

**City of Kingston
Policies and Procedures**

Consolidated Civic Collection & Municipal Museums Policies

CUL-MUS-001	Overview: Consolidated Museum & Collections Policies
CUL-MUS-002	Civic Collection Policy
CUL-MUS-003	Pump House Steam Museum Policy
CUL-MUS-004	MacLachlan Woodworking Museum Policy
CUL-MUS-005	City Hall National Historic Site Policy (to be completed)
CUL-MUS-006	Cultural Community Engagement and Education Interpretative Policy



Policy Name:

**Civic Collection & Municipal
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CUL-MUS-001

Administrator:

Cultural Services Department

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OVERVIEW: CIVIC COLLECTION & MUNICIPAL MUSEUMS POLICY

1. PREAMBLE

The City of Kingston recognizes that a strong and secure sense of the past is an indispensable source of stability and confidence in the future. In its Mission Statement, City Council has committed itself to “enhance the quality of life for present and future generations by providing progressive, professional services and leadership that reflects the needs of all those who work, live, visit, or play in the City of Kingston.”

Leadership in Kingston’s museum and heritage sector plays an important role in this commitment. And, as cultural trustees, Mayor and Council have moral and ethical responsibilities, for the management and care of cultural heritage assets, held in the public trust.

The Sustainable Kingston Plan (SKP) sets out the community’s vision to be Canada’s most sustainable city. The City of Kingston is a partner in the SKP and as such, conducts municipal business using the four pillars of sustainability. Culture is recognized as one of the four pillars, alongside the environment, the economy and the social sphere. Culture plays a central role in Kingston, contributing positively to its economic indicators, social cohesion measures, environmental initiatives, quality-of-life, prosperity, happiness and health. International capital cities consistently increase their attention to culture, ensuring that local and national culture are supported and employed to market and attract visitors, businesses and new residents.

The Kingston Culture Plan (KCP), approved unanimously by City Council in 2010, is intended to help shape Kingston’s cultural development over the next decade. The KCP articulates a sustainable, authentic, long-term vision for cultural vitality in Kingston, including the City of Kingston’s Civic Collection and municipal museums. The City’s Strategic Plan confirms that implementation of the KCP is a Council priority.

Kingston’s municipal museums, part of the Cultural Services Department – Corporate and Strategic Initiatives Group, consist of:

- MacLachlan Woodworking Museum;



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- Pump House Steam Museum;
- City of Kingston City Hall National Historic Site;
- City of Kingston Civic Collection

The Cultural Services departmental vision, mission and strategic plan are:

2. CULTURAL SERVICES DEPARTMENT - VISION

To make Kingston known as a cultural hub that builds on its history, engages its community, inspires its future leaders and fosters a collective sense of pride.

3. MISSION

The Cultural Services Department leverages Kingston's distinctive culture to inspire, engage and improve our community through the arts and heritage, and promotes creativity and innovation to ensure cultural vitality and sustainability.

4. CULTURAL SERVICES DEPARTMENT – STRATEGIC PLAN

The Cultural Services Department strategic plan aligns its work with the KCP and the City's Strategic Plan. In order to support Kingston's vision to be Canada's most sustainable city, eight key priorities have been identified to ensure the Cultural Services Department is customer-focused and results oriented in the areas of community engagement, innovation and creativity, leadership, accessibility, inclusiveness, diversity, collaboration, and sustainability.

The Kingston municipal museums provide tangible and irreplaceable links to what define us as a community. Heritage value resides in tangible material culture (objects, structures and spaces) and in intangible associations (memories, stories and folklore). Kingston's municipal museums apply each year for Community Museum Operating Grants (CMOG) through the Ontario Ministry of Culture. The following policies comply with the policy and operational guidelines of the grant programme.



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5. POLICY STATEMENT

Kingston's municipal museums preserve the heritage of Kingston and Canada and provide a historical lens through which to engage with the past and present so we can learn for the future. The municipal museums gather and preserve material culture through conservation and collections management programs and explore, interpret, disseminate and generate awareness of local heritage to residents and visitors through public programs such as exhibitions, tours and special events. The municipal museums provide leadership and support community cultural development.

6. STATEMENTS OF PRINCIPLE

Kingston's municipal museums and associated heritage resources represent a legacy that, once lost, can never be replaced. The Council of the City of Kingston are stewards of these resources, on behalf of the people of Kingston, and Canada.

The twin functions of heritage preservation and presentation exist in partnership. One cannot be carried out at the expense of the other.

7. GOALS OF THE POLICY

This policy establishes the guiding principles to inform employees, Advisory Committees and Council regarding the purpose for the Municipal Museums:

- promote the development of heritage by the City of Kingston through effective management of the City's heritage collections, museums and historic sites; and
- provide guidance to employees, Advisory Committees and Council in order to remain compliant with the CMOG regulations.

8. COMPONENTS

8.1 GENERAL

Kingston's municipal museums participate in the ongoing municipal planning process, which is reviewed and approved by Kingston City Council. In addition, staff of Kingston's Cultural Services Department – Corporate and Strategic Initiatives Group will develop



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and implement short and long term plans as outlined in Kingston's Civic Collection and related municipal museum policies. Corporate support is also provided to the Municipal Museums from other municipal Departments.

8.2 PRESERVATION

The artefacts in Kingston's Civic Collection are a tangible representation of the community's heritage, and represent significant cultural assets. In order to retain their informational, and historical value they must be properly cared for, housed, researched, and documented.

Kingston's municipal museums' buildings and grounds must provide a safe and functional environment for visitors, staff, the collections they house, and associated activities. The achievement of this objective must be balanced with the need to preserve the integrity of heritage buildings as artefacts themselves, and the archaeological resources present on their sites.

Kingston's municipal museums have a primary mandate to preserve the heritage resources they hold in trust, through proper conservation, collections development, and collections management practices. Kingston's municipal museums are leaders in the preservation of heritage in Kingston, on behalf of the people of Kingston, Canada and beyond.

8.3 PRESENTATION

Heritage cannot be preserved in isolation, without effective presentation (i.e. community engagement, interpretation, education, and exhibition), to diverse audiences.

Kingston's cultural institutions, including museums, galleries and historic sites, and diverse natural and recreational spaces, provide opportunities to engage and inspire learning in the community and beyond. Diverse and varied cultural engagement and education opportunities can offer lifelong learning experiences through interactive programming that includes the responsible stewardship of our artistic and heritage collections and sites.



