

Cataraqui Archaeological Research Foundation

Human Resource Standard

A Human Resource Standard

- a) The Cataraqui Archaeological Research Foundation (Foundation) & Kingston Archaeological Centre's ability to fulfill its purpose depends to a large degree on the professionalism and capabilities of its staff. Through its Human Resources Management Policy, the Foundation & Centre recognizes the need to ensure that appropriately trained staff carry out all activities, working within clearly set out job descriptions for any full-time positions.
- b) By recruiting qualified staff and providing systematic, ongoing evaluations and upgrading opportunities, the Foundation & Centre believe that it is better able to meet its mandate and carry out its activities.
- c) As an employer, the Foundation is concerned with the health, safety, security, and continued motivation of the people working for it. The Board of Directors will seek out the most qualified and capable staff members to fill any new positions that become available and shall endeavor to provide equal access to the work place regardless of gender, age or racial/ethnic background. It will meet all municipal, provincial and federal legislation requirements relating to people in the workplace. One person at each worksite will have first aid training and be the first aid responder.

B Staff Selection: the appointment of new full-time staff members shall be by approval of the Board following an open and fair selection procedure that includes:

- a) Advertising the position
- b) Screening all applications
- c) Interviewing selected applicants
- d) Checking references given by applicants
- e) Police check

C The interview team shall include:

- a) Executive Director
- b) Member at large
- c) Two members of the Board of Directors

D The appointment of short-term, contract, and part-time staff shall be done by the Executive Director within the constraints of the current budget approved by the board.

E The Foundation will ensure that terminations of employment, where they are deemed necessary, shall be conducted in an ethical manner consistent with accepted practice and applicable legislation.

F Staff Evaluation

- a) It is understood that all staff members full or part-time report to the Executive Director and shall be evaluated on their performance. Such evaluation shall occur annually and result in written feedback. (time frame should be addressed or written feedback should

be removed from the sentence) These evaluations will focus on assisting staff members in their professional growth, improving their overall performance and setting realistic priorities for themselves.

- b) The performance evaluation of the Executive Director shall be the responsibility of the Board under the direction of the President, and shall be undertaken annually. Written feedback shall be provided immediately (time frame should be addressed or immediately should be removed from the sentence) following the period of evaluation.

G Staff Training: the Executive Director shall ensure that the staff responsible for administering the Centre and its collections have appropriate professional training to carry out the day-to-day activities of administration, interpretation, programming, research and maintenance of the collection. This includes:

- a) Assisting staff in maintaining or upgrading their skills.
- b) Setting priorities for staff training.
- c) Determining the appropriate levels of support (financial/time) for individual staff training.
- d) Ensuring that quality, in-house training is provided regularly to staff and volunteers by qualified people.
- e) Providing staff with access to professional development opportunities and interchange with museum colleagues, including communication with other museums in the region.
- f) Ensuring the development and regular delivery of orientation programs for members of the governing body.

H Salary Benefits

- a) The work of the Executive Director and staff of the Centre is valued by the Board of Directors.
- b) By December 1st of the year preceding that in which the proposed changes are to take effect, the Executive Director shall present to the chair of the Finance Committee, for the consideration of the Board, a written proposal of adjustments to the salaries and benefits of all employees.
- c) Immediately following the presentation of the written proposal, the Finance Committee shall convene to discuss the proposal and the recommendations to be taken to the Board.
- d) At the earliest following meeting of the Board, a recommendation regarding salary and benefits for the employees of the Centre shall be presented and voted upon. This decision will be reflected in the preparation of the budget for the upcoming fiscal year to be approved by the board as part of the Centre Budget Cycle. Staff budget will include professional development monies and monies selected for staff training and training time.

Cataraqui Archaeological Research Foundation

Collections Management Policy

Exerpt from Mission statement:

“...Archaeological collections will be governed by a policy, which takes into consideration the maintenance of proper records, housing and conservation. Collections will be the subject of study, research and enjoyment for scholars and members of the general public.”

Community Policy states:

“...To be responsible to the community, as the custodian of the region’s artifacts and archaeological history, and to work hand in hand with the local community...”

To ensure complete accurate documentation and identification of all items received by the Foundation in accordance with the archaeological standards set by Parks Canada.

Objectives: Since records are kept on a project by project basis, the system of documentation for artifacts will be simple and serviceable and as terms of reference will include:

- a) A master catalogue file.
- b) Completed donor forms (signed) where applicable.
- c) Completed temporary loan forms (signed) where necessary.
- d) Archaeological Site Record form or Site Update form (Province of Ontario Standard)
- e) A slide and photographic file.
- f) Inventory file.
- g) Disk copies of above are made with alternate set being then stored off site.
- h) Status reports for:
 - a. Loan items.
 - b. New acquisitions
 - c. Items/artifacts in the process of conservation treatment.
- i) A portion of the Foundation’s budget will be allocated annually for materials to maintain collection documentation.
- j) Foundation staff will be trained in the correct use and maintenance of the collection records.
- k) Current related reference material would be made available to all staff members.

Composition of the Collection

The collection of the Cataraqui Archaeological Research Foundation is composed of artifacts and data representative of the Native and European histories of Ontario with the following allowances in scope:

- a) Active archaeological collection and research will be primarily confined to Eastern Ontario.
- b) Archaeological collections donated to the Foundation will be primarily confined to eastern Ontario. Exceptions to this may be made if the particular material is deemed significant for purposes of comparison, research, display or educational programming.
- c) Archival material collected may consist of archaeological records, notes, maps, and other such material relating to the study of all populations. Archival material may also consist of computer data files and images based on authentic items.
- d) Artifacts acquired for the collection shall be as complete, in as good condition and fully documented as possible.
- e) The Collection includes any material that documents the objects.
- f) The Curator in consultation with Property (Display) and Education/Publications Committees will determine the final acceptability of an artifact or material for the Museum's collection.
- g) Objects collected must be useful in the Museum's display, research, and interpretive and educational activities.
- h) The Museum's collections include a wide assortment of items in a library, including but not limited to: books, reports, published and unpublished manuscripts, reprints, magazines, journals and other items.

