

# **MUSEUM STRATEGIC PLAN AND POLICIES DRAFT**

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## **1.0 STRATEGIC PLAN**

The Strategic Plan for the Elliot Lake Museum is intended to set the trajectory for administration and operations for the next five years—2023 to 2027.

### **1.1 Vision**

The Elliot Lake Museum will be an inviting destination for learning which is accessible to all. It will be the keeper of the community's stories and collective identity, and be the preferred resource for local and historical research.

The Elliot Lake Museum will be valued and supported as a vital asset in the community, enjoying community partnerships and collaboration, with a thriving membership and a strong, committed volunteer base. It will offer quality programs for residents of all ages and circumstances as well as attract visitors by promoting itself as a destination site.

The Elliot Lake Nuclear and Mining Museum will be innovative, generate excitement, and take advantage of new technologies and social media. The Museum will foster participation and interest in the community's heritage and history and contribute to the overall cultural vitality of the residents of Elliot Lake.

### **1.2 Mission**

The Elliot Lake Museum is dedicated to engaging and educating our community and visitors by providing an inclusive environment, and preserving our ongoing heritage and history.

### **1.3 Goals**

#### **1. Communication**

To create awareness of and generate support for the Museum as a vital community asset in the enhancement of Elliot Lake's cultural identity through in-person and digital platforms.

#### **2. Economic Development and Tourism**

To support the continued development of the Museum as a destination site, in recognition of the economic benefit of visitors and tourists to Elliot Lake's economy.

#### **3. Education**

To encourage community engagement and participation through the provision and promotion of educational and cultural programming, activities, and events as well as by fostering active volunteerism and partnerships.

#### 4. Collection and Conservation

To collect, preserve, interpret, exhibit, and house objects, photographs, and archival materials, illustrating the heritage and evolving history of the City of Elliot Lake.

## **POLICIES**

*The Elliot Lake Museum will hereafter be referred to as the Museum throughout the document.*

### **2.0 Governance Policy**

The Museum is a not-for-profit organization, municipally owned and funded by the City of Elliot Lake and operated through their Recreation and Culture Department.

The Museum's operation and administration meets municipal, provincial, and federal legislative requirements that have a bearing on its operations and activities.

The Museum continues to aim high for ethical standards and recognizes and operates the Code of Ethics set out by the Canadian Museum Association.

#### **2.1 Purpose**

Good governance and demonstrated public accountability are necessary for the museum to operate as a viable not-for-profit organization. The museum is governed by a publicly accountable body that follows a clearly defined mission and goals, and maintains openness in its decisions and operations.

#### **2.2 Responsibilities of Governing Bodies**

##### **2.2.1 City of Elliot Lake**

- Delegates authority for operation of the Museum to the Recreation and Culture Department staff and defines its responsibilities
- Monitors the functioning of the Museum and may give direction to staff
- Provides financial support, including operational funds, auditing services, and insurance
- Provides continuity for the Governance and Management of the Museum's affairs by carrying out a process to ensure the succession of the Museum manager
- Assists the Curator of the Museum with funding both provincially and federally
- Evaluates the performance of the Senior Manager and arranges compensation

##### **2.2.2 Director – Recreation and Culture**

- Maintains and approves the Finances of the Museum pertaining to its daily operation
- Approves all expenses in excess of \$1000.00
- Reports to Senior Management and City Council on regular intervals
- Formalizes and assists with grant applications

### **2.2.3 Curator**

- Reports directly to the Director of Recreation and Culture
- Responsible for the day-to-day operation of the Museum
- Curates exhibition material
- Oversees collection management
- Coordinates the hiring, supervision, and management of part-time Museum staff

## **2.3 Museum Advisory Board**

The Museum Advisory Committee, as a Committee of the Corporation of the City of Elliot Lake, serves as a liaison between the Museum and the community.

### **2.3.1 Responsibilities**

- Ensures that the Museum serves the public, acting as guides and liaisons between the Museum Advisory Board and the Community
- Provides leadership in fundraising projects and participates in fundraising initiatives
- Recommends Museum programs and its resources necessary to carry-out These programs
- Provides contact names of possible volunteers, lenders, donors, and sponsors where possible
- Assists with the approval and care of acquisitions for permanent collection where directed
- In the instance of dissolution of the organization or the governing body, oversees the de-accessioning of objects of the Collections Policy for the Museum
- Attends official openings and Museum programs
- Conducts active and enthusiastic advocacy on behalf of the Elliot Lake Nuclear and Mining Museum
- Assesses its own effectiveness in striving to achieve excellence and to continually improve as a Committee

### **2.3.2 Selection and Term of Office**

Members of the Museum Advisory Board are selected and appointed by Council. The Board is comprised of five (5) members of the public and two (2) Councillors.

That the term of office for all members of the Museum Advisory Board shall be for the term of Council and members shall hold office at the pleasure of Council of the Corporation and until their successors are appointed.

#### **2.3.4 Meetings**

The Elliot Lake Nuclear and Mining Museum Advisory Board meets monthly and as often as necessary to conduct its business effectively. The meetings follow a written agenda and written records are kept of all discussions and decisions. Motions for actions are voted on and where approved, referred to staff to bring to the Recreation and Culture Standing Committee for approval and implementation. All members, public and councillors, have voting power for all items, as well as the Mayor, Ex Officio, when present. Any conflicts of interest regarding items must be declared at the start of the meeting. An integrity commissioner is on retainer to ensure ethical conduct is abided.

### **3.0 Finance Policy**

The museum demonstrates that it is a fiscally responsible public institution. The governing body and the museum follow predetermined policies and procedures to achieve this.

#### **3.1 Purpose**

- Ensure the financial resources for the operational and capital needs of the Museum are met through a recommendation of proposed annual budget projections to the Ad Hoc Budget Committee. Financial approval, however, is at the discretion of the City of Elliot Lake
- Works within the guidelines of the approved annual budget
- Ensures ethical standards are followed in the pursuit of finance and fundraising as per the Canadian Museum Association Code of Ethics
- Seeks a diversity of funding sources, thus increasing the Museum's financial stability. Funding may be sought through all levels of government, Federal, Provincial and Municipal as well as through private individuals and organizations—with the approval of Elliot Lake Council
- Provides information of the financial status upon request, through the City of Elliot Lake's financial reports.

