the Niagara area and encourages the preservation of the town's historical landmarks.

It is recognized that the Museum and its contents is the major artefact of the Niagara Historical Society.

JOB DESCRIPTION

Job Title: Managing Director, Niagara Historical Society

Reporting Relationship: The Managing Director reports to the president and the Board of Directors of the Niagara Historical Society

Job Purpose: The Managing Director is the Chief operating officer of the Niagara Historical Society for all day to day operations and has primary responsibility for the implementation of Board directed strategies and policies for the activities, collections and holdings of the Niagara Historical Society.

Primary Responsibilities:

- Assist the Board in the development of all strategic plans, marketing plans and financial plans for the Museum
- Plan, develop, direct and carry out all operational activities of the Museum
- Make recommendations to the Board on the need, focus and allocation of human resources required, full time, part time or volunteer for the Museum.
- Plan, train and supervise all full time, part time or volunteer human resources used by the Museum
- Serve in an advisory capacity to the Museum committees or sub-committees as requested
- Liaise on behalf of the Society with governments, museums and other heritage organizations as required
- Research and assist in identifying sources of funding
- Prepare funding applications and follow up on such funding
- Represent the Museum at museum, heritage and other cultural events as may be requested
- Track and report on the operations, maintenance and financial status of the Museum on monthly, quarterly and annual basis or as requested by the Board
- Hold signing authority for Museum expenses

Secondary Responsibilities: Curatorial

- Research, record, collect and otherwise assist in matters concerning the history of the Niagara region and other Heritage links
- Maintain the collection of the museum, including its acquisitions, care and preservation
- Maintain and update all collection records
- Arrange for the implementation of permanent and temporary exhibits on a continuing basis, which will be of interest to local and visiting communities alike
- Develop, research and provide educational programs for children, students and/or interested community groups
- Research requests made by visitors of the museum

Tertiary Responsibilities:

- Answer the phone at the Museum
- Greet visitors, receive admissions, direct patrons to the Museum, answer questions by visitors
- POS entry of gift shop sales
- Book group tours over the phone and in person
- Buy wholesale books of historical significance for resale in the Museum's gift shop
- Carry out any Public Relations and Marketing duties during times of staff shortage
- Technical Support

Interaction with Patrons and Public:

- Interact with Museum visitors
- Take research requests and questions from visitors
- Conduct Museum tours for groups of students and adults
- Conduct walking tours of the town if needed
- Build relationships in the community with other cultural centres, historic sites, and tourism organizations
- May be required to appear at offsite heritage festivals to interact with the public and represent the Museum
- May be required to hold lectures or do presentations for school groups or special interest groups

Physical Demands:

- Perform small maintenance duties
- Climb ladders to change or adjust lighting
- Set up tables and chairs for special events
- Move exhibit cases and other materials for displaying exhibitions
- Move artefacts in and out of storage
- Lead groups through town if required to perform a walking tour

Working Conditions and Environment:

- Required to work some evenings and weekends for special events and lectures
- Required to work with some chemicals used for maintenance purposes, cleaning of exhibition cases, mounting of exhibition text, preventative conservation, and accessioning artefacts

Knowledge and Skills Required:

- Knowledge of the History of Niagara is required
- Knowledge of Microsoft Word, Access, Publisher and Excel
- Experience working on database systems
- Experience in exhibition planning
- Good oral and written communication skills
- Excellent leadership skills
- Ability to do research
- Experience in marketing and public relations is an asset
- Experience in Human Resource Management is an asset
- University degree with graduate work in Museum Studies or related field

Terms of Employment:

The Managing Director's job is a full time salaried position as stipulated in the Niagara Historical Society Human Resources Policy.

The position will be evaluated annually by the Niagara Historical Society Board as set out in the Performance Review Procedure. This will be done in conjunction with the goals and objectives established and agreed with the Board during the previous year.

Salary and vacation periods are specified in the contract with the Niagara Historical Society.

Adopted July 19, 2005

JOB DESCRIPTION

Job Title: Society Administrator

Reporting Duties: Reports to the Managing Director of the Society and liaises with the Society's Treasurer

Job Purpose: To administer the Museum's office and maintain the financial statements of the Niagara Historical Society & Museum.

Primary Responsibilities:

Bookkeeping Functions

- Prepare weekly (or as required) bank deposits for the Society, Museum and Gift Shop
- Maintain an accurate, computerized record of Sales and Expenses
- Maintain inventory control of Gift Shop
- Maintain petty cash records
- Prepare and control Accounts Receivable and Accounts Payable
- Invoice tour groups
- Assist with yearly budgets
- Prepare GST and PST remittances and Employee Payroll

Administrative Duties

- Assist with grant applications
- Assist the Society Secretary with production of and distribution of Board of Director minutes and agendas
- Maintain office supplies

Monthly Reports

- Prepare Year-to-date vs. Annual Budget reports for Treasurer of the Society
- Calculate attendance and volunteer hours for Managing Director

Secondary Responsibilities: (shared with Public Relations and Marketing Assistant)

- Answer the phone at the Museum
- Greet of visitors, receive admissions, direct patrons to the Museum, answer questions by visitors
- POS entry of gift shop sales
- Book group tours over the phone and in person
- Pass on research requests and other questions to Managing Director of the Society
- Any other duties as required by the position