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Interpretive and educational programming will leverage Kingston's distinct cultural richness to inspire, engage and improve our community through local, national and international arts and heritage, while promoting creativity to ensure cultural vitality and sustainability. The public programs of Kingston's municipal museums provide an important link between the community and its heritage. Through programming, a community continually adds to its sense of place, and to its knowledge, self-discovery and enjoyment. Programs complement other sources of learning in the community, both formal and informal.

Kingston's municipal museums have a primary mandate to present the heritage resources they hold in trust through exhibits, tours, workshops, community engagement, public and educational programming, and special events. Kingston's municipal museums are a leader in the presentation of heritage to Kingstonians, Canadians and others.

8.4 COMMUNITY

Museums are community cornerstones. They are cultural symbols, stewards of collections, contributors to community enterprise, and providers of engaging and educational experiences. They are treasured places where memories are created and shared. Museums can also transform the way people view the world. They cultivate curiosity by revealing and interpreting cultures, ideas, and the discoveries of humankind. Museums encourage people to examine what endures, to recognize truths that unify all generations, and which define our common humanity. They foster research and life-long learning, and encourage the expression of differing points of view. These strengths accord museums the opportunity to assume an expanded civic role in society.

A community is made up of many groups, each with its own sense of history, its own values, and its own forms of self-expression. Put together, they are responsible for the rich layering that constitutes society. A community's heritage is a fundamental part of its identity.

As stewards of community heritage, the managers of Kingston's municipal museums must be actively engaged in the community and responsive to its needs. Kingston's municipal museums must be relevant, physically and intellectually accessible, and must



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draw support in the form of advice, participation, volunteerism and funding, from its community.

8.5 MANAGEMENT AND GOVERNANCE

Kingston's municipal museums' ability to fulfil their mandate and purpose depends on the professionalism and capability of their staff. As an employer, the City of Kingston is committed to the safety, security, well being and continued motivation of the people (paid and unpaid) working for it. The City of Kingston is committed to recruiting qualified staff and providing on-going training opportunities.

The Cultural Services Department operates as a Department of the City of Kingston and operates under the By-laws and Policies of the City of Kingston.

The management and governance of Kingston's municipal museums must be publicly accountable. As a division of municipal government, Kingston's municipal museums, part of the Cultural Services Department – Corporate and Strategic Initiatives Group, are accountable through Kingston City Council. The Museums and Collections Advisory Committee provides advice to Council and staff related to the programming operations of the City-owned museums. These bodies are governed by relevant legislation, and are required to follow clearly defined missions and goals, and to maintain openness in their decisions and operations. Kingston's municipal museums demonstrate fiscal and ethical responsibility through predetermined policies and procedures.

9. RELATED POLICIES, LEGISLATION AND BY-LAWS

This policy provides direction for the management of City-owned heritage resources in the City of Kingston. Notwithstanding the provisions of this policy, Kingston's municipal museums will comply with all applicable City of Kingston by-laws, regulations, agreements and policies related to financial management and purchasing, human resources and collective agreements, accessibility, corporate systems, health and safety and facilities management. They will also abide by all provincial and federal legislative requirements that have an impact on heritage resource management, including but not limited to:



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MUNICIPAL

City Of Kingston Policies and By-Laws:

- City of Kingston City Hall National Historic Site Cultural Management Plan;
- City of Kingston Civic Collection, and Municipal Museums Policies;
- City of Kingston Culture Plan:
<http://www.cityofkingston.ca/residents/culture/masterplan/>;
- City of Kingston Grass Creek Park Master Plan, Recreation and Leisure, 2013
- City of Kingston Mission, Vision, Values and Goals:
<http://www.cityofkingston.ca/cityhall/jobs/mvv.asp>;
- Parks and Recreation Facilities, City of Kingston By-Law No. 2009-76
- City of Kingston's Strategic Plan, 2011-2014:
http://www.cityofkingston.ca/pdf/cityhall/StrategicPlan_2011-2014.pdf;
- Collective agreements between the City of Kingston and its employees;
- Cultural Services Department Strategic Plan, Toward 2020;
- Human Resources, Health and Safety Regulations and Procedures of the City of Kingston;
- Mandate and Terms of Reference for the Museums and Collections Advisory Committee, City of Kingston By-law No. 2010-205;
- City of Kingston Purchasing By-Law No. 2000-134; 2006-211
- Sustainable Kingston Plan: <http://www.sustainablekingston.ca>;

PROVINCIAL

- Access for Ontarians with Disability Act, 2005:
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm;
- The Building Code Act, 1992, S.O. 1992, c. 23:
<http://www.e-laws.gov.on.ca:81/ISYSquery/IRL94AC.tmp/8/doc>;
- Fire Protection and Prevention Act, 1997, S.O. 1997, c. 4:
<http://www.e-laws.gov.on.ca:81/ISYSquery/IRL94D0.tmp/10/doc>;
- Ontario Heritage Act R.R.O. 1990, Reg. 875:
<http://www.elaws.gov.on.ca:81/ISYSquery/IRL9522.tmp/8/doc>;
- Ontario Ministry of Culture Standards for Community Museums in Ontario:
<http://www.culture.gov.on.ca/english/culdiv/heritage/mustand.htm>



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FEDERAL

- Canadian Cultural Property Import Export Act (R.S. 1985, c. C-51):
<http://laws.justice.gc.ca/en/C-51/>;
- Conservation and Presentation Reports and Commemorative Integrity Statements developed for National Historic Sites operated by the City of Kingston
- Copyright Act (R.S. 1985, c. C-42):
<http://laws.justice.gc.ca/en/C-42/index.html>;
- Cultural Resource Management Policy. Parks Canada Guiding Principles and Operational Policies 1999
- Standards and Guidelines for the Conservation of Historic Places in Canada 2010
- Freedom of Information and Protection of Privacy Act R.S.O. 1990, Chap. F.31:
http://www.ene.gov.on.ca/envision/foi/foi_and_protection_of_privacy_act.htm;
- Guide to the Preparation of Commemorative Integrity Statements. Parks Canada.
<http://www.parks canada.gc.ca/docs/pc/guide/guide/>

ALSO OF INTEREST

- Canadian Museums Association Ethical Guidelines
<http://www.museums.ca/ethics/preface.htm>
- The North Hatley Statement, Samuel and Saidye Bronfman Family Foundation,
<http://www.bronfmanfoundation.org/urban/English/bold.htm#>
- Canadian Association for Conservation of Cultural Property Code of Ethics and Guidance for Practice:
<http://icom.museum/rev-ethics.html#institutional>
- Cultural Resource Management Guideline NPS-28. National Parks Service.
http://www.cr.nps.gov/history/online_books/nps28/

10. DEFINITIONS

In this policy, these terms have the following meanings.