## **4.0 Collections Policy**

The artifacts in the museum's collection are a tangible representation of the community's heritage, and to retain their informational and historical value they must be properly cared for and documented. The museum will demonstrate its stewardship and facilitate access to collections and the information they hold by maintaining a well organized, managed and documented collection.

### **4.1 Collection Development**

In order to fulfill its purpose, the Museum will maintain a collection of artefacts that provide a cultural, recreational and learning resource for the citizens of Elliot Lake and their visitors.

**4.1.1** The permanent collection will contain items of historical significance that are related to the personalities, customs, industries and the lifestyles of Elliot Lake and select locations of regional significance that surround this area.

**4.1.2** Generally the Museum will not collect artefacts that lack site specific information.

**4.1.3** To fulfill the objectives of a specific event or exhibit, the Museum may acquire artefacts of any kind or significance on a short term loan.

**4.1.4** The Elliot Lake Nuclear and Mining Museum will acquire artefacts through both purchase and donation.

**4.1.5** Any item purchased by or donated to the Elliot Lake Nuclear and Mining Museum becomes the property of the Museum and as a result, all prior ownership rights, including the copyrights become null and void.

**4.1.6** The Elliot Lake Nuclear and Mining Museum shall not acquire, whether by purchase, gift, bequest, exchange, any object unless it can be satisfied that a valid title to the object in question can be obtained by the Museum. Furthermore, the Museum shall not acquire artefacts that may have been involved in the unscientific or intentional destruction of historical or archaeological sites, or any object that may have been involved in a failure to disclose finds to the owner or occupier of the land on which the object was found, or to the proper legal governmental authorities.

**4.1.7** The Museum shall not acquire, whether by purchase, gift, bequest, any object that is not in compliance with Municipal, Provincial and Federal Legislative requirements (eg: firearms and hazardous materials).

**4.1.8** All artefacts that are purchased by or donated to the Museum must be in recognizable condition. If duplicates are available, the person accepting the artefact must select the one that appears to be in better condition. Items that are not accepted will be returned to the donor with regrets.

**4.1.9** Any duplication of an item that already exists in the Museum's Collection must offer some advantage over the existing item, or it must meet a specific research or educational purpose. Thus, any offer for an artefact that already exists in the Museum's Collection, will usually get rejected.

**4.1.10** To supplement the artefacts held by the Museum, the collection will include related information such as accession records, catalogue descriptions, field notes, tape recordings, photographs, published papers and correspondence.

**4.1.11** The Museum will collect artefacts for which complete documentation is not available, provided they fit the criteria listed in 1.1.

**4.1.12** Within the limits of the budget, the Curator may purchase items that fit in with the criteria in 1.1 however; the Curator must report such acquisitions to the Advisory Committee. Where the acquisitions budget does not suffice to purchase a desired item, the Museum Advisory Board may amend the acquisitions budget. Where an item does not clearly fit the criteria listed above in Section 1.1 the Curator shall request assistance from the Advisory Board.

## **4.2 Collection Management**

Artefacts will be researched and documented as follows:

**4.2.1** Minimum requirements for accession records are as follows:

- Item identification and classification
- Function and use
- Physical description and dimensions
- Condition report
- Provenance of item
- Related information that helps to clarify the above

**4.2.2** The Museum maintains a standardized numbering system, an accession register, a master catalogue file as well as a signed donor/loan form.

**4.2.3** Periodically, the Museum will restore an up-to-date copy of the collection records. A backup copy of the Museum's Collection is kept off site at the Municipal Building at the City of Elliot Lake.

**4.2.4** Conditions regarding the temporary deposit or loan of an artefact(s) to the Museum will be negotiated in writing between the Curator and the lender. Typically, such deposits will be held on a six-month term (See Appendix A: Terms and Conditions governing all object(s) deposited with the Museum.)

**4.2.5** Donations will be acknowledged in writing and if requested a tax receipt that represents a fair value (as determined by the Curator) will be issued by the office of the Clerk of the Corporation of the City of Elliot Lake.

**4.2.5.1** When the donor wishes an appraisal be done by someone other than the Curator, the appraisal expense will be borne by the donor

**4.2.5.2** When the Museum requests the services of an outside appraiser, the cost will be borne by the Museum

**4.2.6** Time to time, the Curator will review the collection and advise the Advisory Committee on artefacts that should be acquired and /or deaccessioned. Deaccessions will only be considered for artefacts that do not meet the Museum's collections mandate or statement of purpose, artefacts that are not useful for research or exhibitions, artefacts that have physically deteriorated and or are hazardous, artefacts that are duplications of an item that already exists in the Museum's Collection, artefacts that have been acquired illegally or unethically and artefacts that are to be repatriated.

**4.2.7** All deaccessions require the approval of the Museum Advisory Board.

**4.2.8** Where the Curator wishes to dispose of an artefact from the collection the artefact will be if possible:

- Offered to another Museum, Library or archive where it may be better suited for their collection;
- Reallocated to our Education Collection and used for hands on research, programs or exhibition props;
- Physically destructed and disposed of if the artefact has deteriorated or may be considered hazardous. \*Items that have been acquired through special donations, funds or collection's (eg: Corporate Sponsors or Friends of the Museum) shall be disposed of only after the representatives of such donations have been consulted; and
- Sold through a public auction that is to be advertised by the Museum through the appropriate media. \*Staff members, Board members and their immediate family are prohibited from procuring such artefacts. The



proceeds from such a sale shall be used to acquire new artefacts for the Museum's Collection.

**4.2.9** If the Museum should come into possession of an object that demonstrates itself to be the Cultural property of certain individual or specific group with specific interests (e.g. First Nations) the Museum shall work with the individual and/or group members to co-manage the care, custody and interpretation of such an object.

**4.2.9.1** Requests for repatriation will be negotiated on a case-by-case basis. Such requests may involve the return of the object(s) and relative Cultural material, and or sharing of authoritative rights and responsibilities for its interpretation and care within the Museum Collection.