Staff Supervisory/Management Responsibilities:

- Communicate tasks to volunteers

Interaction with Patrons and Public

- Interact with Museum visitors
- Phone and face-to-face interaction with various businesses for inventory orders, office supply orders, maintenance of building and grounds, and accounts payable and receivable

Physical Demands:

- May be required to unpack inventory for gift shop and put it out for display
- May be required to move chairs and exhibition cases to set up for special events

Working Conditions and Environment:

- Will be required to travel to bank to make deposits
- May be required to attend and assist with special events on evenings and weekends
- May be required to work with some chemicals used for cleaning purposes

Knowledge and Skills Required:

- Working Knowledge of Access
- Experience with use of database systems
- Experience with Quickbooks Pro or other Bookkeeping software
- Good interpersonal skills on the phone and face-to-face
- Degree or diploma in Business Administration or related studies is an asset

Adopted July 19, 2005

JOB DESCRIPTION

Job Title: Public Relations/Marketing Assistant

Reporting Relationship: Reports to the Managing Director of the Society and liaises with the Society Board representative for Public Relations.

Job Purpose: To promote the activities of the Niagara Historical Society and Museum in the community, maintain good contacts with the media and to promote increased awareness of the Niagara Historical Society and Museum.

Primary Responsibilities:

Membership

- Set up the monthly newsletter with assistance from Publications Chair, Managing Director and other volunteers
- Have the newsletter printed
- Send membership mailings for the quarterly Newsletter, special events, etc
- Maintain membership figures and organize the promotion of membership, distribute membership letters of thank you and membership cards

Public Relations

- Ensure that B&B, hotel and other stakeholders are aware of upcoming events and exhibitions
- Attend offsite festivals
- Promote Society events and exhibitions by producing in-house posters, rack cards and other promotional materials, as well as organizing the distribution of the material
- Produce press releases for special events, workshops, lectures and other programmes and distribute them through email, phone and fax.

Secondary Responsibilities: (shared with Administrative Assistant)

- Answer the phone at the Museum
- Greet visitors, receive admissions, direct patrons to the Museum, answer questions by visitors
- POS entry of gift shop sales
- Book group tours over the phone and in person
- Pass on research requests and other questions to Managing Director of the Society
- Any other duties as required by the position

Staff Supervisory/Management Responsibilities:

- Supervise volunteers who are assisting with special events or other tasks related to the duties and responsibilities of the Public Relations/Marketing Assistant

Financial Responsibilities:

Monthly Reports

- Produce membership figures for Membership Chair
- Record budget for events and submit it to Administrative Assistant and Managing Director of the Society

Interaction with Patrons and Public:

- Interact with Museum visitors
- Interact with media by building relationships with relevant contacts
- Build relationships with local businesses, historical sites and attractions

Physical Demands:

- Travel by foot and by vehicle to various sites to distribute promotional materials
- Set up informational kiosk at off-site event on occasion
- May be required to move chairs and exhibition cases to set up for special events

Working Conditions and Environment:

- Travel to off-site events may be required
- Travel for event promotion to local businesses is required
- Evening and weekend work will be required for special events

Knowledge and Skills Required:

- Working Knowledge of Access and Word
- Experience with use of database systems
- Experience with MS Publisher, Pagemaker or other Desktop Publishing software
- Strong writing and editing skills
- Strong oral communication skills
- Post-graduate studies in Public Relations is an asset

Adopted July 19, 2005

JOB DESCRIPTION

Job Title: Volunteer Coordinator

Reporting Relationship: The Volunteer Coordinator reports to the Managing Director of the Niagara Historical Society and liaises with the Society Board representative for Volunteers.

Job Purpose: The Volunteer Coordinator is responsible for managing all volunteer resources.

Primary Responsibilities:

- Develop and implement goals and objectives for the volunteer program which reflect the mission of the organization
- Assess the need for volunteers
- Develop, administer, and review policies and procedures which guide the overall volunteer program
- Maintain volunteer records and administrative forms
- Identify volunteer assignments that provide meaningful work for volunteers
- Write volunteer job descriptions for all volunteer jobs
- Develop and implement plans to recruit new volunteers
- Promote the volunteer program to gain community support
- Interview new volunteers to match their skills and interests to an appropriate volunteer job
- Orient new volunteers to increase their understanding of the organization, its staff members, its role within the community, and the responsibilities of volunteers
- Train volunteers in procedures relevant to their job
- Ensure that records of volunteer hours are maintained and that volunteers record their hours
- Ensure that volunteers are properly supervised
- Develop an evaluation process for volunteer contributions
- Plan and implement formal and informal volunteer recognition activities
- Ensure that volunteers work in a safe and healthy environment in accordance with all appropriate legislation and regulations

Secondary Responsibilities:

- Answer the phone at the Museum
- Greet of visitors, receive admissions, direct patrons to the Museum, answer questions by visitors
- POS entry of gift shop sales
- Book group tours over the phone and in person
- Pass on research requests and other questions to Managing Director of the Society
- Any other duties as required by the position

Financial Responsibilities:

- Record budget for volunteer program and submit it to Administrative Assistant and Managing Director of the Society

Interaction with Patrons and Public:

- Interact with Museum visitors
- Maintain relationships with volunteers
- May be required to interact with media contacts for recruitment advertisements or articles on volunteerism