Human remains will not be part of the excavated materials collection and strictly be in accordance with the Heritage Act amendments, 2005.

METHOD OF ACQUISITION

A The methods of acquiring archaeological artifacts vary according to the material and the circumstances. Four methods are recognized as acceptable:

- i) Field collection
- ii) Donation and bequest
- iii) Exchange
- iv) Indefinite loan

This is the acquisition of archaeological material directly from the field. Foundation personnel only under licensing by the Ontario Ministry of Citizenship, Culture and Recreation shall carry out this type

of collecting.

B Donation and Bequest

Donations and bequest may be accepted from any source provided that:

- a) The material supports the priorities for developing the collection.
- b) No conditions are attached limiting the Foundation's use of the material, and the donor signs the gift agreement to that effect (in special circumstances, with the approval of the Curator, conditions may be mutually agreed upon for a finite and specified period of time). The Foundation will not guarantee to exhibit any material donated.
- c) The Foundation is satisfied that the prospective donor has legal title to the material, and its possession or transfer does not contravene any existing laws and regulations.
- d) The material is properly prepared or preserved, or in a condition permitting proper preparation or preservation, with the fullest possible accompanying data.
- e) All accepted material must be acknowledged and documented.
- f) Income tax receipts are issued on material at time of donation only.
- g) The donor or the Foundation, according to federal and provincial laws and regulations, arranges the appraisal.

C Exchange

The exchange of specimens between institutions has been an established and useful means of developing and improving collections in the past. Exchanges may be made provided that:

- a) The removal of material will not impair the collection in any functional way.
- b) The material received in exchange improves the collection.
- c) Both parties to the exchanges are in full agreement about the nature, type, number and quality of items to be exchanged, and the terms and conditions are agreed upon in writing.
- d) The Foundation is satisfied that the prospective exchanger has legal title to the material and its transfer does not contravene any existing laws or regulations.
- e) Both disposal and acquisition of specimens exchanged must be documented for the permanent records.

E Indefinite Loan

- a) No loan shall be left with the Foundation for an indefinite or perpetual period of time.
- b) Loans will be no longer than one year without being renegotiated. (Remove: Indefinite loans are normally made to the Foundation by institutions and by individuals.)
- c) The lender retains legal ownership of the artifact or specimen and can reserve the right to request its return, with written notice.
- d) In the event that the lender's death occurs before the end of the loan only a legally willed/entitled recipient will receive the loaned object. A loan agreement is required for such material and the transaction must be approved by the Curator and Executive Director.

F Preservation of the Collection

- a) Preservation is the prevention of deterioration, damage or loss of material in the collection and may include stabilization, repair and conservation. The Foundation will make every possible effort to ensure the collections are properly preserved.

G Responsibility of the Foundation

- a) The Foundation will make every reasonable effort to ensure that all artifacts, data and collections are properly accessioned and documented by appropriately trained personnel. The nature of the documentation system(s) used for this purpose, as well as examples of the documentation system(s), are outlined in Appendix 1

H Responsibility of Staff

- a) The Curator/Director is responsible for all aspects of preservation of the collection under his/her care including the collection documentation.
- b) The Curator/Director is responsible for ensuring that those who borrow or otherwise use material for any of these purposes are able to provide the necessary care.
- c) Staff members who have physical access to the collection must use appropriate care and handling.
- d) The Curator/Director will ensure that searches for evidence of damage or deterioration and careful inspection of the collection are conducted regularly. Any staff member who discovers a preservation problem must report it immediately to the Curator/Director.

I Use of the Collection

- a) The collection, in order to be used, must be organized and managed in such a way that it is readily accessible for all purposes consistent with the goals of the Foundation. The records used to document the collection are outlined in Appendix 1.

J Access to the Collection

- a) Access to the collection must be in accordance with all other policies and procedures of the Foundation, including but not limited to the Exhibition/Display and the Education and Conservation policies.
- b) Physical access to the collection is neither always possible nor always the best means of access. Physical access to the artifacts and specimens in the collection will involve the Executive Director, Curator, and the appropriate archaeologists and is provided to:
 - i) Staff members whose responsibilities require knowledge and use of the collection,
 - ii) Any person with a reasonable and specific request for first-hand examination of material.
 - iii) Physical access to parts of the collections also may be provided through exhibitions and programs.
- c) The Foundation's human and financial resources may be restricting factors.

K Outgoing Loans

- a) The Foundation lends material from the collection for uses consistent with the goals of the Foundation and for a specified time period.
- b) Loans are normally made, with the approval of the Curator and Executive Director, only to institutions, though specific individuals within both the borrowing and lending institutions may take responsibility for the transaction. In the borrowing institution, this individual would normally be its Director or Curator.
- c) The Curator and/or the Executive Director may arrange loans to members of the public and/or to specific individuals. Normally, such loans would be for purposes of research or display, and would be subject to the Foundations Research policy and other policies as they might apply to the situation.
- d) Loans are to be documented on prescribed forms approved by the Board of Directors (i.e. "Loan Forms"), as outlined in Appendix 1.
- e) Any materials leaving the Centre or made available for loan must be properly catalogued and documented.
- f) The lender and borrower shall enter into an information sharing relationship as often as possible.

L Incoming Loans

- a) The Foundation borrows artifacts and specimens for uses consistent with the goals of the Foundation for a specified time period.
- b) When the Foundation borrows material from other institutions it follows the procedures prescribed by the lending institution.
- c) When the Foundation borrows material from individuals, or from institutions with no lending procedures or forms, it follows procedures prescribed by the Foundation for such transactions.
- d) The lender and borrower shall enter into an information sharing relationship as often as possible.