## **5.0 Exhibition Policy**

The museum's exhibits provide an important link between the community and its heritage. In the planning and presentation of exhibitions, the museum will strive for accuracy of information, relevance to the community, effective communication, opportunities for learning, and the safe display of artifacts.

### **5.1 Objectives**

**5.1.1** All exhibits will reflect the Statement of Purpose which is (in summary) to:

- Interpret through the artefacts, Archives and storylines the history of the Indigenous inhabitants, Fur Trappers, Loggers and our Uranium Mining Industry from its origins to present
- To portray the social and cultural activities and traditions of the people that have made up the community during the above period
- To provide a space for local art and cultural displays while entertaining and educating the public.

**5.1.2** The Elliot Lake Nuclear and Mining Museum shall display its collection through appropriate methods to communicate to the public the significance of our unique heritage. It will design and install both long term and short-term exhibitions to show the collection as it is related to the area in a meaningful and educational manner.

- The permanent exhibits shall be developed to arouse the visitors' interest in our local history, the aspects of a mining town and its development; the lives

of the people, including the life of a miner, his family and those who provided services and supplies to him.

- To accomplish this, the Museum will allocate available space to portray the chronological history of the area. Artefacts from the collection will illustrate this theme and will be rotated as required.
- The remaining space will be reserved for rotating exhibitions to enlarge on the above, or in special circumstances, all or part of it may be used for special interest temporary exhibitions in support of educational programs.
- The Museum will host travelling exhibits from other cultural institutions provided they compliment the subject matter of the Museum, are of an educational and or entertainment value and does not disrupt the normal activities or financial capabilities of the Museum.
- Collections owned by private citizens may be exhibited providing the Museum has the full authority governing the terms of the agreement (i.e. time, content, promotion, interpretation, installation and security).
- The Museum shall ensure that the areas designated for exhibitions meet existing building codes and fire safety regulations and are constant with the recommended conservation standards. The exhibition space will be designed to allow sufficient aisle space for the public to move comfortably and safely at all times.

**5.1.3** All exhibits will be researched with a demonstration to accuracy and objectivity in its presentation.

**5.1.4** The Museum will follow ethical behaviour in exhibit presentation, with the attention to all Municipal, Provincial and Federal regulations with regards to such concerns as the display of human remains, copyright etc. All sacred artefacts that are entrusted to the Museum's care will be properly handled, displayed and interpreted with the advice of the elders or knowledgeable recognized experts in the culture.

**5.1.5** As per the Conservation Policy, Preventable Conservation #1, Environmental Standards will be maintained and monitored to ensure proper conditions for artefacts on exhibit. As per Conservation Policy, Preventative Conservation #3, artefacts will be handled properly by trained staff to ensure exhibits are maintained under optimal conditions. Workrooms of ample size will be used to create and repair exhibits (see Conservation Policy, Preventative Conservation #4 and housekeeping checks will be carried out on all exhibits on a daily basis (policy # 7).

**5.1.6** All safety codes will be observed in the building installation and maintenance of exhibits as per the Corporation of the City of Elliot Lake's policy

on zero tolerance in the workplace under the Health and Safety Act. It is the Curator's / Manager's responsibility to ensure compliance by all staff, volunteers and contractors.

**5.1.7** The Museum will ensure that staff including volunteers involved in the planning, the preparation and installation of exhibits have the necessary skills and training or supervision.

**5.1.8** All written material will be approved by the Curator / Manager before an exhibition is to be displayed. Wording will be accurate and simple. Exceptions will be made for quotations on colloquial expressions if they make the exhibit more understandable for the visitor.

**5.1.9** The Museum will ensure that exhibits are safe for visitors and staff by:

- Researching possible hazardous materials and disposing of them or treating them to render them harmless before displaying;
- Placing unsafe materials in display cases; and
- Adequately supporting, securing or providing barriers against heavy objects or moving parts that could cause injury.

**5.1.10** The Museum will endeavour to ensure that exhibits are accessible and capable of being used and enjoyed by visitors of all ages and abilities. The Museum follows an Accessibility Plan (attached) and works with the Corporation of the City of Elliot Lake's Accessibility Plan.

**5.1.11** The Museum ensures that exhibits effectively promote learning and enjoyment through:

- Providing a variety of interpretation methods to meet a range of visitors' needs, for example, interactive exhibits for young and old that appeal to different learning styles; and
- Regularly replacing artefacts in permanent exhibits with other examples to renew the community's interest.

**5.1.12** A budget line for exhibition should be included in the Museum budget and set to a reasonable amount, aiming at not less than 2% based on the Museum's Exhibit, Accessibility and Strategic Plan.

**5.1.13** The Museum ensures that exhibit preparation activities that are harmful to the artefacts and staff are carried out in a workshop or ventilated area that is isolated from the collection area and storage area. Such activities are those that produce dust, excessive heat or vibration and those that involve the use of aerosols and solvents (e.g. paints and varnishes).

**5.1.14** All exhibits are consistent with the Museum's Exhibition Policy.

## **6.0 Interpretation and Education Policy**

Interpretation and education programs provide an opportunity for the community to interact more closely with the museum's collections and information. They also complement other sources of learning in the community, both formal and informal. Through its education programs, the museum reaches audiences of all ages, interests and abilities, and serves as a resource for its communities.

### **6.1 Objectives**

To encourage enjoyment and learning through the exhibits and education programs and to focus the themes and content of the programs on our Museum's Statement of Purpose. Interpretation and education should be considered a vital, core activity of our Museum.

The Museum will target diverse audiences of all ages, learning modes and abilities.

The Museum will continue to prioritize the development of interpretation and education programs based on the following guidelines:

**6.1.1** There is adequate staff time to research, develop, prepare and evaluate education programs.

**6.1.2** There is adequate funding for interpretive, education and research.

**6.1.3** Priority be given to overall public programs i.e. interpretation of the permanent exhibits and the history of our area;

Priority be given to all other public programmes: focusing on mining themes which will meet our Statement of Purpose; and

Thirdly, priority is given to all other public programmes i.e. special exhibits, travelling exhibits, outreach programs as staff time and funds permit.