Physical Demands:

- May be required to move chairs and exhibition cases to set up for special events

Working Conditions and Environment:

- May be required to work some evenings and weekends for special events and lectures
- May be required to work with some chemicals used for cleaning purposes

Knowledge and Skills Required:

- Knowledge of current trends and resources in volunteerism
- Leadership skills
- Post Secondary education in social sciences, human resources, community development, or adult education is an asset
- Certification from the Canadian Administrator of Volunteer Resources (CAVR) or equivalent association is an asset
- Knowledge of Microsoft Word, Access, and Publisher
- Experience working with database systems
- Good interpersonal skills
- Oral and written communication skills

Adopted July 19, 2005

JOB DESCRIPTION

Job Title: Curatorial Assistant

Reporting Duties: Reports to the Managing Director of the Museum

Job Purpose: **To assist in the organization and digitization of the remainder of the collection and provide public access to the records. The Curatorial Assistant will also assist the Director in numerous other activities.**

Primary Responsibilities:

- Enter backlogged accession records into the Museum's database
- Research and prepare small exhibits for public display
- Catalogue incoming artefacts and archives
- Complete special projects as assigned by the Managing Director
- Correct errors in cataloguing system

Secondary Responsibilities: (shared with Public Relations/Marketing Assistant and Administrative Assistant)

- Answer the phone at the Museum
- Greet visitors, receive admissions, direct patrons to the Museum, answer questions by visitors
- POS entry of gift shop sales
- Book group tours over the phone and in person
- Pass on research requests and other questions to Managing Director of the Society
- Any other duties as required by the position

Interaction with Patrons and Public

- Interact with Museum visitors
- Interact with Museum volunteers

Physical Demands:

- May be required to move chairs and exhibition cases to set up for special events
- May be required to move exhibition cases and artefacts for display

Working Conditions and Environment:

- May be required to attend and assist with special events on evenings and weekends
- May be required to work with some chemicals used for cleaning purposes and accessioning

Knowledge and Skills Required:

- Experience with use of database systems
- Cataloguing experience is an asset
- Comfortable with using a computer
- Good interpersonal skills
- Good organizational and managerial skills
- Ability to work independently as well as part of team
- Education in a Museum Studies programme, an arts administration programme or public history programme planning to enter the museum field after graduation is an asset

Adopted August 18, 2005

GIFT SHOP POLICY AND PROCEDURES

POLICY:

The Niagara Historical Society shall operate a gift shop as a profit centre to the benefit of the Museum.

PROCEDURE:

1. In order to limit the liability of the Niagara Historical Society, no more than \$15,000.00 wholesale worth of goods shall be in the gift shop inventory at any one time.
2. Separate accounts may be kept for payments and revenues. Purchases are to be netted against revenues (i.e. sales) to show net income (i.e. profit). This net income will show as a separate item on Gift Shop Profit and Loss Statement in the Society accounts.
3. Merchandise should reflect heritage, history and the Museum Collection and exhibits including reproductions where feasible. History related books should be pre-eminent.
4. Selected aged inventory, except books, prints and posters should be substantially reduced by inventory sales at least once each year.

RESERVE FUND COMMITTEE

The Reserve Fund Committee shall be composed of the President, Treasurer and three to five members of the Society who shall be appointed by the Board.

POLICIES OF THE RESERVE FUND

1. **PURPOSE:**

The purposes of the Reserve Fund are:

- a) to invest the accumulated surpluses and funds of the Society,
- b) to encourage society members and others to leave bequests to the Society,
- c) to increase the capital of the fund,
- d) to make income available to the Society, and
- e) to make the Society less dependant upon grants from government and fund-raising events.

2. **SECURITIES FIRM:**

The Reserve Fund shall have its' monies deposited with a recognized Canadian securities firm.

3. **WITHDRAWALS:**

At the request of the Board, the committee may withdraw capital:

- a) to purchase an artifact or artifacts deemed worthy of acquisition by the Collection Management Committee and approved by the Board, and
- b) for urgent major capital purchases where no other funding is available and the need is immediate.

4. **CAPITAL INCREASES:**

The capital of the Reserve Fund shall be increased by:

- a) depositing Patrons donations,
- b) bequests not specifically accepted for another purpose by the Board,
- c) re-investment of capital gains and income not transferred to the Society account,
- d) donations received specifically for the Fund, and
- e) contributions from the Society General Account.

PROCEDURES OF THE RESERVE FUND

1. The Committee shall initially select a recognized Canadian securities dealer with whom to work.. Changes may be made by the Committee at any time.
2. The Committee shall select the initial investments from the list prepared by each committee member. The Committee shall meet quarterly to discuss and adjust investments. They may meet more often if they deem it appropriate.
3. The Committee Chair and/or Deputy shall be the agent with whom the securities dealer shall interact.
4. The Committee shall ensure that it will have available amongst its investments, some which can be easily accessible to enable it to respond to requests from the Board, and to meet the budgeted withdrawals.
5. The Committee shall be responsible for:
 - a) ensuring that the investments made are qualified investments as defined by Revenue Canada,
 - b) selecting investments,
 - c) monitoring investments,
 - d) re-investing capital gains and income,
 - e) investing new monies transferred by the Society, and
 - f) providing monies as requested by the Society.
6. Annually, the Board shall advise the Committee of the amount of money to be transferred to the Society General Account, as per their budget.