M Disposal From the Collection/De-Accessioning

From time to time, it may become necessary or desirable to dispose of artifacts or material from the Foundation's collections.

- a) Disposal may take place and must be documented whenever:
 - i. In the opinion of the Curator/Executive Director, an artifact has deteriorated or is damaged to a point where it no longer serves a useful purpose or poses a preservation threat to other elements of the collection.
 - ii. In the opinion of the Curator/ Executive Director, an artifact has

become redundant or not of significance to the Foundation's Mission Statement.

- iii. The Foundation is incapable of providing the conditions necessary for minimum curatorial standards required for a specimen or artifact.
- iv. Other circumstances as defined by the Director and the Board.
- b) The Curator/ Executive Director recommends the most appropriate means of disposal. Disposal of the artifact or specimen may be done in any of the following ways:
 - c) Donated items may be returned to the donor, if possible, and if that is the donor's wish.
 - d) The specimen artifact may be donated to another institution. In extraordinary circumstance it may be offered to a member of the public, with the approval of the Director.
 - e) Upon the approval of the Director and the Board, artifacts may be sold being first offered in sale to likeminded institutions and museums.
 - f) When an artifact is determined to be of no value to other institutions and to have no marked value it is discarded.
 - g) Staff or Directors of the Foundation may not acquire, through any means, artifacts disposed of by the Foundation.

N Disposal of assets

- a) Provisions for the dissolution of the Foundation's assets and liabilities, should it cease to exist, are outlined in the Governance policy.

O Review

- a) This policy is to be reviewed annually by the Board of Directors.

Cataraqui Archaeological Research Foundation

Community Policy

Excerpt from Mandate statement:

“...Members will be kept informed as to the activities of the Foundation through the newsletter and public meetings. Furthermore, members and the public are encouraged to become actively involved in the various projects undertaken by the Foundation.”

Excerpt from Mission statement:

“...Collections will be the subject of study, research and enjoyment for scholars and members of the general public.”

Objective: To be responsible to the community as the custodian of the region’s artifacts and archaeological history, and to work hand-in-hand with the local community.

A) Providing services and programs in keeping with the Foundation’s Mission Statement to meet the needs of the community:

- a) Involve as many sectors of the community as possible in the Foundation’s programs and activities.
- b) Involve all sectors of the community in the Foundation’s decisions that may have an impact on the community and invite participation with each new project with the exception of excavations.
- c) Include members of the community where possible in the Foundation’s activities.
- d) Forge community partnerships within the heritage community and other sectors of the Kingston community whenever possible.

B) To ensure that information regarding the Foundation’s collections and activities are adequately promoted within the community:

- a) To ensure that access to the Foundation’s collections, information, services and programs is available to all members of the community.
- b) The Foundation will have prominently posted hours indicating when it is open to the general public.
- c) Programs and activities will take into consideration the intellectual and physical access needs of individuals in the community

C) The Foundation will have an active volunteer program to encourage community participation that will include:

- a) Clearly indicated volunteer opportunities.
- b) Volunteer recruitment program should be a continual process but not to exceed the resources of the Foundation’s interpretive centre and staff.
- c) Provide appropriate training and supervision while volunteers are on-site and working in any non-public areas.
- d) Provide a safe working environment.
- e) Ensure volunteers are recognized for their contributions to the Foundation.

Cataraqui Archaeological Research Foundation

Conservation Policy

Goal: To protect all artifacts entrusted to the Foundation and to ensure that they are adequately preserved and protected so that future generations will be able to enjoy the collection.

Objectives:

A To ensure proper handling of artifacts by the Foundation's staff:

- a) Foundation staff is to be trained in the proper handling of artifacts.
- b) Fragile items should not be kept in display cases for extended periods of time but in accepted inert display cases for short exhibitions only.
- c) Hands-on displays are to utilize facsimile items and/or those items no longer of significance to the Foundation's collection and mandate.
- d) Safe packing, careful unpacking and transporting procedures.
- e) Staff will exhibit ethical behaviour with all artifacts and archival materials.

B A safe storage area will be provided for artifacts to include:

- a) An area for the storage of artifacts only with adequate shelving and storage facilities, dark and large enough for future acquisitions.
- b) Organized by project and easily accessible. Access will be restricted to the Curator and/or a person(s) designated by the Curator.
- c) To be kept clean at all times.

C Care must be taken for the safety of artifacts in display. Requirements:

- a) Suitable-size display cases for artifacts, no overcrowding in display area.
- b) Fragile items to be adequately supported when on display, with lighting appropriate for the protection of fragile and light sensitive artifacts.
- c) Artifacts and display cases must be kept clean at all times.

D Security measures for the protection of the collection will be in place:

- a) Protection of artifacts from water damage, nothing stored on the floor, sturdy storage boxes with plastic sheeting over all.
- b) Appropriate protection from vandalism and theft through internal security system and motion sensors will be in place in addition to daily review of the Centre by staff or designated volunteers.
- c) Standard procedures for all emergencies apply as outlined in the procedures of the Foundation and in the Centre itself.

E Conservation/Preservation measures

- a) A professional Conservator, appropriate to the genre of the collection piece requiring attention, will be sought and consulted when a collection piece requires immediate attention
- b) No staff will undertake any conservation, only preservation of any collected artifacts

Cataraqui Archaeological Research Foundation

Education & Interpretation Policy

One of the purposes of the Cataraqui Archaeological Research Foundation (the Foundation) and the Kingston Archaeological Centre (the Centre) is to educate. This goal will be achieved through a variety of interpretive and educational programs designed to reach as wide an audience as possible, including but not limited to the general public, students of all ages, visitors to the Museum, and special interest groups. Interpretive and educational programs produced by the Foundation & Centre shall be directly related to the collections of the Foundation and the objectives contained in its Mission Statement.