- a) **“City”** shall be defined as the Corporation of the City of Kingston.
- b) **“City Curator”** shall be defined as the City staff member responsible for the Civic Collection and the management of the City’s museums.



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- c) **“Civic Collection”** shall be defined as the artefacts, archives, and works of art belonging to the Corporation of the City of Kingston.
- d) **“CHNHS”** shall be defined as the City Hall National Historic Site, of the Corporation of the City of Kingston.
- e) **“Commissioner”** shall be defined as the senior staff member within the Corporate and Strategic Initiatives Group responsible for overseeing the Cultural Services Department and departmental budgeting and human resources planning.
- f) **“Council”** shall be defined as the City Council of the Corporation of the City of Kingston that exercises approval and sets Museum and Collection policies and budgets.
- g) **“Cultural Services Department”** shall be defined as the Cultural Services Department of the City of Kingston, within the Corporate and Strategic Initiatives Group.
- h) **“Curatorial Committee”** shall be defined as the staff committee comprised of the City Curator, Curators of the two municipal museums, and the Civic Collections Technician.
- i) **“MFIPPA”** shall be defined as the *Municipal Freedom of Information and Protection of Privacy Act*.
- j) **“Ministry”** shall be defined as the Ministry of Tourism, Culture, and Sport.
- k) **“Museum Committee”** shall be defined as the Museums and Collections Advisory Committee, an advisory body appointed by Council.
- l) **“Museum/Site Curator”** shall be defined as City staff member responsible for the day-to-day running of the individual Museum sites, care of collections, and development of exhibitions and research.
- m) **“MWM”** shall be defined as the MacLachlan Woodworking Museum of the Corporation of the City of Kingston.
- n) **“PHSM”** shall be defined as the Pump House Steam Museum of the Corporation of the City of Kingston.
- o) **“Standards”** shall be defined as the Standards for Community Museums in Ontario.
- p) **“Facilities Management and Constructions Services”** shall be defined as the Facilities Management and Constructions Services Department that supports the



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budgeting for Capital, HVAC, electrical, plumbing and building envelope systems for Municipal Museums.

11. SITE MANDATES

11.1 CITY OF KINGSTON CITY HALL NATIONAL HISTORIC SITE

11.1.1 MANDATE

The City of Kingston City Hall, in its role as a cultural heritage museum space, cultivates and fosters appreciation and understanding of the National Historic Site and its pivotal role in Kingston as the centre of municipal government and symbolic centre of the community. This shall be accomplished through: conducting and encouraging research; collecting, preserving, interpreting, and exhibiting artefacts, works of art, archival documents, and related heritage materials; and presenting creative and innovative programming. City Hall is also an operating municipal building that houses administrative offices, Council and Committee meetings and community meeting space.

11.1.2 DESCRIPTION

A prominent landmark on the Kingston waterfront since 1844, City Hall National Historic Site (CHNHS) is the symbolic centre and official seat of the community's civic government and administration, combining the functions of functioning municipal office and community meeting space. Originally designed when Kingston was the capital of the United Province of Canada, the CHNHS is one of the finest 19th-century buildings in the country. An icon on the Kingston waterfront, its distinctive copper-clad dome and belfry caps the building's T-shaped form. The CHNHS is one of the City of Kingston's most important cultural heritage resources and a repository for significant portions of the City's Civic Collection.

11.1.3 HISTORY

Architect George Browne of Belfast, Ireland won the competition to design the CHNHS in 1842. Officially opened shortly after the provincial government had moved out of Kingston, the building has housed many different organizations and services over the years. Among these are: City Council and civic administrative offices; Market



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Shambles; merchant's exchange; customs office; bank; public meeting rooms; place of worship; saloon; commercial offices and enterprises, and Canada's first women's medical college. The CHNHS also once served as Kingston's police headquarters. The original 1840s holding cells still exist in the building's basement. Refurbished in 1921, Memorial Hall, with its memorial plaques and stained glass windows honours the memories of the City's war dead.

Fires in 1865 destroyed the original Market Shambles, and in 1908, the main dome and belfry. The market was later rebuilt in a reduced form, and the dome was fitted with a new clock mechanism. The CHNHS was extensively renovated and restored in 1973, to mark the tercentenary of Kingston's founding by the French.

11.1.4 COLLECTION

The CHNHS has been a repository for City-owned artefacts since its construction; the original plans called for the inclusion of a library and museum in the building. Today, the CHNHS houses a large proportion of the City's Civic Collection including a nationally significant portrait collection, archival records including the Book of Remembrance in Memorial Hall, archaeological artefacts, antique furniture and decorative objects, historic mayoral chains of office used by mayors and reeves of Kingston and the former townships of Pittsburgh and Kingston, civic awards and gifts to the City, architectural remnants, and other assorted artefacts.

11.1.5 GOVERNANCE

Responsibility for the CHNHS is shared between several municipal Divisions and Departments (Cultural Services, Heritage and Urban Design, Facilities Management and Construction Services) and is home to numerous City of Kingston Departments, City Council and the Office of the Mayor. The day-to-day care and management of the City Hall component of the Civic Collection and the cultural heritage interpretation of the CHNHS fall under the jurisdiction of the staff of the City's Cultural Services Department within the Corporate and Strategic Initiatives Group. As the ultimate owner in public trust of the CHNHS and its collection, Kingston City Council exercises approval, and sets policy and budgets for the museum. Council appoints members of the Municipal Heritage Committee Museums and the Museums and Collections Advisory Committee to advise staff and Council on matters pertaining to policy, exhibitions, research,



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educational programming, and museologically relevant capital improvements and alternations to the National Historic Site.

11.1.6 DESIGNATION

Kingston City Hall National Historic Site of Canada has been recognized as significant by a variety of jurisdictions. In 1961, the Historic Sites and Monuments Board of Canada (HSMBC) recommended Kingston City Hall for designation as a national historic site. In 1962, it further recommended that the Minister consider providing a financial contribution to the restoration of the portico. An agreement was entered into with the City of Kingston to provide such funding in 1966. In 1967, the following plaque inscription was endorsed:

“In 1843 the architect George Browne was commissioned to design a town hall in keeping with Kingston’s status as a provincial capital. This building, one of the most ambitious examples of nineteenth century Canadian municipal architecture, was completed in 1844 at a cost of almost £20,000. It housed the municipal offices, the council chambers, and the town market, and also contained shops, other offices and a saloon. A fire in 1865 destroyed part of the rear wing. The portico, removed in 1958, was rebuilt in 1966 by the City with the financial assistance of the federal government. “

In 1984, the Historic Buildings Committee of the HSMBC met to consider the commemoration of town halls across Canada. As a result of this, the designation of Kingston City Hall was reaffirmed.