**6.1.4** The Museum will provide qualified, trained staff in education and programming. Staff will be encouraged to upgrade skills through education workshops and professional development and to liaise / consult with educational professionals and resource people in the area.

**6.1.5** The Museum will provide objectivity and accuracy to its programs through thorough research and design of content and evaluation by participants, staff and Board.

**6.1.6** The Museum will affirm the highest ethical standards which will continue to be met by staff and volunteers in all activities pertaining to educational and interpretive programs.

**6.1.7** The Museum will handle artefacts with appropriate conservation methods. In most cases “educational” artefacts will be used – that is those designated for educational purposes, not artefacts accessioned as part of the collection. Condition reports will be prepared for those accessioned items to be used in the programming.

**6.1.8** The Museum will endeavour to meet Municipal, Provincial and Federal Legislative requirements that have an impact on interpretation and education programs, such as copyright, disability legislation, firearms, cultural and religious observances, etc.

## **6.2 Types of Programs**

**6.2.1** Public Programs – Interpretive storylines for permanent exhibits i.e. Mine Rescue, Geologist Lifestyle, Mining Hall of Fame, lumbering area, Indigenous Culture and our wildlife section. These are all accomplished through a self-guided tour or a guided tour normally arranged in advance.

**6.2.2** School Programs – Both elementary and secondary level on topics geared to curriculum and with the Statement of Purpose in mind.

Secondary School and post secondary programs will also be developed with a thorough research of content, design, implementation and evaluation, with the consultation of Secondary School Teachers and resource people.

School programs will be selected with thought given to practicality, budget, material and staff time for research.

Prime consideration and promotion will be targeted to the schools along the North Shore between Espanola and Blind River.

**6.2.3** Special Events / Exhibits: Public programs of temporary exhibits, including art and travelling exhibits that provide entertainment and learning experience for our public.

Outreach programs, of special interest groups, will be accommodated as staff time permits. This will include interpretive summary updates of the history of Elliot Lake – accomplished through research and reading by staff of information on file, consultation with our local historians, and relevant history books.

## **6.3 Physical Space Requirements**

The Museum will allocate an area where programs are to be administered with ample space for tables, seating, discovery of artefacts and instructional materials apart from the collection and storage areas. This area should also be safe for all participants.

#### **6.4 Budget**

A portion of the Museum's budget shall be allocated annually for interpretation and education program expenses.

### **7.0 Research Policy**

Research is an ongoing activity in the museum. Through well-researched exhibits, interpretation, publications, and educational programming the museum continually adds to the knowledge, self-discovery and enjoyment of the community and its visitors. In addition to accommodating staff researchers, the museum has a responsibility to assist outside researchers on topics consistent with its collection and its Statement of Purpose..

#### **7.1 Summary**

**7.1.2** Our Museum primarily conducts collections and historical research for the purposes of exhibits and interpretation/education with respect to items as per our Statement of Purpose. The Museum also assists visitors with other requests on site, by mail and email messages as time and human resources permits. Lastly, the Museum also assists outside researchers with other topics that are related to our collection with advance notice as time and human resources permit.

**7.1.3** Staff members and volunteers who carry out the responsibilities for our collections, exhibits will aim to allocate a minimum equivalent of one full day per two week period (up to 15% of work time) for research activities. Our volunteers are a significant resource for research and more time may be allowed if specialists in research participate. Staff (unless volunteer and specializing in that discipline) may be provided time for research away from the Museum if needed, after consulting with the Curator.

**7.1.4** Space allocated for research activities will be clean, well lit and separated from the visitors of the Museum (where possible) and will provide access to research materials and equipment.

**7.1.5** A portion of the Museum's budget will be allocated to research.

**7.1.6** All research done by the staff and or volunteers must be verified and documented in a log book. Information recorded would be name, address and

email address pertaining to subject matter. This information is recorded and can be used by other researchers, archivists and/or historians.

## **7.2 Access and Control**

**7.2.1** The general public shall have access to all displays during reasonable and regular hours.

**7.2.2** The general public shall have access to information about the collections subject to any necessary restrictions for reasons of confidentiality or security.

**7.2.3** Research will be conducted by staff, volunteers and other qualified persons. The Museum will give written permission to participants in research, setting any conditions that may apply.

**7.2.4** Very fragile artifacts will be available for viewing and examination only to trained persons, and will be restricted to persons researching these specific artefacts or related history. The Curator will arrange for access to these artefacts.

**7.2.5** Museum staff will instruct untrained persons in the handling and care of artifacts if the research requires the handling of its artifacts and/or archives.

## **7.3 Publications**

**7.3.1** The Curator shall ensure that research and publication activities of the Museum meet Municipal, Provincial and Federal legislative requirements that have an impact on research activities and products e.g. copyright legislation.

**7.3.2** Research findings will be placed in the Museum Records. Research offered to the Museum by third parties will be accepted if the information is verified and well documented.

**7.3.3** The Museum will from time to time review its set fees for research assistance by the Museum staff, use of photocopiers, computer time and reproduction of photographs. Fees are stated in the Corporation of the City of Elliot Lake User Fees.

**7.3.4** The Museum retains all reproduction rights. Payment of a fee in respect of any copying or any reproduction of an object in the Museum does not and will not transfer reproduction right to the purchaser.

**7.3.5** Photographing of artifacts will be permitted upon payment of a fee, and such photographs may not be used for commercial purposes. Photography of

original paintings, art or cultural artefacts is not allowed except by written permission of the artist.

**7.3.6** A researcher who used the research for publication or commercial gain must provide the proper credit to the Museum. The Museum will require an execution of limited rights for the reproductions of photographs or other material, etc.

**7.3.7** The Museum retains copyright on all research undertaken on behalf of the Museum by any other person.

**7.3.8** Photographs, tapes or documents will not be made available if the person depicted or the speaker wishes to remain anonymous and if the photograph or tape-recording would reveal their identity.

#### **7.4 Response to Enquiries**

**7.4.1** Members of the Museum profession shall deal with the public efficiently and courteously at all times, and in particular deal promptly with all correspondence and inquiries.