Excerpt from Mission Statement:

“The goals of the Foundation are met through its role as an active Centre that sponsors archaeological research, programs of public education and the publication of technical and popular reports on the research conducted by the Foundation. Archaeological collections will be governed by a policy, which takes into consideration the maintenance of proper records, housing and conservation. Collections will be the subject of study, research and enjoyment for scholars and members of the general public.”

A The Foundation’s objectives are to provide interpretation and education programs relating to:

- a) The prehistory and history of the human occupation of eastern Ontario.
- b) The importance of archaeology and archaeological sites as non-renewable heritage resources.

B To publish the annual transactions of the Foundation in the form of:

- a) An annual report.
- b) Biannual newsletters, summarizing all the activities of the Foundation for distribution to all members in good standing and to interested parties

C To provide archaeological information co-operatively with other interested individuals and groups in the form of:

- a) Public lectures and seminars.
- b) Professional papers both for publication and presentation.
- c) The maintenance of an archaeological display and resource centre on the Foundation’s premises.
- d) Brochures and other publications on specific projects.
- e) Media releases.

D These aims have been implemented effectively by means of:

- a) The maintenance of the Archaeological Centre, which includes an interpretive archaeological and historical display covering the Kingston area from prehistoric times until the 19th century. It also includes material on archaeological methods.
- b) Extensive school programs/presentations and workshops that reach many hundreds of school children each year.

- c) The annual summer school in archaeology that provides experience in actual excavation as well as data recording and treatment of artifacts.
- d) Publications including the newsletter (*Subsoil*), annual reports and papers in professional journals.
- e) Good media coverage of activities, excavations etc.
- f) Public lectures.
- g) Experimental/experiential archaeology.

E Funding and Staffing

- a) Funding will be allocated yearly from the Foundation's operating budget to ensure the implementation of the interpretive and educational programs. Funding from other sources may also be sought in specific instances for special events or programs.
- b) Funding will be made available for supporting expenses that are associated with education and interpretive programs such as conservation of material, advertising, publicity, exhibit design, staffing, supplies, etc.
- c) Implementation of programs will be carried out by designated staff members and volunteers. Appropriate training will be provided to all persons responsible for the successful delivery of the Centre's programs. This shall include ethical and legal issues relating to the acquisition, curation and display of artifacts.
- d) When dealing with the public, staff and volunteers will act and comply with ethical practices and behaviour.

F Artifacts and Data Used In Programs

- a) An attempt will be made to use original artifacts in interpretive and educational programs whenever possible unless it threatens artifact safety and security. In this case, replicas or reproductions following professional museological practices will be used.
- b) The Foundation is committed to using authentic artifacts and up to date accurate data in the educational and interpretive programs. When using artifacts for the Centre's programs staff shall have regard for other policies implemented by the Centre, such as Collections Policy, Exhibition Policy, Research Policy and Conservation Policy.
- c) Selection of the materials and the final decision on their use will be the responsibility of the Curator/Director.

G Programming

Centre staff developing and implementing these programs will have sufficient background and appropriate skills to develop and effectively carry out these programs. These programs will be designed to meet the objectives of the Foundation's Mission Statement. Information in developing and/or developed programs will adhere to strict copyright permissions and legislation.

Programs will be developed under the broad categories of:

- a) Public Programming
- b) School Interpretive and Educational programs
- c) University Level lectures
- d) Special Events
- e) Special Exhibitions

H Public Programming

A wide variety of programming will be aimed at the general public and will have archaeological themes. Such programs will appeal to all types of visitors and to all age groups. Examples of these types of programs are:

- a) Exhibitions, displays, popular publications, education kits, slide shows, videos, workshops.
- b) Archaeological digs directed by qualified archaeologists.
- c) Guided tours.
- d) On-site demonstrations of archaeology.
- e) Programs run in association with other Kingston museums/heritage attractions.

I Elementary and Secondary School Interpretive Programs

- a) A variety of programs will be available for school children and teachers to choose from. Each program will be varied according to age and grade level in order to accommodate all levels of learning ability.
- b) Programs are designed to allow flexibility within the program in order to ensure an appropriate learning experience for each student group, becoming more complex and involved for the higher-grade students. Programs will be designed to meet the curriculum requirements of the provincial Ministry of Education and local school boards.

J Field School

- a) Supervised participation in actual excavation at selected sites in partnership with other Kingston Museums under the direction of experienced and qualified archaeologists.

K University Level Lectures

- a) Staff will from time to time provide lectures to University students on the subject of local archaeology.

L Special Events

- a) Special events may be planned, subject to the availability of funding, in order to educate and develop interaction with the public. Normally to occur in conjunction with the Field School.

M Special Exhibitions

- a) In-House exhibitions may be produced in order to expose the collections of the Centre to the public and to educate the public on a variety of heritage subjects. Such exhibitions may also be supplemented by material especially brought in on loan from other institutions or private individuals.

N Outreach/Extension

- a) Off-site activities bring the Centre to the public. The Foundation's & Centre will attempt to participate in the following types of extension activities:
 - i. Outreach programs (including edu-kits)
 - ii. Public speaking and talks at conferences
 - iii. Travelling displays
 - iv. Advertising

O Special Groups

- a) Attempts will be made to create programs and/or events for special groups such as senior citizens, persons with disabilities, enrichment students, etc., as time, staff and funding allows.

P Evaluation

- a) Attempts will be made to evaluate specific programs developed by the Centre. For example, feedback from teachers and tour leaders will be solicited.
- b) The Centre will maintain annual attendance and participation records. These records will be used to monitor and evaluate specific programs that were delivered and to forecast needs for the continuation of such programs and/or the development of new programs.
- c) From time to time the Centre may develop specific questionnaires or other means for determining and evaluating its programs.