RESERVE FUND COMMITTEE – ADMINISTRATIVE POLICY

1. The Committee shall establish the Mutual Funds into which monies shall be invested.
2. Initially, the Committee recommends that \$5,000 be invested into a Bond Fund, so as to have a ready source of funds which may be required.
3. The Committee shall, initially, recommend two additional mutual equity funds, for diversification.
4. The additional monies, as accumulated in the Society's Reserve bank account, and released by the Board, shall be invested equally in the equity funds. The Committee recommends that this transfer occur monthly or when \$1000 has accumulated.
5. The Committee shall review the number of equity funds needed when \$25,000 has been invested in each fund.
6. **Tax Receipts**
The Treasurer shall issue tax receipts for donations to the reserve fund:
 - a) for cash or cheques, the amount received,
 - b) for securities received directly and physically by the Society, the closing value of the securities on the day received, and
 - c) for transfers directly into the Society brokerage account, the closing value of the securities on the day the securities are received into the account.
7. **Reports**
The Treasurer shall report monthly to the Committee the donations received and the amounts subsequently transferred to the brokerage account. Combined with the brokerage firm statements, these could form the basis of his report to the Board.

The Treasurer shall liaise with the Managing Director to anticipate the necessity of monies to be transferred for the preservation of the collection. If possible, these requirements should be met from the bank account.

POLICIES AND PROCEDURES FOR THE NHS NEWSLETTER

1. Of the 8-page Newsletter, 4 pages are devoted to history and 4 pages devoted to Society News
2. As much white space be used to enhance the print and make it easier to read
3. As space permits in the Society Events Calendar, advertise local events – especially history-related ones
4. Staff begins entering all the data and formatting the Newsletter
5. Editor proofs historical input and communicates changes to staff.
6. 5 days before deadline editor spends time with staff at Museum proofing whole paper
7. Staff makes camera-ready copy of Newsletter for printer and delivers it –350-500 copies are printed and folded
8. While the Newsletters are being printed the labels/envelopes are prepared by staff and divided into categories (local, out-of-town, USA, etc.) and any inserts are prepared
9. 3 days before deadline finished Newsletter is picked up by staff and we gather at least 3 people – to assemble and stuff
10. staff posts the Newsletter
11. the goal is to get the Newsletters to the majority of people by or on the first of March, June, September and December
12. once a year an updated list of local businesses may be obtained from the Chamber of Commerce (mostly B&B's)

EDUCATION AND INTERPRETATION POLICY

General Statement: Since its inception in 1895, the Niagara Historical Society and Museum has offered public programs, exhibitions and student/youth programs. This policy statement is designed to codify what has been common practice.

Educational Statement of Purpose: The Niagara Historical Society & Museum will conduct educational programmes and life-long learning opportunities for the people of Niagara, visitors and members of the Society.

These programmes will support our mandate to encourage and educate individuals of the heritage of Canada and the Niagara Region. This objective will be accomplished through the use of the Museum's collection and knowledge of the Society.

Policy: by itself, or in partnership with other organizations, the Niagara Historical Society will offer interpretation and education programs in three distinct areas.

Public Programming:

Lecture Series

The Society/Museum will offer a monthly lecture series on topics of historical or general interest for its members and the public at large.

Publication

The Society/Museum will continue to publish books, booklets and pamphlets on historical topics as it has done since 1903.

Walking Tours

The Society/Museum will offer Interpretive Walking Tours of the Town of Niagara-on-the-Lake.

Special Events

The Society/Museum will host juried exhibitions of the works of local designers and craft workers.

The Society/Museum will provide opportunities for local collectors to display their collections.

The Society/Museum will seek out and present traveling exhibitions compatible with the Museum's mandate.

The Society/Museum will host musical entertainments at the Museum or at other appropriate venues.

Youth/Student

The Society/Museum will offer a series of Youth/Student programs, including but not limited to special Christmas and March Break activities.

As far as possible these programs will draw on the Museum's collection to focus on elements of the current Ontario Public School Curriculum.

The Society/Museum will provide a museum visit combined with a walking tour of the Town as part of the school program.

The Society/Museum will develop circulating school kits based on the example of the Museum of London Resource Pack.. The resource pack uses photographs not actual artifacts therefore there is no danger to an original piece.

Procedures

A portion of the annual Museum operating budget will be dedicated to interpretation and education programs.

The ground floor meeting room and the basement workroom will be used for student/youth programming. Each room can hold 16 students for an activity.

The Managing Director will ensure that the volunteers involved in all programs have the appropriate qualifications for the necessary tasks.

No original artifacts will be used for hands-on activities. Original artifacts may be used in demonstrations under the control of the Managing Director or designated staff.

The Niagara Historical Museum will ensure that all programmes conducted by the Museum will be in a safe and secure environment for staff, visitors and volunteers.

Adopted February 2000
Modified October 2004

COMMUNITY POLICY

The Niagara Historical Society & Museum strives to provide access to its cultural and educational resources to the residents of Niagara-on-the-Lake, and to people throughout Canada and the world, whenever possible.