**7.4.2** Subject to the requirements of confidentiality in a particular case, staff shall use their expertise in all professional fields in dealing with enquiries, subject to acknowledgement, from both the general public and specialist enquiries. Allow bonafide researchers properly controlled access to any material or documentation in their care, even when this is the subject of personal research or a special field of interest.

**7.4.3** The staff shall provide answers to questions from the general public, depending on the amount of time available during the regular work week.

#### **7.5 Access to Reserve Collections for Outside Researchers**

##### **7.5.1 Minimum Standard for Documentation Practice**

**7.5.1.1** Ensure that the Museum supported research about the collection is captured for the objects catalogue file.

**7.5.1.2** Form a permanent record of all research activities associated with the Museum's Collection.

**7.5.1.3** Create a record of the types of objects of the greatest public interest.



**7.5.1.4** Monitor any restrictions on use of the collection arising from the original gift agreement (eg. request for anonymity).

## **7.5.2** Procedures

**7.5.2.1** The researcher will contact the Curator with a request to access the collection or collection documentation.

**7.5.2.2** The researcher must submit a formal “request for access” in writing, prior to any access to the collection or collection information being considered.

The request shall state the following:

- a) the purpose for which the request is being made;
- b) the specific information or collections being requested, an estimate of the length of access time required, any special needs; and
- c) an indication of follow-up requests for additional services (e.g. photocopies or photographic reproductions).

**7.5.2.3** The Curator shall conduct a resource requirements analysis.

**7.5.2.4** The Curator shall inform the Advisory Committee of the request to access the artefacts for research purposes and to also conduct a resource requirements analysis.

## **7.5.3** Approval or Refusal of the Request

**7.5.3.1** If the request is deemed to be appropriate and there exists sufficient resources to meet the request, then a preliminary meeting is arranged to discuss the scope of the request with the researcher.

## **7.5.4** Development of a Letter of Understanding

**7.5.4.1** A formal letter of understanding between the Museum and the Researcher shall be negotiated and signed by both parties prior to access to the collection being given.

**7.5.4.2** This letter of understanding shall set out the terms and conditions under which the researcher is being granted access to the collection, as set forth in the Museum’s Research Policy.

## **7.5.5** Appointment to View Artefacts

**7.5.5.1** Once an agreement is finalized the researcher may set up an appointment with the Curator to access the objects set out in the agreement at a mutually convenient date and time.

**7.5.5.2** No access to the Collection may be made without the prior approval of the Curator.

#### **7.5.6 Changes to the Agreement**

**7.5.6.1** Any changes to the scope of the agreement must be negotiated separately and in good faith between the researcher and the Museum.

**7.5.6.2** In accordance with the policy statement made above, the Museum shall attempt to support bona fide research requests from any outside agencies and researchers. This statement notwithstanding, the Museum reserves the right to alter, suspend or revoke any letter of agreement if, in the opinion of the Museum Staff, resources become insufficient to meet the request, or if it discovers that the request was not negotiated in good faith by the researcher, or if the researcher violates the spirit of the letter of the agreement.

#### **7.5.7 Research Findings**

**7.5.7.1** The researcher will file one copy of their research findings with the Museum.

**7.5.7.2** The information will be incorporated into the permanent catalogue file for the collection and will be made available (subject to any formal restrictions) to other staff and researchers.

### **8.0 Conservation Policy**

The museum has a responsibility to protect and preserve the collection entrusted to its care, so that future generations will have the opportunity to enjoy and learn from it. The museum will demonstrate its stewardship of the collection by following procedures that ensure the long-term preservation of the collection.

#### **8.1 Definitions**

**8.1.1** Conservation - means by which the true nature of an object is preserved. The true nature of an object includes evidence of its origins, its original

construction, the materials of which it is composed, and the information as to the technology used in its manufacture. Also, the act or end result of:

- a) Preventative conservation (also called preservation), and/or
- b) Treatment conservation (of which restoration is one facet)

**8.1.2 Preventative Conservation** – protection from harm, from extremes of temperature and relative humidity, from excessive light and UV radiation, from careless handling, incorrect storage and display methods, dust and dirt, damage in transport, pests and other problems which may result from inadequate physical plant and untrained staff.

**8.1.3 Treatment Conservation** – all actions taken to stabilize, modify, repair or restore artefacts to a known earlier state with the aim to preserve aesthetic and historic values.

**8.1.4 Restoration** – in addition to cleaning, mending, corrosion and tarnish removal, may also involve replacing missing parts, straightening crooked pieces, and a myriad of other processes. Restoration is one aspect of treatment conservation.

## **8.2 Objective**

**8.2.1** It is the stated purpose and the responsibility of the Museum to provide for the long term care of their collections and to ensure that they are adequately conserved. The Museum therefore will, to the best of its ability, provide the physical environment, conservation services and collection management procedures necessary to meet this responsibility.

**8.2.2** The Museum is responsible for the preservation of the artefacts in its current and future collection. It will provide, to the best of its ability, the best possible preventative and treatment conservation to meet this responsibility.

**8.2.3** Under normal circumstances, artefacts requiring considerable treatment conservation will regretfully not be accepted unless the resources are or can be provided to do the treatment conservation required.

**8.2.4** Those projects deemed desirable as acquisitions of the collection which require substantial amounts of conservation will be assessed by the recommendation of the Curator or a trained designate to the Museum Advisory Board on an individual basis. In some cases, the committee may ask for assistance in the form of time or funding from the donor or alternate source to conserve the object.

**8.2.5** The Museum will set aside a portion of the budget for conservation.

### **8.3 Preventative Conservation**

**8.3.1** Achieve optimum environmental standards for the preservation of the collection in all physical area where artefacts may occur. The Curator or a trained designate will be responsible for monitoring and maintaining the standards for temperature, relative humidity, lighting and cleanliness in both the exhibits and storage facilities.

**8.3.2** Establish the procedures and provide support for protection of the collection from deterioration, damage or loss through fire, flood, water damage, theft, vandalism, accident and damage from insect pests and vermin.

**8.3.3** Provide sound artefact handling procedures and ensure that all volunteers and staff are trained in the proper procedures.