11.1.7 STATEMENT OF COMMEMORATIVE INTENT

Kingston City Hall was designated a national historic site in 1961. The reasons for national significance, as identified in the 1999 and 1984 HSMBC minutes respectively, are:

- it is an outstanding example of the Neoclassical style in Canada; and
- it is a representative example of a combined function City Hall.



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In 1975, the CHNHS was designated under Part IV (individual property category) of the *Ontario Heritage Act*; the reasons for designation were amended in 1976 to include both interior and exterior elements. In 2010 Kingston City Council approved a Designation By-law to protect the interior of City Hall under Part IV of the *Ontario Heritage Act*. The Market Square Heritage Conservation District includes a Statement of Significance for City Hall and the update to that District Plan was approved in 2013.

11.2 CITY OF KINGSTON CIVIC COLLECTION

11.2.1 MANDATE

The purpose of the Civic Collection is to promote public understanding of the history and culture of the City of Kingston, municipal government, and more generally, the tangible and intangible heritage of the Kingston community's history, culture, standards, and values. This is achieved through research, and through the collection, preservation, exhibition, and interpretation of artefacts, works of art, and documents, that help to relate these narratives.

11.2.2 DESCRIPTION

The Civic Collection as a whole, comprises collections of historical artefacts, works of art, and archival materials held at a number of Kingston locations including: Kingston City Hall National Historic Site of Canada; municipal museums: MacLachlan Woodworking Museum, Pump House Steam Museum; Agnes Etherington Art Centre (Queen's University); outdoor parks and public spaces; commercial and City-owned storage facilities; on temporary loan; and archaeological material held in collections governed under the Ontario Heritage Act.

Two Kingston-built icons in the collection are the steam locomotive 1095 named *The Spirit of Sir John A* (1913) and the steam launch *Phoebe* (1914). The City Hall collection includes the historic chains of office and official gifts to Kingston mayors over the years.

More than 60 official portraits grace the walls of City Hall. Kingston's collection of mayoral portraits is one of the most outstanding in civic hands in Canada. Among these



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is a full-length portrait of Canada's first Prime Minister Sir John A. Macdonald by nineteenth-century artist William Sawyer, who also painted 26 of Kingston's mayors.

The collection is held and managed in the public trust on behalf of the people of Kingston. The day-to-day care, management and interpretation of the Civic Collection fall under the jurisdiction of the staff of the City's Cultural Services Department within the Corporate and Strategic Initiatives Group. As the ultimate owner in public trust of the Civic Collection, Kingston City Council exercises approval and sets policy and budgets for the collection. Council appoints members of the Museums and Collections Advisory Committee to advise Cultural Services Department staff on matters pertaining to collection policy, mandate, development, acquisition, management, access, exhibitions and interpretation, and research.

11.3 MACLACHLAN WOODWORKING MUSEUM

11.3.1 MANDATE

The MacLachlan Woodworking Museum cultivates and fosters the appreciation and understanding of the role of wood and woodworking technology, and related topics in the development of both the local Kingston region and Canada, through the lenses of history, culture, science and technology. This shall be accomplished through: conducting and encouraging research; collecting, preserving, interpreting, and exhibiting woodworking tools and related artefacts; presenting creative and innovative programming; and creating opportunities for public outreach and community involvement.

11.3.2 DESCRIPTION

The MacLachlan Woodworking Museum (MWM) is one of two municipal museums owned and managed by the Corporation of the City of Kingston. The MWM is the repository of that portion of the Kingston Civic Collection, representative of the role of wood and woodworking technology in the development of the Kingston-region, and generally across Canada. The MWM cultivates and fosters appreciation and understanding of wood from artistic, historical, and scientific perspectives, by conducting and encouraging research, and collecting, preserving, interpreting, and exhibiting woodworking tools, wooden artefacts, and works of art made by their use.



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In 1967, Sandy MacLachlan created the “Woodworker’s Museum” as a Centennial Project. To house the collection, he dismantled an 1855 log house, originally built by the White family in Lanark County, and moved it to Princess Street in Kingston, Ontario. There, it operated as a privately-owned museum for over a decade.

In the early 1980s, the MWM was bought by the former Pittsburgh Township, and the log house was moved to its present location at Grass Creek Park, where it opened to the public in 1983. With the amalgamation of the City of Kingston in 1998, the MWM became the responsibility of the City. The collection is held and managed in the public trust on behalf of the people of Kingston.

The MWM holds possibly the most extensive, nationally significant public collection of woodworking tools in Canada. The day-to-day care, management, and interpretation of the collection, fall under the jurisdiction of the staff of the City’s Cultural Services Department within the Corporate and Strategic Initiatives Group. As the ultimate owner in public trust of the MWM and its collection, Kingston City Council exercises approval, and sets policy and budgets for the museum. Council appoints members of the Museums and Collections Advisory Committee to advise staff on matters pertaining to policy, exhibitions, research, educational programming, and capital improvements.

11.4 PUMP HOUSE STEAM MUSEUM

11.4.1 MANDATE

The Pump House Steam Museum (PHSM) cultivates and fosters an understanding and appreciation of the history and significance of Kingston’s first water pumping station, Kingston’s industrial past and more generally, the role of water as viewed through the lenses of science, culture and history. This is achieved through an active program that includes collecting, preserving, exhibiting and educating the public through multi-disciplinary methods, to convey the history and use of the historic site and the PHSM’s collection, as well as other topics and resources of general interest to the people of Kingston.



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11.4.2 DESCRIPTION

The PHSM is a municipal museum owned and managed by the Corporation of the City of Kingston. The PHSM is the repository of that portion of the City's Civic Collection which is representative of Kingston's first water pumping station. The collection is held and managed in the public trust on behalf of the people of Kingston.

The PHSM is the home of the first water works in Kingston. Established as a private company in 1849, the City of Kingston Water Works Company built its water pumping station on this site in 1851. The PHSM is a municipally designated heritage property, and one of the best preserved examples of industrial buildings in Kingston. With the purchase of the water works by the City in 1887, the operation grew from the original limestone structure into the Romanesque 1890s building seen today.

Contained within the building are the 1890s steam-powered pumps that drew water from Lake Ontario to supply the City. The coal-fired boilers that generated steam for the pumps are a testament to the Victorian industrial era in Kingston.