Potential visitors to the Museum's public areas, including but not limited to the general public, school groups, special-interest groups, community groups, the academic community and interested individuals.

In making its collections and information resources accessible, the Niagara Historical Society & Museum will minimize economic, social, geographic, physical, and cultural barriers and reach out to a broad range of interest levels, to the greatest extent possible.

Advocate co-operation and participation among cultural institutions by sharing collections, curatorial, and museological information and lending objects for exhibition and research.

Primary access to parts of the Niagara Historical Society & Museum collections is provided through exhibits and programs. The Niagara Historical Society & Museum will provide special access to the collections to scholars, graduate students, and other interested parties, as appropriate.

The Niagara Historical Society & Museum will promote activities at the museum through whatever means possible within the budget passed by the Membership of the society. The Museum will advertise activities in newspapers, on posters and maintain a website.

The Museum will operate year round and will not restrict access to the public programming or activities of the museum by means that would be considered discrimination.

The Museum will attempt to work with partners in the community for the delivery of programming, education, research and exhibitions. This will include; cultural groups, museums and other like minded institutions.

Niagara Historical Society Compliance and Monitoring List
Governmental Employment & Charitable Regulations

Task	Completed by	Frequency	Date	Done
Charitable Tax Return	Bridgeman & Dirkson	Yearly		
Ontario Corporation of Notice of Changes	Staff	Yearly	December	
WSIB	Staff	Quarterly		
Source Deductions <ul style="list-style-type: none"> ➤ CPP ➤ EI ➤ Taxes 	Staff	Monthly		

Operations

Task	Completed by	Frequency	Date	Done
Directors Insurance	Staff	Yearly	January	
Property Insurance	Staff	Yearly	January	
Content Insurance	Staff	Yearly	January	
Community Museum Operating Grant	Staff	Yearly	June	
Heritage Organization Operating Grant	Staff	Yearly	June	
NOTL Town Grant	Staff	Yearly	December	
Young Canada Works	Staff	Yearly	February	
Summer Employment Grant	Staff	Yearly	March	
Business License to Buy and Sell Firearms	Staff	Every 3 Years	2007	
Payroll	Staff	Biweekly		
Audit	Bridgeman & Dirkson	Yearly	February	
Fire Extinguisher check	Birmingham	Yearly	April	
5 Year Plan	Planning Committee	Yearly	September	
Appointment of Auditors	Administration Committee	Yearly	September	
Election of Executive Committee and Board of Directors	Administration Committee & Nominating Committee	Yearly	September	
Appointment of Nominating Committee	Administration Committee	Yearly	September	

Banking

Task	Completed by	Frequency	Date	Done
Bank reconciliation	Amy	Monthly		
PST payable	Amy	Biannual	January & July	
GST recoverable	Amy	Biannual	January & July	
T4's	Amy	Yearly	February	

Front Desk computer C:\Documents and Settings\All Users\Documents\Administrative\Niagara Historical Society Compliance and Monitoring List.doc

Roles and Responsibilities of Museum Boards of Trustees

Table of Contents

Introduction

Adoption of these Guidelines

What type of board structure does your museum have?

1. The Role of the Board of Trustees: The Public Trust

2. The Responsibilities of the Board

2.1 Purpose

2.2 Continuity

2.2.1 Hiring and Monitoring Performance of the Director

2.2.2 Policy Development

2.2.3 Planning

2.3 Progress

2.4 Identity

3. Board Self-Governance

3.1 Board Chairperson

3.2 Trustees

3.3 Committees

3.4 Board Recruitment

3.5 Board Orientation and Development

3.6 Evaluation

3.7 Board Manual

4. Board Conduct

4.1 Attendance

4.2 Liability

4.3 Adoption of a Code of Ethics

4.4 Avoidance of Conflict of Interest

4.5 Collegiality and Confidentiality

4.6 Board-Director Relations

4.7 Board-Staff Relations

Resources

Canadian Museums Association 2004. 400-280 Metcalfe St., Ottawa, Ontario K2P 1R7

The CMA gives permission to its members to copy this brochure for internal purposes and asks that credit be given to the CMA.

We would like to acknowledge the financial assistance from the Department of Canadian Heritage which has in part made these guidelines possible.

Approved by
Canadian Museums Association
Canadian Art Museum Directors Organization

Introduction

Museum boards are facing increased concern about accountability. Some face changes in governance within nonprofit organizations and municipalities. New models of board governance have been introduced. Board members and staff need to have a strong, common understanding of the roles and responsibilities of museum trustees. They also need to keep up with government and community initiatives affecting Canadian museums.

There are more than 2,400 museums in Canada including art galleries, community museums, historic sites, science centres, botanical gardens, multi-disciplinary and specialized museums. Most are governed by boards of trustees that are usually composed of dedicated volunteers from the community.

Adoption of these Guidelines

These Guidelines are intended to provide direction to trustees of all Canadian museums, whether large or small.

They reflect current understanding of the roles and responsibilities of museum trustees and replace the first set of guidelines introduced by the Canadian Museums Association (CMA) in 1991.

Museums are strongly urged to adopt these guidelines and use them as a checklist for developing or improving internal museum policies and procedures with respect to board roles and responsibilities.

What type of board structure does your museum have?

This document addresses the roles and responsibilities of members of governing boards of non-profit museums.