**8.3.4** Provide artefact workrooms sufficient to accommodate the size and material composition of the collection. Artefacts that are on display will be adequately supported with safe and harmless materials.

**8.3.5** Provide storage space for the collection which will be orderly, clean, dark (except when entered by staff and the volunteers) and environmentally controlled where possible, and will allow adequate physical access to its artefacts. Access will be restricted to the Curator or a trained designate and to researchers given approvals to enter. All attempts will be made to provide suitable and safe shelving, cabinets and artefact support.

**8.3.5.1** Where possible and practical, artefacts will be organized in storage by materials of composition of the object: i.e. Metals, woods, etc.

**8.3.5.2** Proper and regular housekeeping checks and cleaning will ensure exhibits are kept under the best possible conditions.

### **8.4 Loans**

**8.4.1** The suitability of objects for loan either incoming or outgoing is the responsibility of the Curator or a trained designate. Objects will have the condition reports written up on both incoming and outgoing loans. Any condition report and the Museum's condition report will be noted and the lending institution will be notified immediately.

**8.4.2** Institutions requesting the loan of artefacts must be able to supply the Museum with the following documentation confirming the presence of:

- a) A functioning alarm system that is fully monitored and also a fire control system;
- b) Sufficient humidity and temperature controls to ensure the stability of the loaned object;
- c) Sufficient levels of staffing to ensure security of the artefact while being exhibited to the public; and
- d) Insurance sufficient to cover loss due to any peril.

**8.4.3** At the discretion of the Curator or a trained designate, the Museum may require an on-site inspection of the recipient's institution before any loan is approved.

## **8.5 Treatment Conservation**

**8.5.1** The Curator or a trained designate assumes the responsibility for all decisions made regarding conservation.

**8.5.2** Where applicable, conservation experts will be consulted. The Conservator in consultation with the Curator or a trained designate, will establish the necessity of the conservation treatment to an object and a recommendation and the level of conservation to be applied.

**8.5.3** Priority for attention will be given to artefacts in the following categories (in descending order):

- a) requiring emergency treatment or stabilization;
- b) On-loan, incoming or outgoing;
- c) As determined by the Curator or a trained designate to be of particular historic, scientific or artistic significance;
- d) Required for display;
- e) Required for programming;
- f) All other artefacts owned by Elliot Lake Nuclear and Mining Museum;
- g) Items not directly owned by the Museum.

**8.5.4** All treatments are to be carefully documented by the information on the Condition Report with approvals by the Curator or a trained designate.

**8.5.5** Any cleaning, repair or restoration of objects will be carried out by qualified individuals (or under their supervision) and in such a manner as to maintain the historic and artistic integrity of the objects.

## **9.0 Physical Plant Policy**

The museum's buildings and grounds must provide a safe and functional environment for visitors, staff, the collection and associated activities. The achievement of this objective will be balanced with the need to preserve the integrity of heritage buildings as artifacts themselves, as well as archaeological resources present on the property.

### **9.1 Commitment to Health and Safety and the Environment**

The Elliot Lake Nuclear and Mining Museum is committed to the Health, Safety and the well being of its visitors, staff, plant and its collection.

The Elliot Lake Nuclear and Mining Museum will continue to comply with all Legislation pertaining to Public Health and Safety, including Occupational Health and Safety Act, Ontarians with Disabilities Act, Ontario Fire Code, Ontario Building Code, Planning Act as well as per the Corporation for the City of Elliot Lake's policies.

The Elliot Lake Nuclear and Mining Museum shall:

1. Ensure that fire alarms are all in working condition;
2. Have fire alarms and fire extinguishers tested and approved regularly (this is completed on a monthly basis as per the City of Elliot Lake Fire Department regulations);
3. Orient the staff as to the locations of the emergency exits and procedures in case of an emergency;
4. Clearly label and identify any hazardous material and keep MSDS sheets for the hazards in a nearby, easily accessible location;
5. Train staff in the use and safe handling of hazardous material;
6. Ensure that at least one person on staff will have current First Aid / CPR Certification (Note: City Policy is that all staff must be first aid / CPR qualified);
7. Not allow untrained people to handle artefacts in the collection, hazardous materials, equipment or tools;
8. Clearly mark any potential hazards such as changes in elevation, stairs, hanging artefacts, etc.;
9. Prevent visitors from crossing into exhibits by use of barriers, stanchions and or other restrictive means;
10. Replace lights in the emergency exit signs as needed;
11. Develop a system for lighting in case of emergencies (back up lighting installed within the Museum if power failure).

Further, a Disaster Response Plan has been created and is accessible to all staff. This plan outlines the steps to take in case of an emergency on the site. The Museum will

hold yearly training and practices which will familiarize all staff, committee and volunteers with the procedures.

Because the Museum recognizes the importance of the environment, the Museum shall be environmentally safe as possible. Staff shall strive to keep waste to a minimum and empty all garbage cans nightly. The Museum shall identify and remove all hazardous waste from the facility through the annual hazardous waste removal day hosted by the City of Elliot Lake Public Works Department.

## **9.2 Repair and Maintenance**

It is the responsibility of the Museum Curator to report any repair or maintenance problems.

Damage shall be repaired promptly. If multiple problems are found, they shall be repaired as finances allow it, based on the following priorities:

- a) Risk to its visitors and staff;
- b) Risk to the Collection;
- c) Severity and extent of the damage;
- d) The probability of it worsening; and
- e) Severity of the consequences if the problem is left unattended.

If a Contractor is required, the City of Elliot Lake's purchasing policy must be followed.

## **9.3 Accessibility**

The Museum will strive to be accessible to all members of the public regardless of physical, emotional or developmental disabilities, language and cultural differences. All members of the public shall be treated with dignity and respect.

Staff will be trained in the Accessibility Standards for Customer Service. The Museum will follow the Corporation of the City of Elliot Lake's Accessibility Plan as directed.

## **9.4 Security**

The Museum shall be locked and the Security System armed whenever the Museum is left unattended. Only those requiring access to the Museum shall be given the code. Those person(s) entrusted with the code, shall not under any circumstances, tell anyone else the code. The only individual(s) permitted to admit others to the Museum after hours will be the Director of Recreation and Culture and the Museum Curator.