The City of Kingston Water Works pumped clean water through a network of underground pipes to homes, businesses, and for firefighting for nearly 101 years. Having a reliable water system influenced local politics, and played a positive role in the economy and in public health.

The provision of clean, disease-free, pumped water changed the lives of all who lived or worked in Kingston. Pumped water made daily lives easier, made firefighting more effective, and benefitted businesses. The staff that ran the Water Works played a key role in the community.

Replaced by a modern municipal water treatment plant in 1952, this water works building became redundant and sat unused until 1971. The Frontenac Society of Model Engineers successfully lobbied City Council for permission to restore the structure and convert it into a public museum. It opened in 1973 as a working steam attraction.

The City of Kingston assumed operation of the PHSM in 2006. In addition to the historic water works structure, the PHSM houses an extensive model electric train layout, the



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steam launch *Phoebe* built in 1914 by the Davis Dry Dock Company of Kingston, and the Engineerium, a refurbished public assembly hall and exhibition space featuring a series of temporary displays showcasing the City's industrial past, and other topics of interest to the citizens of Kingston.

The day-to-day care, management, and interpretation of the PHSM and its collection fall under the jurisdiction of the staff of the City's Cultural Services Department within the Corporate and Strategic Initiatives Group. As the ultimate owner in public trust of the PHSM and collections, Kingston City Council exercises approval and sets policy and budgets for the PHSM. Council appoints members of the Museums and Collections Advisory Committee to advise PHSM staff on matters pertaining to policy, exhibitions, research, educational programming, and capital improvements.



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1.0 STATEMENT

The Civic Collection as a whole, comprises collections of historical artefacts, works of art, and archival materials held at a number of Kingston locations including: Kingston City Hall National Historic Site of Canada; municipal museums: MacLachlan Woodworking Museum, Pump House Steam Museum; Agnes Etherington Art Centre (Queen's University); outdoor parks and public spaces; commercial and City-owned storage facilities; on temporary loan; and archaeological material held in collections governed under the *Ontario Heritage Act*.

Two Kingston-built icons in the collection are the steam locomotive 1095 named *The Spirit of Sir John A* (1913) and the steam launch *Phoebe* (1914). The City Hall collection includes the historic chains of office and official gifts to Kingston mayors over the years.

More than 60 official portraits grace the walls of City Hall. Kingston's collection of mayoral portraits is one of the most outstanding in civic hands in Canada. Among these is a full-length portrait of Canada's first Prime Minister Sir John A. Macdonald by nineteenth-century artist William Sawyer, who also painted 26 of Kingston's mayors.

The collection is held and managed in the public trust on behalf of the people of Kingston. The day-to-day care, management and interpretation of the Civic Collection fall under the jurisdiction of the staff of the City's Cultural Services Department within the Corporate & Strategic Initiatives Group. As the ultimate owner in public trust of the Civic Collection, Kingston City Council exercises approval and sets policy and budgets for the collection. Council appoints members of the Museums and Collections Advisory Committee to advise Cultural Services staff on matters pertaining to collection policy, mandate, development, acquisition, management, access, exhibitions and interpretation, and research.

The Cultural Services Department operates as a Department of the City of Kingston and operates under the By-laws and Policies of the City of Kingston.

2.0 COLLECTION MANDATE

The purpose of the Civic Collection is to promote public understanding of the history and culture of the City of Kingston, municipal government, and more generally, the tangible and intangible heritage of the Kingston community's



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culture, standards, and values. This is achieved through research, and through the collection, preservation, exhibition, and interpretation of artefacts, works of art, and documents that help to relate these narratives.

3.0 REVISION HISTORY

Date	Rev. No.	Change	Ref. Section
	1.0	New document	Not applicable

4.0 PURPOSE OF POLICY

The purpose of this policy is to establish governing principles for the Civic Collection, in regard to its development, management, preservation, and presentation, as required by the Province of Ontario's Standards for Community Museums; in accordance with the Canadian Museums Association's Ethics Guidelines 1999; and following all Municipal, Provincial, and Federal laws.

5.0 DEFINITIONS

In this policy, these terms have the following meanings.

- a. **"Accessibility"** shall be defined as the municipal corporate value which ensures that the Civic Collection shall be physically, intellectually, economically and socially available to the residents of the City of Kingston.
- b. **"City"** shall be defined as the Corporation of the City of Kingston.
- c. **"City Curator"** shall be defined as the City staff member responsible for the Civic Collection, and the overall management of the City's museums.
- d. **"Civic Collection"** shall be defined as the artefacts, archives, and works of art belonging to the Corporation of the City of Kingston.
- e. **"Council"** shall be defined as the City Council of the Corporation of the City of Kingston that exercises approval and sets Museum policies and budgets.
- f. **"Conservation"** shall be defined as the management, protection and preservation of cultural property.
- g. **"Cultural Property"** shall be defined as the legacy of tangible artefacts which contribute to the shared heritage of a community.
- h. **"Curatorial Committee"** shall be defined as the staff committee comprised of the City Curator, Curators of the two municipal museums, and the Civic Collections Technician.
- i. **"Cultural Services Department"** shall be defined as the Cultural Services Department of the City of Kingston, within Corporate & Strategic Initiatives.



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j. “Deaccession” shall be defined as the removal of an accessioned object from a permanent collection, and its disposal by means of transfer, sale, or destruction.

k. “Environmental conditions” shall be defined as those conditions of light, temperature, and humidity which are known to impact on the preservation of artefacts.

l. “MFIPPA” shall be defined as the *Municipal Freedom of Information and Protection of Privacy Act*.

m. “Ministry” shall be defined as the Ministry of Tourism, Culture and Sport.

n. “Museum Committee” shall be defined as the Museums and Collections Advisory Committee, an advisory body appointed by City Council.

o. “Museum/Site Curator” shall be defined as the City staff member responsible for the day-to-day running of the municipal owned museums: MacLachlan Woodworking Museum, Pump House Steam Museum.

p. “Outdoor Collection” shall be defined as materials such as monuments, plaques, public art, commemorative materials, and historical vehicles, displayed and exhibited in outdoor parks and public spaces owned and maintained by the City of Kingston.

q. “Permanent collection” shall be defined as the group of artefacts which form the core of the activities of a cultural institution, are central to its mandate, and which are formally accessioned.

r. “Public art” shall be defined as works of art in any media created for the specific purpose of display in a public setting.

s. “Standards” shall be defined as the set of minimum operating requirements for accredited museums funded by the Ministry of Tourism, Culture, and Sport’s Community Museum Operating Grant program.