There are two distinct types of governing boards:

Policy boards have full-time professional staff. Their role is primarily establishing vision, policy and resources.

Administrative boards have no professional staff. They often assume hands-on responsibilities in addition to governance responsibilities.

Some museums have advisory boards instead of, or in addition to, governing boards. Their roles are not the same as governing boards but are defined by the governing body through terms of reference. Municipal, provincial and federal government museums all have their own by-laws or other incorporating documents that outline the responsibilities of management or advisory boards distinct from those of elected officials.

1. The Role of the Board of Trustees: The Public Trust

All board members are fiduciaries who have the museums collections, property, premises and resources in their care as assets in trust for present and future generations. By law, the board of trustees is publicly accountable for the museums resources and activities, for the care of the museums collection to professional standards, and for ensuring public access within the constraints of its security and preservation. The boards role is to set policies in consultation with staff for the effective administration of the museum, and to monitor adherence to these policies. Implementation of policies and development of internal practices is the role of professional staff.

2. The Responsibilities of the Board

The board of trustees has the following primary responsibilities:

- Purpose establishing and implementing the museums mission and vision;
- Continuity providing continuity for managing and implementing the museums affairs;
- Progress setting the rate of progress the museum takes in reaching its mission and vision; and
- Identity securing community support and appreciation for the museums mission, vision, mandate, beliefs and long-term direction.

2.1 Purpose

The board of trustees establishes the museums mission, vision and mandate. The board should review its by-laws and constitution on a regular basis and amend as necessary to ensure that they remain relevant to the museums evolving role in society.

2.2 Continuity

2.2.1 Hiring and Monitoring Performance of the Director

The board appoints the director, whether paid or unpaid, who in turn appoints all other staff and service volunteers. Individuals should not serve as board members and staff simultaneously. The director should not be a member of the board of trustees. Former trustees should not be hired as staff, nor should former staff serve as trustees, for a period of at least two years.

The board should:

- Undertake a formal search process, with appropriate confidentiality;
- The decision to engage or dismiss the director must be ratified by the full board;
- Set out in writing as a basis for mutual agreement the job description, salary, benefits, conditions of employment and relationship with the board, including provisions for performance reviews and arbitration;
- Monitor the performance of the director through its policy, planning and budget review processes;
- Use regular performance reviews to communicate its evaluation, expectations and recommendations for particular actions; and I Ensure that, should the need to terminate the employment of the director arise, the process is undertaken in a professional and ethical manner, in accordance with the best interests of the museum and relevant legislation.

2.2.2 Policy Development

With the input of professional staff and/or consultants, the board is responsible for formulating and approving framework and operational policies and for monitoring staff progress in implementing policies. In establishing written policies, the board provides trustees and staff with clear authority and guidance needed to carry out their respective roles: trustees formulate, monitor and evaluate policy and staff implement it.

The board should require the circulation of a policy manual that incorporates all adopted policies and ensure that reports are submitted to appropriate government agencies as required. Museums may develop as many internal policies as required for sound management. The following are suggested policy areas for all museums:

- Framework policies (e.g., constitution, by-laws, mission, vision, mandate, board self-governance policies, code of ethics); I Operational policies (e.g., collections, conservation, risk management, interpretation, personnel, financial management.); and
- Advocacy policies.

2.2.3 Planning

The board should ensure that a long-range plan is prepared and monitored. The plan should outline the objectives for each function of the museum for the specified planning period, specify the expected outcomes, indicators and impacts, and guide the board and staff in providing the space, facilities, financial means and human resources to achieve these objectives.

2.3 Progress

The board is responsible for the safety, security and preservation of the museums collections, providing environmentally-controlled storage facilities and ensuring the physical security and preservation of the collections. These facilities must meet professional museum standards for the fulfilment of such basic functions as acquisition, preservation, research, exhibition and education and should comply with all relevant codes for staff, volunteer and public safety.

In order to ensure that the museum has the financial resources necessary to meet the long and short-term goals approved by the board and demonstrate financial accountability, trustees must:

- Establish budgeting, financial reporting, contracts, fundraising and sponsorship policies.
- Oversee and participate in fundraising activities, raise funds for the museum from both public and private sources, and use their influence to assist museum development staff and volunteers in raising these funds.

2.4 Identity

The board of trustees provides an important link between the museum and the community. Trustees represent the views of the community in policy development, communicate the mission and vision of the museum to elected representatives and the public, and advocate greater public involvement and increased moral and financial support for the museum.

3. Board Self-Governance

- Ensure that adequate systems are in place for budgeting and financial reporting.
- Approve and monitor the budget.
- Ensure the museums financial assets are protected and cared for.
- Ensure that there is an annual financial review or audit as required.

The board has a responsibility to advocate not only for its individual museum, but to become involved in discussion of broad public policy issues impacting the larger arts and heritage community.

The board must govern itself effectively and efficiently, independently from museum management. Just as museums differ in their histories, stage of development, governance model and board composition, museum boards differ in the ways in which they organize and direct their work.

3.1 Board Chairperson

The role of the chairperson should be clearly specified in the bylaws or authorizing documents. A boards effectiveness depends upon its chairperson. That person provides leadership, ensures that the board adheres to its bylaws and constitution, sets the agenda and facilitates group decisions at board meetings, and motivates the board to fulfil its responsibilities. However, the chairperson does not have more authority than other board members. Quorum is required for critical decisions, which should be respected by all members of the board.