Any damage done to the premises where the Museum is housed shall be reported through the proper channels, on an incident report form and submitted to the Building Manager promptly, who in turn will contact the proper authorities ie: Insurance, OPP if required. In case of an alarm going off after hours the Security Company will contact the listing of personnel who are responsible for the areas within the building. The Security Company will also dispatch Police to the scene and no person(s) are to access the building until the Police have arrived.

## **9.5 Environmental Monitoring**

The Museum will have humidity readers located throughout the Museum to monitor the temperature as well as the relative humidity levels where the artefacts are exhibited or stored. These readings will be checked at least once a day and the readings shall be recorded in the Environmental Monitor Binder.

## **10.0 Community Policy**

A community's heritage is part of its identity. As a steward of the community's heritage, the museum is actively engaged in the community and responsive to its needs. The museum is accessible and relevant, and draws support from its community.

### **10.1 Responsibility to the Community**

**10.1.1** The Museum recognizes that it is the steward of a collection and will therefore strive to uphold its responsibility to the public by ensuring that the collection is always cared for to the best of the ability of all museum staff

**10.1.2** The Museum shall strive to provide programs and services that meet the needs and interests of the community, consistent with its Statement of Purpose.

**10.1.3** The Museum shall strive to include members of the community in its activities.

**10.1.4** The Museum shall strive to make its collection, services and exhibitions equally accessible and inclusive to all members of the community and its visitors. Further, the Museum shall promote its services to the community by use of appropriate media. Media may include (but is not limited to) public service announcements, newspaper articles, on and off site posters and flyers, newsletters, electronic/digital devices such as the internet, website and social media as determined by the City of Elliot Lake's Social Media Policy.



## **10.2 Hours of Operation**

The Museum shall have visiting hours posted regularly during all seasons and shall advertise any diversions.

## **10.3 Volunteerism**

The Museum shall encourage volunteerism in the Museum by approaching members of the community who have an interest in local cultural heritage.

**10.3.1** The Museum shall match projects that are assigned to volunteers to their personal interests and capabilities. Volunteers shall be provided with the appropriate and necessary training in health, safety and emergency procedures. (See Human Resources Standards). They shall be trained in the skills needed for the tasks at hand.

**10.3.2** The Museum will practice due diligence, through adequate supervision, to ensure a safe and secure workplace.

**10.3.3** Volunteers shall be provided with the following training:

**10.3.4** Upon selection, volunteers will be orientated to the Museum. The orientation shall include:

- a) A tour of the facility;
- b) Introduction to the history of Elliot Lake;
- c) Orientation to emergency, health and safety procedures and Museum policies;
- d) Introduction to other staff members of the City of Elliot Lake, if applicable;
- e) Location of first aid kits, defibrillator and fire escapes;
- f) Orientation to any possible workplace hazards, WHMIS, etc; and
- g) Instructions specific to his or her position and duties in the Museum.

## **10.4 Recognition**

**10.4.1** Positive behaviour shall be recognized and commended on a regular basis, wherever a staff member goes above and beyond his or her job requirement or has excellent performance results. Dedicated unpaid staff and volunteers shall be commended frequently.

**10.4.2** A yearly volunteer recognition night is held in conjunction with the City of Elliot Lake's Civic Awards Dinner.

## **11.0 Human Resources Policy**

The museum is better able to meet its mandate and carry out its activities by recruiting qualified staff and providing ongoing training opportunities. As an employer, the museum is concerned with the safety, security, well being and continued motivation of the people working for it.

The Human Resource document shall provide the guidance on how to recruit, train, access and terminate positions at the Elliot Lake Nuclear and Mining Museum

The Museum falls under the City of Elliot Lake's Hiring Policy (Schedule A to By-law 04-111) attached.

As an employer of the City of Elliot Lake the Museum is concerned with the safety, security, well-being and continued motivation for the people working or volunteering for the Museum.

### **11.1 Principles**

**11.1.1** The Corporation embraces certain fundamental principles and concepts which govern the recruitment, selection and Hiring Policy.

**11.1.2** Selection and appointment shall be based solely on consideration of merit and ability to perform effectively in a designated position;

**11.1.3** The process will be fair and will be in accordance with the Canadian Human Rights Act, Employment Standards Act, Municipal Act, Municipal Conflict of Interest Act, Ontario Human Rights Code and Municipal Freedom of Information and Protection of Policy Act;

**11.1.4** The process will prevent a conflict of interest or the appearance of such a conflict that may arise through the hiring or employment of family members; and

**11.1.5** The process will prevent the exercise of any improper based or familial relationships or the appearance of such influence in the City's employment practices.

### **11.3 Definition of Employment Status**

For recruitment purposes, the following definitions of employment status will apply:

Permanent – employees who work the standard number of hours on a continuous basis in an approved job classification;

Temporary – employees who work the standard number of hours on a continuous basis as a replacement for full-time employees or for office overload situations;

Part-time – employees who are regularly scheduled to work 20 hours or less per week; and

Summer students – employees who are students and hired to perform work on a seasonal basis during specific period of time prescribed by each Collective Agreement.

#### **11.4 Paid Staff**

**11.4.1** The Museum shall ensure staff hired are trained in current Museum practices. Training may include: College or University Education and/or courses offered by the Ontario Museum Association, Canadian Museum Association, a government body or similar organizations. Equivalent experience or education may be substituted for training and this is at the discretion of the hiring body.

**11.4.2** The selection committee will review the applications, develop a short list of establishing mandatory criteria, desirable criteria, developing interview questions and a rating system, conduct interviews and make the final selection.

The selection committee will be made up of the following personnel:

- Personnel Manager
- Manager Recreation and Culture
- Curator

**11.4.3** When advertising positions, a variety of media will be used, such as:

- government job/posting ad;
- newspaper ads; and
- website and other internet sites such as the OMA job postings (as a member of the Ontario Museum Association (OMA) and Canadian Museum Association – their sites may be used to advertise).

**11.4.3.1** When advertising for positions the following information shall include:

- job title;
- necessary qualifications;
- closing date for applying;

- salary / rate of pay (if known); and
- start date (if known).