6.0 COLLECTION DEVELOPMENT

The Corporation of the City of Kingston shall maintain a Collection Development Plan which shall define that which will be collected and disposed of, and which shall forecast space, facility, and future acquisition needs.

6.1 The Corporation of the City of Kingston shall only accept items for which it can adequately care: for which it has adequate resources (human, financial, material) to document, preserve, store, research, exhibit, and interpret.

6.2 The Corporation of the City of Kingston shall not accept objects:



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- which have been collected, sold or otherwise transferred in contravention of any provincial or national statute;
- which have questionable, undetermined or unethical history of ownership;
- which have been collected, sold or otherwise transferred in contravention of the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (or any similar statutes) as ratified by Canada on June 28, 1978;
- if, in addition to or beyond the preceding clauses, there is any reason to believe that the object's recovery involved recent unscientific handling and/or intentional destruction or damage of archaeological/historical sites or illegal/clandestine excavations;
- In addition to the above considerations, acquisition and deaccession of artefacts will be made in light of sensitivity concerning the evolving nature of the relationship between First Nations and museums.

6.3 The time period of materials composing the Civic Collection shall extend from the region's earliest occupation to the current day.

6.4 The geographic catchment area from which the Civic Collection may be drawn shall be defined by the City of Kingston's municipal borders, current and historical.

6.5 Statement(s) of purpose which establish a rationale for collecting for each collection node (collections within the greater Civic Collection) shall be developed and maintained. Collection nodes shall include but not be limited to:

- Archaeological collection;
- Archival collection: being material collected related to objects held in the Civic Collection (not municipal records);
- City Hall collection;
- MacLachlan Woodworking Museum collection;
- Outdoor collection;
- Pump House Steam Museum collection;
- Public Art; and



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- Objects related to the broader history of Kingston, not collected by another community institution.

6.6 Within collection nodes, materials collected shall include:

- Permanent collection: the group of artefacts acquired and/or retained which form the core of the activities of the museum or cultural institution (display, research, interpretation), are central to its mandate, and which are formally accessioned into the Civic Collection;
- Study collections: a sub-section of the Permanent collection, acquired solely to advance knowledge about the Civic Collection, without intent to display;
- Display collections: furnishings, fixtures and fittings acquired and/or retained to support the interpretation of historic buildings and period rooms, and their inherent operation. These objects may be reproductions and/or purpose built, are intended to be consumed through reasonable use which is respectful of their nature, and shall not be accessioned as part of the permanent collection; and
- Hands-on collections: acquired solely to support the interpretation of a collection. These objects may be reproductions and/or purpose built, are intended to be consumed through reasonable use which is respectful of their nature, and shall not be accessioned as part of the permanent collection.

6.7 Material collected/retained in the City of Kingston's Civic Collection shall conform to:

- Ministry Standards for Community Museums;
- ethical standards for collecting as defined by the Canadian Museums Association *Ethics Guidelines* (1999), and International Council of Museums (UNESCO) *Code of Ethics for Museums* (2004); and
- the *Canadian Cultural Property Export and Import Act* (1985)

6.8 Priorities for collecting shall be established for each collection node, in the City of Kingston's Collection Development Plan.

6.9 Non-active collection nodes: certain sub-collections within the greater Civic Collection may not be currently active as collection nodes (no new



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collecting to enhance them) and therefore are not identified in Section 6.5. An example of a non-active collection is the Art Collection Society of Kingston collection housed at the Agnes Etherington Art Centre. Non-active collections, such as the Art Collection Society of Kingston collection, can retain important value to the greater Civic Collection and active use for research, display and interpretation. Statement(s) of purpose for these non-active collections establish their relevance to the greater Civic Collection. Future Collections Development Plans can re-activate a non-active collection node.

7.0 ACQUISITION

7.1 Artefacts, works of art, and archival material acquired shall be consistent with criteria established under Collection Development (Section 6.0).

7.2 Donations (unrestricted gifts), shall be accepted into the Civic Collection when they are consistent with criteria established under Collection Development (Section 6.0). Restricted gifts, those with donor attached conditions of display and/or use, are not normally accepted.

7.3 Objects of particular rarity, which fall under priority criteria for Collection Development (Section 6.0), and which are unlikely to be offered as donations, may be purchased when funds are available, and subject to the City of Kingston Purchasing By-Law.

7.4 The City Curator shall consider all proposed donations, gifts and purchases for the Civic Collection as a whole, and bring them before the Museums and Collections Advisory Committee for review. Museum Site/Curators shall consider all proposed donations, gifts and purchases for the specific site they are responsible for, under the relevant site collection mandate, and shall bring them before the Museums and Collections Advisory Committee for review.

7.5 Donations, gifts and purchases shall require proof of clear title (ownership), and legal title shall be transferred to the Corporation of the City of Kingston. Rights of ownership shall include: right to display or not to display; right to break up a collection; right to remove from the Civic



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Collection in accordance with criteria established under Transfer, Disposal and Deaccession (Section 10). Final decisions regarding acquisition of Civic Collection objects rests with the Council of the Corporation of the City of Kingston.

7.6 Confidentiality of donor and acquisition records shall be maintained, in accordance with Ministry Standards for Community Museums; the Canadian Museums Association *Ethics Guidelines* (1999); and MFIPPA regulations.

8.0 COLLECTION MANAGEMENT

8.1 All artefacts, works of art and archival material in the permanent Civic Collection shall be properly labelled, documented, stored, maintained, and conserved according to accepted conservation standards for museums.

8.2 The City Curator or designate shall perform the duties of registrar, and adequate time, workspace and funding shall be provided for collection management activities.

8.3 Anyone coming in direct contact with objects from the Civic Collection in any capacity and for any purpose shall be trained in appropriate handling procedures, and have the skills necessary to undertake the work required.

8.4 Compliance with municipal, provincial and federal legislative requirements which impact collections management and documentation, including firearms and hazardous materials, shall be ensured.

8.5 An effective collection documentation system shall be maintained, using: standardized numbering; an accession registry; a master catalogue file; and signed donor and loan forms. All object records, including: description; location; donor information and evaluation; history and provenance; shall be entered into the artefact database. Conservation treatment, re-location information, and exhibit updates shall be entered as they occur.



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8.6 The City Curator or designate shall ensure collection records are current. A periodically updated paper and/or electronic copy of the collection records shall be stored off-site, in a secure location.