Q Research

- b) The Centre's education and interpretive programs shall be closely linked to its Research Policy.

R Environment

The Centre has been recognized as a premier research and educational facility. Currently the Centre maintains a number of components to assist in the successful delivery of its educational and interpretive programs. These include:

- a) Adequate parking
- b) Entrance/reception
- c) Exhibition
- d) Classroom
- e) Library
- f) Computer work stations (Internet accessible)
- g) Offices
- h) Archaeological storage rooms
- i) Archaeological laboratory/work space
- j) Well-equipped tool workshop

Cataraqui Archaeological Research Foundation

Exhibition/Display Policy

Excerpt from Mission statement:

“...Collections will be the subject of study, research and enjoyment for scholars and members of the general public.”

Objectives:

To communicate to the public the significance of Ontario's, and in particular Kingston's heritage, through appropriate displays of the artifacts, photographs and printed material, in addition to models, dioramas, maps and hands-on interactive activities. This combination prioritizes educational and enjoyable opportunities for all members of the public.

To provide a link between the community and its heritage with four main permanent themes created to inform the visitor of the archaeology and history of the Kingston area.

A The permanent themes and exhibits currently consist of:

- a) Aboriginal Life.
- b) The French influence in the Cataraqui area: the fur trade, and Fort Frontenac.
- c) The Loyalist Period, and Molly Brant
- d) 19th century development and aspects of the community.

B To accomplish this, approximately 80 % of the display area will be allocated and divided into the four main themes with additional space within the themed areas for related displays. Sufficient space to be provided for the free flow of visitors.

C A yearly budget allotment will be made for the building of new and the enhancement of permanent exhibitions. Specifications and estimated cost for furniture, support materials, and the purchase of new material will be discussed with the Executive Director, and the Property Committee Chair.

D The remaining exhibition space will be set aside for temporary and/or special displays. Note: The '*Can You Dig It?*' Summer Archaeological Camp display, created at the end of the summer camp schedule put on by the participants as part of this educational program, may be mounted.

E As many displays as possible are to be hands-on where visitors may test their skills and knowledge. All displays and exhibits are, to the best of the staff and Centre's ability, to be accessible to visitors of all ages and abilities.

F Collections owned by private citizens may be exhibited providing the Foundation has full authority governing the terms of the agreement. Short-term loans only will be considered for temporary display.

G Displays or exhibits not within the scope of the museum's statement must be supported by an appropriate rationale.

H Joint exhibitions may be considered with other museums, community organizations or cultural groups as space allows.

I Areas designated for exhibition must meet the existing building codes, fire safety regulations and must be consistent with recommended conservation standards. Displays will be designed in such a manner as to allow sufficient aisle space for small groups.

J Fully operational firearms will NOT be considered for any of the displays.

K Each year the Executive Director and Property Committee Chair will present ideas and a schedule of display changes, if warranted. Each display proposal should provide the following information as well as answer the questions, Who, What, When, Where, Why and How?

- a) Purpose of the display.
- b) User group for which the display is designed.
- c) Historical accuracy and significance of the research.
- d) List of artifacts to be displayed.

L The Interpretive Centre will not guarantee any, nor should it display, all of the artifacts in the collection in any given year.

- a) Only those objects that illustrate and relate to a chosen theme will be displayed.
- b) All objects chosen for display must be in stable condition, catalogued and installed in a safe manner, considering the object's size and composition.
- c) All objects will have good stewardship afforded to them

M While original artifacts are always desired, facsimiles will be accepted/fabricated for display providing they fulfill the requirements of a given display, are accurate and are clearly indicated as a reproduction on the labelling.

N Reproduction artifacts will be used in hands-on displays.

- a) While each artifact will be clearly identified, the donors name will not be on the identifying interpretive label.
- b) Donors will be given recognition by a list posted in the newsletter from time to time
- c) Identification of artifacts and displays are to be in both official languages.

O Artifacts donated that do not fall into any of the themes of the Interpretive Centre will be:

- a) Returned to donor.
- b) Accepted as items for use in hands-on exercises.
- c) Traded to other museum facilities.

P Any collection items to be sold will not be sold to any members of the Board or staff members.

Q New acquisitions may be acknowledged and displayed only after they have been recorded and catalogued.

R The Director will approve all written material before the display is opened to the public.

S Direct quotations or colloquial expressions may be included if they make the display more understandable to the visitor.

T Only members and volunteers will be engaged who have proven ability in the preparation and installation of displays, including:

- a) Writing a storyline or labels.
- b) Display designing.
- c) Graphic design and signage.
- d) Construction of exhibition/display furniture will take into consideration the weight and danger risk when fabricating the exhibition.
- e) Sufficient workspace and tools will be provided to perform the tasks effectively and safely. Staff and Volunteers will be given proper and sufficient training when aiding in the development of any display.

U All sacred artifacts entrusted to the Centre's care will be properly handled, displayed and interpreted. The following may be considered:

- a) Selection of suitable off-site locations for outreach programs.
- b) Setting levels of authority and responsibility for staff and volunteers involved in exhibitions/display production.
- c) Formulating methods of recording and evaluating work in progress and completed exhibitions/displays.

V Web based or virtual exhibitions will adhere to this policy and will have a back-up of content held both on- and off-site.

W This policy will be reviewed every three years

Cataraqui Archaeological Research Foundation

Governance

1. Mandate

The Cataraqui Archaeological Research Foundation is a non-profit charitable organization committed to the recognition, investigation and preservation of the rich archaeological resources to be found throughout Ontario. Although the Foundation was initially established to deal with resources in the Kingston area, it has broadened its scope of involvement. The Foundation was organized by concerned individuals who recognised the great wealth of archaeological resources as an intrinsic part of our heritage.