**11.4.4** In accordance with the Human Rights Act, applicants may not be disqualified from working at the Museum based on race, age (unless a granting agency), gender, religion, sexual orientation, ethnicity, nationality or family background. Further all hiring will be done in accordance with local, provincial, national charters.

**11.4.5** Driver's Abstract: the candidate who receives a conditional offer of employment indicating such must provide the Personnel Department with a driver's abstract indicating a clean driving record prior to commencing employment.

**11.4.6** Reference Checks: the candidate who receives a conditional offer of employment indicating such must provide to the Personnel Department a completed, signed and dated Reference Checks Authorization Form (attached as Exhibit ``D``) prior to commencing employment.

**11.4.7** Criminal Records Check: the candidate who receives a conditional offer of employment including such must provide to the Personnel Department a favourable criminal records check prior to commencing employment.

## **11.5 Unpaid Staff / Volunteer**

All unpaid staff must apply for a position with the Museum. Once an application is received, they may be given a position in the Museum based on their interests and experience. Unpaid staff will be held to the same level of professionalism, discipline and accountability as paid staff.

## **11.6 Orientation and Training**

**11.6.1** A job description shall be provided to each staff member upon commencing work.

**11.6.2** An information session shall be provided for all new volunteer(s)/member(s). This information session will be to introduce standing volunteer(s)/member(s) to new ones and familiarize new volunteers to the Museum setting, the museum code of ethics, the statement of purpose and policies and points previously listed. Further orientation / training may be held throughout the year.

**11.6.3** The Museum will ensure that Staff members are First Aid and CPR qualified as per the City of Elliot Lake's hiring policy.

**11.6.4** Training for staff or volunteers working with artefacts shall be held as necessary. Such training will include basic cleaning and accessioning/deaccessioning methods. This training shall include: proper care and handling of artefacts, hazards in the Museum and collection and emergency procedures with the collection.

**11.6.5** Only staff / volunteers who have the appropriate training and knowledge will be allowed to handle the artefacts in the collection.

**11.6.6** All staff will be trained in occupational health and safety such as (but not limited to) WHMIS and hazards in the collection, safe handling of heavy objects, suitable clothing and footwear and safety on the job etc. Weekly meetings to update and remind the staff and volunteers of health and safety will be held and all staff will be instructed to read any training manuals before commencing work.

**11.6.7** The Museum will strive to create an in-house training program and allocate a portion of the budget for the events. These training programs will be delivered through qualified and professional experts through the City Human Resources Department.

## **11.7 Assessments**

**11.7.1** Staff shall be assessed after the first three months in their position. They shall be assessed on their work for the Museum and progress and professionally towards their goals and objectives as set out during their three month evaluation. Assessments shall be done by the supervisor.

### **11.7.2 Discipline**

**11.7.2.1** Appropriate forms of discipline may be handed out to ensure professionalism. It may be necessary to discipline staff for inappropriate behaviour.

**11.7.2.2** Discipline shall follow the City of Elliot Lake's Discipline Policy.

**11.7.2.3** Unpaid staff (volunteers) should be held to the same level of accountability and professionalism as the paid staff.

## **11.8 Recognition**

**11.8.1** Positive behaviour shall be recognized and commended on a regular basis, whenever a staff member goes above and beyond his or her job requirements or has excellent performance results. Dedicated unpaid staff / volunteers shall be commended frequently.

**11.8.2** A yearly volunteer recognition night is held in conjunction with the City of Elliot Lake's Civic Awards dinner which is held annually in late November.

## **11.9 Hours of Operation and Remuneration**

**11.9.1** Hours of work, rates of pay and compensation for overtime shall be stipulated in the contract.

**11.9.2** Unpaid staff / volunteers may set their own hours, depending on the job, but it is recommended that they commit to at least one hour per week, in addition to helping at events run by the Museum and attending committee meetings.

**11.9.3** Unpaid staff are volunteers and are not remunerated for their services; however, the Committee or Manager / Curator may decide to allow for a small honorarium to cover gas for out of town events such as workshops and incidental costs incurred while performing Museum business.

## **11.10 Health and Safety**

**11.10.1** All staff will be given orientation to occupational Health and Safety within the Museum setting. This orientation shall include emergency procedures, location of emergency exits and fire extinguishers, workplace hazards and WHMIS information. Further, at least one staff member shall have a current certificate in Standard First Aid and CPR.

**11.10.2** If there is a demand, the Museum shall arrange for WHMIS and or First Aid / CPR training for its staff.

**11.10.3** Commitment to Ethical and Legal Procedures

**11.10.4** The Museum shall strive to uphold ethical behaviour in managing staff and volunteers. The Museum shall always abide by any laws and charters in its Human Resources Management Practices.

**11.10.5** Further, the Museum expects its staff, including Board Members, to behave ethically and legally, according to local, provincial, national and international laws and charters. Behaviour contrary to this is deemed a misdemeanour and shall be dealt with according to the steps outlined in the Discipline Section.

**11.10.6** Staff shall declare any conflict of interests (i.e. personal collection with the Museum's mandate) they may have upon being selected. Staff person shall not use knowledge and information gained from their position to benefit themselves, their family members or associates.

**11.10.7** Committee members shall declare any conflicts of interest at the start of the meetings and shall not be permitted to vote on issues pertaining to the conflict reported.

**11.10.8** In fairness to the staff with disabilities, the Museum will strive to make the workplace accessible to them and work with the individuals to ease their transition into the work place.

## **11.11 Resources**

**11.11.1** Staff and volunteers shall be encouraged to attend training in and out of the City to further their skills and knowledge in the Museum's profession and practice.

**11.11.2** While the Museum would like to approve all training, the budget may limit the finances dedicated to the resource; therefore, the Museum shall approve training based on the following priorities:

- Health and Safety;
- Conservation Issues;
- Research, Exhibits and Interpretation / Education; and
- Fund raising or gift shop management.

Time and finances devoted to training is prioritized on the above list.

## **11.12 Revision**

This policy of Human Resources shall be reviewed and revised at least every three years, as the Staff and Advisory Board deems necessary.