Trustees should not be held accountable for actions taken by the chairperson independently. The chairperson plays a leading role in fundraising activities and places the interests of the museum first in all dealings with trustees, the Director, staff and volunteers, the public, government and other funders.

3.2 Trustees

Job descriptions should be prepared for all trustees and every officer of the board. They should include the position, authority and responsibility, requirements, term, general duties, evaluation, review date and approval date.

3.3 Committees

Standing committees and ad-hoc committees facilitate board decision-making. A member of the board may chair committees but it is often advantageous to also involve outside individuals on committees or as chairs. The mandate, authority, membership, term and budget of each committee must be established by terms of reference approved by the board. Committees do not set policy, but may formulate policy for the review and approval of the board. The number and responsibility of committees varies from one museum to another.

3.4 Board Recruitment

The board should establish an annual recruitment process to replace trustees whose terms have expired or who have not fulfilled their responsibilities. The nominating committee should assess the qualities of continuing board members and identify the background, skills, knowledge and experience needed in new trustees to address current challenges. Museums should recognize the need to reflect the communities they serve at the board level as part of their strategy to be relevant in an increasingly multicultural and diverse society.

3.5 Board Orientation and Development

New board members should participate in board orientation including review of these guidelines and of other orientation material such as the CMA video, The Guardians, on the role of museum trustees.

The board should provide opportunities for all of its members to develop their knowledge and skills as museum trustees by attending museum conferences, becoming involved in trustees special interest groups and participating in courses, seminars and board retreats as well as through reading relevant publications. Board members should be made aware of support organizations such as the CMA, the Canadian Federation of Friends of Museums and the Museum Trustee Association.

3.6 Evaluation

Regular self-assessment of the board as a whole identifies the strengths and weaknesses of the board.

3.7 Board Manual

Every trustee should receive a copy of the Board Manual, containing information needed to carry out board responsibilities, including:

- Mission, vision and mandate;
- Background information on the museum and its history;
- Constitution, bylaws or other authorizing documents;
- Board structure and procedures;
- Trustees job descriptions;
- Board committee structure and terms of reference for each committee;
- Policy manual;
- Relevant legislation and codes of ethics;
- Financial summary: annual budget, financial statements and most recent audit;
- Current long-range plan;

- The CMAs Guidelines: Roles and Responsibilities of Museum Boards of Trustees and special video on role of trustees, The Guardians; and
- List of current board members with their contact information.

4. Board Conduct

Individual board members should be evaluated prior to their re-nomination. A committee or external evaluator may be charged with evaluating the performance of serving board members and recommending re-nomination as appropriate. Trustees should cooperate in an evaluation process initiated and led by the chairperson.

Board conduct influences staff effectiveness and the perception of the museum in community. The board of trustees is a collective entity. A board can act only at legally constituted meetings at which a quorum exists or through a proper delegation of some part of its authority to its officers, committees and the museums professional staff, with subsequent adoption of their actions.

4.1 Attendance

Attendance at meetings and functions is a primary responsibility of trustees. Trustees should be aware that they are responsible for the actions of the board even if they are absent from a meeting. The board may adopt a policy requiring, for example, 65% mandatory attendance for board meetings, openings, fundraising events, and volunteer and member appreciation events. Poor attendance should impact eligibility for re-nomination.

4.2 Liability

Trustees should be aware of their legal responsibilities and liabilities in fulfilling their role as public trustees.

Due diligence is essential. The board should seek legal advice and obtain insurance as required. Museums should contact the CMA for information about directors and officers liability insurance available through its group insurance program.

In order to minimize liability, each trustee must:

- Participate in approving the annual budget, audit, financial report, and periodic financial statements;
- Support the museums mission, vision and mandate;
- Regularly attend board and assigned committee meetings;
- Prepare for each meeting;
- Comply with and monitor implementation of museum policies;
- Be familiar with board and assigned committee minutes;
- Adhere to the roles and responsibilities of the board and its committees;
- Know who is authorized to sign cheques and for what amounts; and
- Monitor the community response to the museums programs and services.

4.3 Adoption of a Code of Ethics

The board should adopt a code of ethics, either the CMA Ethics Guidelines or its own adopted code based upon national and international codes.

4.4 Avoidance of Conflict of Interest

Objectivity is essential for guiding the museum and for public confidence in the museum. Real and apparent

conflicts of interest must be scrupulously avoided. This means for example that:

- Private collecting practices should be declared, and any advice sought from the museums professional staff or any collection-related decisions that might benefit the trustee recorded.
- Private business interests should be declared and the trustee should withdraw from any decisions on purchase of goods or services that might benefit the trustee directly or indirectly. Consultants who are trustees should not do paid work for the museum while serving on the board.
- Artists who are trustees may not donate works of their own art to the permanent collection or be considered for an exhibition of their work, either solo, group or juried.

4.5 Collegiality and Confidentiality

Trustees owe positive loyalty to the board and should never divulge its deliberations and decisions to any outside body or person before they are made known to the staff and public through the agreed-upon channels of communication. Trustees must accept that decisions are made on a majority basis after due deliberation and that it is the obligation of board members to abide by and support, rather than undermine them. Equally, board members may not publicly criticize other board members or museum staff.