The goals of the Foundation are met through the sponsorship of archaeological research, programs of public education, and the publication of technical and popular reports on the research conducted by the Foundation. Membership in the Foundation is open to all those who have an interest in heritage preservation and, particularly, those concerned with the role to be played by archaeology in developing heightened public awareness of our heritage. Members will be kept informed as to the activities of the Foundation through newsletters and public meetings. Furthermore, members and the public are encouraged to become actively involved in the various projects undertaken by the Foundation.

2. Mission Statement

The Cataraqui Archaeological Research Foundation is committed to the recognition, investigation and preservation of archaeological resources throughout Ontario. The goals of the Foundation are met through its role as an active centre, which sponsors archaeological research, programs of public education, and of the publication of technical and popular reports on the research conducted by the Foundation. Archaeological collections will be governed by a policy, which takes into consideration the maintenance of proper records, housing and conservation. Collections will be the subject of study, research and enjoyment for scholars and members of the general public.

3. Role of the Board Member

- a) The Board of Directors is publicly accountable for the care of the Foundation's collections to professional standards, and for assuring their exhibition and interpretation to the public and their availability, within the constraints of their security and preservation, for research and education.
- b) Each member of the Board of Directors is answerable to the Policies, Procedures, and Guidelines set down to the membership at large.
- c) Ethical behaviour is expected from each Board member while on official business for the Foundation.
- d) In the event of a conflict of interest the member will temporarily remove him/herself from discussions or plans after declaring a conflict of interest.
- e) Members are expected to fundraise, whenever possible, through membership drives or goal-oriented fundraising ventures the Foundation takes on for essential monies to operate the Centre and fulfil the mandate of the Foundation.
- f) The members of the Board will be directly involved with the planning for short- and long-term goals following the mission/mandate as its guide.

4. Responsibilities of the Board:

- a) To determine missions, goals, objectives, programs and policies and the pace at which the Centre will move forward.
- b) To ensure they are implemented in a professional and accountable manner.
- c) To maintain links to the community.
- d) To approve annual budget, outside auditors and counsel.
- e) To act as an advocate and to fundraise.
- f) To ensure the collection is being properly cared for.

5. Composition of the Board of Directors

There shall be a Board of up to 13 members, including a President, Vice-President and Treasurer, Secretary, and the Executive-Director (ex officio), as well as Past-President.

6. Election of Directors and Officers

- a) Recommendations for Directors shall be put forward by the Chair of the Nominating committee and voted upon at the Annual General Meeting within the first six months after the end of the previous year.
- b) Recommendations for Officers shall be put forward by Directors and voted upon at the first Board meeting after the Annual General Meeting.
- c) Terms of Office for the Board:
 - Each member shall be elected for a 3-year term. A Director may be re-elected after the end of a term.
 - The President shall serve for a full term.

7. Board Committees

- a) Committees are established to facilitate the work of the Board within the terms of reference established by the Board as a whole.
- b) Committee Chairs, with staff input, are responsible, in the 10th month of the fiscal year, to prepare a budget for their committee.
- c) All Committee Chairs will produce a year-end report to be added to the Annual General Meeting report.
- d) Chairs will have contact and request assistance through the Executive Director, with staff to aid in their committee's work.

8. The Executive Committee

- a) Shall consist of the President, Vice President, Treasurer and Executive Director and may include a member at large and Past President. The Executive Committee shall monitor the operation of the Foundation and Centre.

9. The Nominating Committee:

- a) Shall consist of the Corporate Secretary as chair, and at least one additional Board member.

10. Ad hoc committees to be created as needed for particular fundraising initiatives.

11. STANDING COMMITTEES OF THE BOARD: PUBLIC RELATIONS, PROPERTY/DISPLAY, PUBLICATION/EDUCATION, MEMBERSHIP, HUMAN RESOURCES, AND FINANCE.

A The Public Relations Committee:

- a) Will be responsible for positioning the Cataraqui Archaeological Research Foundation amongst peer and other identified interest groups as the pre-eminent non-profit archaeological research and education institution in Ontario.
- b) This committee will be responsible for revising, updating, maintaining and promoting the Foundation's website. It will identify and establish the relative importance of various local, regional, national/international peers, government, and business interest groups importance to the Foundation to meet its goals.
- a) Developing and maintaining a distribution list of target local, regional, national and international print and electronic media and designated reporters, columnists, assignment editors and feature editors.
- b) Continually updating a comprehensive media information kit to identify, explain and promote the research and education activities and programs of the Foundation.
- c) Preparing and implementing a three-year public relations/marketing action program, revised annually and reviewed monthly, to capitalize on newsworthy Foundation events and activities.
- d) Developing, presenting and managing an annual budget to fund approved activities.

B The Property/Display Committee

- a) Will be responsible for ensuring the safety of all persons, and the security of all artifacts and records within the site of the Kingston Archaeological Centre.
- b) This Committee will be responsible for reporting maintenance requirements, structural as well as electrical and water services, to the Board of Directors and the landlord of the property. Ensuring the accessibility of clearly marked exits and emergency equipment, as well as the training of staff and volunteers in emergency procedures (such as fire drills).
- c) Establishing standard policies of safe laboratory practice, including the use of tools, chemicals, etc., as well as policies regarding occupancy after regular hours, with regard to light levels in the exhibit space, temperature, humidity, and choice of materials used in display and storage areas.
- d) Maintaining display and storage cabinetry and security technology to prevent the theft or mishandling of artifacts, and to provide instruction in artifact handling where such handling is required, the establishment of a Disaster/Emergency Plan for the protection of artifacts and records in the collection of the Foundation.
- e) Will be responsible for communicating to the public the significance of Kingston's archaeological heritage through appropriate displays and exhibits.
- f) Responsible with appropriate staff for establishing themes and developing exhibits in relation to this theme.
- g) Ensuring that there is sufficient public space and safe easy access in display areas, for determining the length of time per display whether temporary or permanent, and for determining when new items may be added to a theme area and when items may be removed.