8.7 Procedures for safe packing, unpacking, and transportation of objects shall be implemented.

9.0 ACCESS AND USE OF COLLECTION

Where feasible, objects in the Civic Collection shall be made accessible for the benefit of the public in real or virtual form. All objects shall be assessed by the City Curator or designate, to ensure that they are durable enough to withstand their proposed use(s):

9.1 EDUCATIONAL AND INTERPRETIVE USE

As defined in Collection Development 6.6, objects shall be accepted for use in educational and interpretive programming, and for demonstration purposes. These objects shall be clearly identified and labelled as part of the hands-on collection.

See also City of Kingston Cultural Community Engagement and Education Interpretative Policy CUL-MUS-006.

9.2 EXHIBITION AND DISPLAY:

9.2.1 An exhibition schedule shall be maintained for the Civic Collection, comprising a mix of permanent, temporary, travelling, and new media exhibits.

9.2.2 A portion of the Civic Collection and Museum budgets shall be allocated annually for exhibit development, design, construction, and maintenance expenses.

9.2.3 Exhibits shall be accessible and developed for the enjoyment and education of visitors of all ages and abilities.

9.2.4 Exhibits shall be safe for visitors, staff and the objects on display.



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9.2.5 Clearly defined objectives shall be developed for all exhibits; exhibits shall be evaluated in terms of the achievement of these objectives.

9.2.6 Exhibit themes, and the number and frequency of permanent and temporary exhibits, shall be consistent with the Civic Collection and Museums' statements of purpose, and reflective of the needs and interests of the community.

9.2.7 All artefacts, works of art, archival material selected or created for public display shall demonstrate commitment to accuracy, objectivity and ethical behaviour in exhibit presentation.

9.2.8 Permanent exhibits shall demonstrate the significance and range of the Civic Collection, and reflect its statement of purpose.

9.2.9 Temporary exhibits shall be consistent with the Civic Collection's statement of purpose. These exhibits shall be self-contained, and may consist of highlighted aspects of the Civic Collection and/or borrowed or loaned collections.

9.2.10 Travelling exhibits shall be maintained in movable, free-standing cases, where conditions for safety and security are satisfactory to the City Curator. Exhibits shall feature objects from the Civic Collection, and will include publicity about the City of Kingston and its extensive artefact, fine art and archival holdings.

9.2.11 Outdoor exhibits and displays, including: monuments, plaques, public art, commemorative materials, and large artefacts such as the *Spirit of Sir John A*, and *Phoebe* are by their nature, unsupervised in their outdoor settings.

- (i) Outdoor exhibits and displays shall be maintained in conditions where their safety and security are satisfactory to the City Curator, and shall be maintained at a level of acceptable risk for theft, damage and unauthorized use.
- (ii) Outdoor exhibits and displays shall be inspected regularly to ensure they are safe for continued display, and for the viewing public.



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9.2.12 Exhibits created in electronic new media formats shall demonstrate the significance and range of the Civic Collection, and reflect its statement of purpose. Exhibit themes shall be consistent with the Civic Collection and Museums' statements of purpose, and reflective of the needs and interests of the community.

9.3 LOANS

9.3.1 Outgoing Loans: When approved by the City Curator and/or designate, objects from the Civic Collection shall be loaned to other recognized institutions for specified terms of exhibition or research, as long as shipping, environmental and security arrangements at the borrowing institution ensure their continued safety. The borrowing institution shall be responsible for providing proof of adequate insurance for the loaned objects.

9.3.2 Incoming Loans: term loans of objects borrowed for special exhibits and/or research shall be approved by the City Curator and/or designate. As the borrower, the City of Kingston shall be responsible for providing adequate insurance for the loaned objects, and for ensuring their continued safety.

9.4 RESEARCH

Civic Collection research activities shall continue to add to the knowledge about its objects.

9.4.1 Internal research shall demonstrate a commitment to accuracy, objectivity and ethical behaviour, and shall meet legislated requirements which have an impact on research activities and products (e.g. copyright)

9.4.2 A portion of the Civic Collection and Museum budgets shall be allocated annually for on-going internal research to support exhibit and programming development, and collection documentation.



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9.4.3 External requests for access to the Civic Collection for research purposes shall be considered by the City Curator or designate, on a case by case basis.

10.0 CONSERVATION

The Corporation of the City of Kingston is committed to safeguarding the cultural property entrusted to its care, through the practice of appropriate conservation principles and techniques of preventive care and treatment.

10.1 The environmental condition of all objects in the Civic Collection shall be monitored regularly and maintained at acceptable levels for the nature of the objects, at all times.

10.2 Regular schedules of inspection and cleaning shall be maintained for objects and their repositories.

10.3 Where feasible and appropriate, objects shall be secured in a manner which will protect from theft, damage, or unauthorized use.

10.4 Disaster and Recovery Plans shall be maintained for the Civic Collection and its repositories. A regular program of emergency preparedness and response training for staff shall be maintained.

10.5 When required, conservation treatment of objects shall be undertaken in accordance with current and generally accepted practices of the Canadian Association for Conservation of Cultural Property (CAC), and the Canadian Association of Professional Conservators' (CAPC) *Code of Ethic and Guidance for Practice*.

10.6 A Conservation Plan shall establish guidelines and priorities for conservation treatment.

11.0 TRANSFER, DISPOSAL AND DEACCESSION

The objects comprising the Civic Collection are held in public trust for the people of the City of Kingston, and will not be treated as realisable assets. However, transfer, disposal and deaccession of objects in the permanent Civic Collection may be necessary from time to time, to manage the collection effectively.



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11.1 Objects which do not comply under Collection Development criteria (Section 6.0); which are damaged or significantly deteriorated; or which present a hazard to the welfare of the collection; shall be considered for transfer, disposal and/or deaccession.

11.2 Transfer, disposal and deaccession of objects shall be undertaken in accordance with ethical practices and standards for disposition for museums:

- Ministry Standards for Community Museums;
- Museums Association *Ethics Guidelines* (1999)
- International Council of Museums (UNESCO) *Code of Ethics for Museums* (2004).

11.3 Transfer and disposal of objects shall be undertaken in the following manner and sequence:

- Transfer object to another publically owned museum, archival, educational or cultural institution;
- Offer the object for sale by auction. Objects shall not be sold on City of Kingston property. No Cultural Services Department employees, their relatives and associates, or any individuals or organizations associated with funding the Civic Collection may acquire or benefit in any way from disposals from the Collection;
- Destroy objects only as a final resort and only under the advice of a professional conservator who has determined: whether the artefact is beyond reasonable repair; and how to destroy it safely and ethically.