4.6 Board-Director Relations

The director (often known as chief executive officer) advises the board on policy development, implements policy, develops guidelines, and is responsible for day-today management of the museum. The board and the director should respect each others sphere of responsibility and be appropriately supportive.

This means, for example:

- Trustees will give the director unflinching support as long as responsibilities are carried out effectively in accordance with approved policies and plans. The board appoints the director and delegates responsibility for appointing, evaluating and dismissing staff to the director according to the personnel policy.
- Following staff representation to the director, and at the directors invitation, the board may receive employee concerns and grievances according to established policy.

Trustees should expect from director or his/her designate:

- Attendance at board and committee meetings as an ex-officio member;
- Full reports and recommendations on the finances and programs of the museum;
- Timely and pertinent information on matters pertaining to fulfilment of the boards roles and responsibilities and their proper conduct as set forth in the Guidelines; and
- An open, honest relationship that puts the interest of the museum ahead of personal enthusiasm and career goals.

4.7 Board-Staff Relations

The board or director may find it appropriate to hire consultants to assist with planning, policy development and personnel issues. The director is responsible for the hiring, training and evaluation of all other staff and service volunteers according to established policies. The board ensures that day-to-day responsibility for collections care, public access, education and other functions are delegated to staff that is appropriately trained and adequate in numbers. The size of the staff and its nature (whether paid or unpaid, permanent or temporary) will depend on the size of the museum, its collection and responsibilities. When board members perform service volunteer work they are acting as volunteers, not as board members, and in that capacity report to staff.

Resources

Board Development Program, Alberta
Community Development

#907 Standard Life Centre, 10405 Jasper Ave.

Edmonton, Alberta, T5J 4R7

Tel: 780-427-2001

Albertas Board Development Program provides assistance to Albertas not-for-profit boards in the area of governance and provides practical resource materials that focus on board governance, some of which are available online at:

www.cd.gov.ab.ca/bdp and some for sale from the Resource Centre for Voluntary Organizations at Grant MacEwan College www.rcvo.org.

Canadian Federation of Friends of Museums

www.cffm-fcam.ca/

317 Dundas St. West

Toronto, Ontario M5T 1G4

Tel: (416) 979-6650

Fax: (416) 979-6674

The CFFM is the national voice promoting museums and Canadian heritage throughout Canada for the benefit of all

Canadians, specifically endorsing and encouraging volunteer participation and the support of friends of museums.

Canadian Museums Association

www.museums.ca

280 Metcalfe St., Suite 400

Ottawa, Ontario K2P 1R7 Canada

Tel: (613) 567-0099

Fax: (613) 233-5438

The CMA is the national organization that unites, represents and serves museums and museum workers across Canada, and works passionately for the advancement, growth and stability of the museum community in Canada. See: directors and officers liability insurance program, publications such as the CMA Ethical Guidelines (1999) and the video *The Guardians* (2002): a valuable tool for all non-profit cultural institutions.

Canadian Centre for Philanthropy (CCP)

www.ccp.ca

425 University Ave., Suite 700

Toronto, Ontario M5G 1T6

Tel: (416) 597-2293; 1-800-263-1178

Fax: (416) 597-2294

The CCP is a national, charitable organization with a mandate to advance the role and interests of the charitable sector for the benefit of Canadian communities. The Centre accomplishes this mission through various programs, including Public Affairs, Research, Imagine, and Membership. See, for example: Highlights from the 2000 National Survey on Giving, Volunteering and Participating. Available online at:

www.givingandvolunteering.ca/reports.asp?fn=view&id=23226.

Museum Trustee Association

www.mta-hq.org/

2025 M St. NW, Suite 800

Washington, DC 20036-3309

Tel: (202) 367-1180

Fax: (202) 367-2180

The Museum Trustee Association (MTA) is dedicated to providing ongoing board education programs, services and resources for museum trustees.

Voluntary Sector Roundtable

www.vsr-trsb.net/main-e.html

The VSR began in 1995 to bring about collaboration within the voluntary sector on issues of common concern. It has given leadership to three major initiatives aimed at strengthening the sectors capacity and its relationship with the federal government: The Panel on Accountability and Governance in the Voluntary Sector (1998); Working Together (1999), and the Voluntary Sector Initiative (2000-2005).

See resources at www.boarddevelopment.org/

Research reports are available online at www.vsiisbc.ca/eng/index.cfm; Broadbent, Ed et al. Building on Strength: Improving Governance and Accountability in Canadas Voluntary Sector; Panel on Accountability and Governance in the Voluntary Sector. Available online at www.vsr-trsb.net/pagvs/Book.pdf).

Volunteer Canada

www.volunteer.ca

330 Gilmour St., 2nd Floor

Ottawa, Ontario, K2P 0P6

Tel: (613) 231-4371; 1-800-670-0401

Fax: (613) 231-6725

Volunteer Canada is the national voice for voluntarism and provides leadership on issues and trends in the Canadian volunteer movement and actively engages in research, training and other initiatives to increase community participation across the country. See: Canadian Code for Volunteer Involvement. Volunteer Canada, 2001. Available online at: www.volunteer.ca/volunteer/pdf/CodeEng.pdf.

2004 Museum Trustees Guidelines