C The Publications/Education Committee

- b) Responsibility is the production of newsletters, brochures, and other publications on specific projects.
- c) The newsletter (*SubSoil*) is a joint effort between the Membership committee and Publications, to inform all members and influential people about the Foundation activities. To be written in a positive way at a professional level. Responsible for

publishing the annual transactions of the Foundation. To facilitate the publication of reports for public consumption.

- d) The committee will be responsible for reviewing and updating brochures when necessary, creating new brochures when deemed necessary by the Board, and assisting in developing promotional material.
- e) This committee will be responsible for working with Education staff to develop promotional and information material in a variety of formats when necessary.
- f) Newsletters will be published twice yearly.

D. Membership Committee

- a) To build support of the Foundation through membership as established in the Mandate of the Foundation second paragraph, last sentence.
- b) Membership committee will be responsible for continuing to build community support through growth of membership.
- c) This committee is responsible for reporting any membership drives or initiatives to the Board as a whole.

E. Human Resources Committee

- a) This committee will comprise a Chair, two Directors from the Foundation's Board and the Executive Director.
- b) Responsible for hiring the Executive Director.
- c) Overseeing the pay structure for each employee and for reviewing performance reviews of staff with Executive Director.
- d) This committee will ensure that the staff of the Foundation conduct personal/professional business in an ethical way.

F. Finance Committee

- a) The Finance Committee shall be involved in the preparation of the Annual Budget.
- b) The Committee shall monitor the monthly expenses of the Foundation and Centre, and report regularly to the Board and advise it on financial adjustments/changes that need to be made.
- c) The Finance Committee will consist of the Executive Committee and outside financial professionals when required and on an on-going basis.

12. Vacancies - Board of Directors

- a) Vacancies on the Board of Directors may be filled between annual meetings if a motion to do so is brought to the Board and the majority of sitting members agree to do so, otherwise such vacancies shall be filled at the next annual Meeting.

13. Quorum and Meetings - Board of Directors

- a) A minimum of 40% of Directors shall form a quorum for the transaction of business.
- b) Meetings shall be held a minimum of 4 times a year at such places and times determined by the Directors.
- c) Notice of meetings and the agendas for such meetings shall be delivered, telephoned or e-mailed to each Director no less than one week before the meeting is to take place.

14. Voting - Board of Directors

- a) Questions arising at any meeting shall be decided by a majority of votes. In cases of a tie vote, the President shall have, in addition to the original vote, a second or casting vote. If so demanded by any Director present, such votes shall be taken by ballot. A declaration by the President that a resolution has been carried and an entry to that effect into the minutes shall be admissible in evidence as prima facie proof of the fact without the number or proportion of votes recorded for or against such a resolution.
- Remuneration - Board of Directors
- a) The Directors shall receive no remuneration for acting as such.

15. Remuneration- Board of Directors

- a) The Directors shall receive no remuneration for acting as such.

16. Dues - Board of Directors

- a) Fully paid dues shall be required of members of the Board of Directors.

17. Attendance at Meetings - Board of Directors

- a) A Director missing 3 consecutive meetings without due notification will be asked to advise the Board of their intentions to continue as a Director.

18. Duties of the President

The Board President, in partnership with the Executive Director, will be responsible for providing leadership in areas of administration, program, planning, and organization.

- a) The President will be responsible for preparing an agenda in consultation with the Executive Director, attending and chairing Board meetings as well as committee meetings. The President will be responsible for arriving prepared to start meetings on time, having a basic understanding of parliamentary procedures as practised by the group, and ensuring that Board Members participate on Committees.
- b) This individual will be responsible for knowing the qualities inherent in leadership, and must be able to assess his/her own abilities. He/she should be able to recognize the areas in which such skills are lacking, and be able to seek assistance in order to gain the required skills.
- c) The President will be responsible for voting in tie-breaking situations, recognizing key leadership roles in shaping vision and operation of the organization. Enforcing key laws, advising and supervising all committee chairs, working closely with the Executive Committee, in evaluating the performance of the Executive Director.
- d) The President will ensure that individual Board members receive adequate training, performance monitoring, evaluation, and remain consistently informed about all major Foundation and Centre issues.

19. Duties of the Vice President

- a) The Vice-President shall aid the President in all aspects of the management of the Board.
- b) When the President is absent from meetings the Vice-President shall take the place of the President.
- c) The Vice-President will sit on the Executive Committee and the Finance Committee and may chair another committee (standing or ad hoc) of the Board if required or chooses to do so.

20. Duties of the Treasurer

- a) The Treasurer, in partnership with the Executive Director, shall be responsible for ensuring that the administrative and legal Board requirements are fulfilled and the financial management of the Centre is sound.
- d) Arranges for an annual audit, and ensures that Directors are trained in the areas of Centre's fiscal management.
- e) The Treasurer will be responsible for overseeing and maintaining tax-exempt information, financial audits, the approved budget, and reporting all financial information to the board of Directors on a regular basis.

21. Duties of the Corporate Secretary

- a) Ensures the official Foundation records (agendas, minutes, members lists, actions etc.) are kept on file and cared for, ensures the Foundation minutes are recorded in the established format, ensuring that corporate and legal records are maintained including Articles of Incorporation, By-law, Corporate seal, Signatory list, Policies and procedures.
- b) Maintains all Board attendance records, ensuring that adequate and correct accounts are maintained of the corporation's properties, business transactions, liabilities, receipts, disbursements, and gains and losses.

22. Execution of Documents:

- c) The President, Vice-President, Corporate Secretary, Treasurer or any other person authorized by the Board may enter into contracts in the ordinary course of the Foundation's operation on behalf of the Foundation.
- d) Notwithstanding any provisions to the contrary contained in the By-laws of the Foundation, the Board of Directors may at any time by resolution direct the manner in which, and the person or persons by whom any particular instrument, contract or obligation of the Foundation may or shall be executed.

23. Books and Records

The Directors shall see that all necessary books and records of the Foundation required by the By-laws of the Foundation or by any applicable statute or laws are regularly and properly kept.

24. Dissolution of Foundation

- a) In the event the Foundation ceases to operate the bills and outstanding liabilities will be satisfied through liquid assets.
- f) When the liquid assets are no longer adequate the non-artifact holdings of the Foundation are to be sold off to satisfy the outstanding liabilities

Artifacts will be forwarded to a credible museum to hold the collection in trust for the people of the Province of Ontario and/or will be handed over to the Province for depositing and safe-keeping

Cataraqui Archaeological Research Foundation

Research Policy

That the Cataraqui Archaeological Research Foundation (the Foundation) & Kingston Archaeological Centre (the Centre) is recognized internationally as a premier research centre for studies in archaeology. In this capacity, the collection, identification and preservation of artifacts will continue to be of paramount importance to provide an ever-expanding database for academic research. The knowledge gained from this shall be shared through training, regular publications, displays, and education programs within the wider community, as well as web-based exhibits and publications.

Objectives:

The achievement of these aims is primarily the responsibility of the Foundation's permanent professional archaeologists and Executive Director who, supplemented from time-to-time by other professional staff on contract, maintain an active program of contracted archaeological assessment and excavation. The Foundation serves also as the custodian of all material excavated in the Kingston area and carries out, on behalf of the City of Kingston, provincial and federal departments and agencies, and private developers, the provincially mandated care and cataloguing of its artifact archive.

A To fulfill these roles the Foundation & Centre staff may actively participate in three types of research. The first type being Archaeological research:

- a) This may also include research required in the other related sub-disciplines of anthropology: cultural anthropology (including ethnohistory), physical anthropology, and linguistics.
- b) Aspects of palaeontology, geology, chemistry, physics, mineralogy, biology, pedology, statistics and computer science may also be pertinent.
- c) Archaeological research will be conducted by Centre staff to expand knowledge of Canada's prehistoric and historic past with particular concentration on Eastern Ontario. Research of this type will also contribute to the method and theory of archaeology.

B The second type of research relates to that required for specific Centre functions. This may involve:

- a) Research to expand knowledge of individual artifacts or the general collection, which could incorporate upgrading of documentation.
- b) Research required for developing themes for exhibits.
- c) Research required for educational programming (e.g. public lecture series and courses in excavation)
- d) Research required for the excavation, interpretation and reconstruction of the Centre's exhibits.
- e) Research required prior to conservation of artefacts.
- f) Research required for the preservation or mitigation of archaeological resources.

C The third type of research is museological:

- a) This may involve research into a wide variety of Centre activities such as educational strategies, conservation techniques, exhibits design techniques, fund raising activities, etc.

- b) In cases where individuals in the field and/or laboratory provide direction of archaeological projects there will be a written agreement between the Centre and the individual. This will be approved by the Executive Director and will include access to data, deadlines for the completion of research, copyright, publication rights and credits. The originals of photographs, notes, drawings, etc., will also be housed in the Centre.

D Access and Control

- a) Each request for access to collections by researchers from outside the Centre will be considered individually on the basis of the following factors:
 - i) Purpose of the research.
 - ii) Nature and condition of the collection.
 - iii) Status of the collection. (i.e.: is it fully catalogued and documented?)
 - iv) Availability of staff for supervision and for instruction. Instruction will be appropriate, following accepted practices associated with a variety of research styles. For example, physical three-dimensional artifacts or archival/photographic one-dimensional works
- b) Ethics of the research project will be accepted and followed and, if artifacts are of a sacred nature, will be treated with respect and all accepted customs will be practised
- c) A selected research area will be designated.

E Qualifications of the researchers:

- a) On-going or anticipated use of the material by regular Centre staff for specific research publication projects. Collections being studied by Centre staff cannot be accessed without the permission of that staff member.
- b) Staff and public researchers will be objective in their reviews and comply with ethical and accepted practices.
- c) Staff will be given time for research as designated by the Executive Director.
- d) The Curator/Executive Director will, when necessary, provide training in the proper care and handling of the artifacts. Researchers must demonstrate respect for, and proper care of, the collections.
- e) Applicable fees for photocopying, photograph, slides and other services.
- f) If photographs of artifacts are requested, the researcher may contract the Centre personnel or associates to do the work, to ensure a quality product. The researcher will be charged for these services. If the researcher has the facilities or capacity to do his/her own photography, permission may be granted. The Centre must, however, approve the quality of the product before it is released or published. The researcher must guarantee that the product will be used only for the purpose requested.
- g) If the researcher is using the research for publication or commercial gain, the Centre services will be acknowledged in the forefront of the product and for an agreed amount of remuneration.
- h) If copyrighted materials are all reproduced in-house, visiting researchers will obtain permission from originating source prior to any reproductions being made. Permission will be documented before reproduction commences. It is the responsibility of the researcher to obtain all permissions. Any copyright infringement is the responsibility of the individual and not that of the Foundation or the Centre. Copyright infringement is punishable by law.

F Response to Public Inquiries

- a) Staff will be available during open hours to answer questions from the public.
- b) The Centre staff will research the answer to inquiries as best it can in the time available.
- c) The Centre staff will also offer alternatives or other sources of information for the public to explore.
- d) The public may use the research facility by appointment and at the expense of the researcher for staff time, use of space and any photocopying that may be required, copyright permitting. Research may only be done if the researcher can prove the need for this research; for example, an academic project or publication.

G Budget

- a) A portion of the budget will be allotted to allow appropriate staff time and monies to conduct research to further archaeological endeavours of the Foundation as a part of the mandate of the Foundation

H Review

- a) The Board of Directors will review this policy annually.