11.4 The City Curator and Museums and Collections Advisory Committee shall recommend objects for transfer, disposal, and/or deaccession to Council for approval, on behalf of the Corporation of the City of Kingston.

11.5 Any proceeds derived from transfer, disposal or deaccession shall go towards further capital acquisition for the Civic Collection, or for maintenance and repairs to the existing collection.

11.6 All information referring to the transfer, disposal and deaccession of objects shall be retained in the permanent record of the Civic Collection.



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Policy Name:

Pump House Steam Museum Policy

CUL-MUS-003

Administrator:

Cultural Services Department

Approval Date:

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1.0 STATEMENT

The Pump House Steam Museum (PHSM) is a municipal museum owned and managed by the Corporation of the City of Kingston. The PHSM is the repository of that portion of the City's Civic Collection which is representative of Kingston's first water pumping station. The collection is held and managed in the public trust on behalf of the people of Kingston.

The PHSM is the home of the first water works in Kingston. Established as a private company in 1849, the City of Kingston Water Works Company built its water pumping station on this site in 1851. The PHSM is a municipally designated heritage property, and one of the best preserved examples of industrial buildings in Kingston. With the purchase of the water works by the City in 1887, the operation grew from the original limestone structure into the Romanesque 1890s building seen today.

Contained within the building are the 1890s steam-powered pumps that drew water from Lake Ontario to supply the City. The coal-fired boilers that generated steam for the pumps are a testament to the Victorian industrial era in Kingston.

The City of Kingston Water Works pumped clean water through a network of underground pipes to homes, businesses, and for firefighting for nearly 101 years. Having a reliable water system influenced local politics, and played a positive role in the economy and in public health.

The provision of clean, disease-free, pumped water changed the lives of all who lived or worked in Kingston. Pumped water made daily lives easier, made firefighting more effective, and benefitted businesses. The staff that ran the Water Works played a key role in the community.

Replaced by a modern municipal water treatment plant in 1952, this water works building became redundant and sat unused until 1971. The Frontenac Society of Model Engineers successfully lobbied City Council for permission to restore the structure and convert it into a public museum. It opened in 1973 as a working steam attraction.

The City of Kingston assumed operation of the PHSM in 2006. In addition to the historic water works structure, the PHSM houses an extensive model electric



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train layout, the steam launch *Phoebe* built in 1914 by the Davis Dry Dock Company of Kingston, and the Engineerium, a refurbished public assembly hall and exhibition space featuring a series of temporary displays showcasing the City's industrial past and other topics of interest to the citizens of Kingston.

The day-to-day care, management, and interpretation of the PHSM and its collection fall under the jurisdiction of the staff of the City's Cultural Services Department within the Corporate & Strategic Initiatives Group. As the ultimate owner in public trust of the PHSM and collections, Kingston City Council exercises approval and sets policy and budgets for the PHSM. Council appoints members of the Museums and Collections Advisory Committee to advise PHSM staff and Council on matters pertaining to policy, exhibitions, research, educational programming, and capital improvements.

The Cultural Services Department operates as a Department of the City of Kingston and operates under the By-laws and Policies of the City of Kingston.

2.0 PURPOSE OF POLICY

The purpose of this policy is to establish governing principles for the PHSM with regard to its operation as a cultural heritage resource, as required:

- by the Province of Ontario's Standards for Community Museums;
- in accordance with the Canadian Museums Association's Ethics Guidelines 1999;
- by the *Ontario Heritage Act*; and
- following all Municipal, Provincial, and Federal regulations and legislation.

3.0 REVISION HISTORY

Date	Rev. No.	Change	Ref. Section
	1.0	New document	Not applicable

4.0 DEFINITIONS

In this policy, these terms have the following meanings.

- a. **"City"** shall be defined as the Corporation of the City of Kingston.
- b. **"City Curator"** shall be defined as the City staff member responsible for the Civic Collection and the overall management of the City's museums.



Policy Name:

Pump House Steam Museum Policy

CUL-MUS-003

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- c. **“Civic Collection”** shall be defined as the artefacts, archives, and works of art belonging to the Corporation of the City of Kingston.
- d. **“Council”** shall be defined as the City Council of the Corporation of the City of Kingston that exercises approval and sets PHSM policies and budgets.
- e. **“Curatorial Committee”** shall be defined as the staff committee comprised of the City Curator, Curators of the two municipal museums, and the Civic Collections Technician.
- f. **“Department”** shall be defined as the Cultural Services Department – Corporate & Strategic Initiatives Group, City of Kingston
- g. **“MFIPPA”** shall be defined as the *Municipal Freedom of Information and Protection of Privacy Act*.
- h. **“Ministry”** shall be defined as the Ministry of Tourism, Culture and Sport.
- i. **“Museum Committee”** shall be defined as the Museums and Collections Advisory Committee, an advisory body appointed by Council.
- j. **“Museum/Site Curator”** shall be defined as the City staff member responsible for the day-to-day running of the PHSM, care of collections, and development of exhibitions and research.
- k. **“PHSM”** shall be defined as the Pump House Steam Museum, of the Corporation of the City of Kingston
- l. **“Standards”** shall be defined as the Standards for Community Museums in Ontario.

5.0 MANDATE

The PHSM cultivates and fosters an understanding and appreciation of the history and significance of Kingston’s first water pumping station, Kingston’s industrial past and more generally, the role of water as viewed through the lenses of science, culture and history. This is achieved through an active program that includes collecting, preserving, exhibiting and educating the public through multi-disciplinary methods, to convey the history and use of the historic site and the PHSM’s collection, as well as other topics and resources of general interest to the people of Kingston.

6.0 COLLECTION

As noted in Section 1.0 above, the collection held by the PHSM is a subset of the greater Civic Collection. As a consequence, all general matters related to collection development, acquisition, management, access and use, conservation, disposal and deaccession, are found in Civic Collection Policy: CUL-MUS-002.



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6.1 COLLECTION DEVELOPMENT

Objects acquired for the PHSM subset of the Civic Collection shall be consistent with the PHSM's mandate and statement of purpose and shall meet the following criteria:

- preservation and interpretation of Kingston's first water pumping station;
- role of municipal water systems in the reliable delivery of water for consumption and firefighting;
- steam power; energy generation science and technologies;
- Kingston industries and society in the development of the City;
- water quality, usage, and conservation; and
- hands-on collections not accessioned as part of the permanent collection that support the interpretation of the PHSM's mandate, statement of purpose and permanent collection. These objects may include reproductions, and purpose-built representative artefacts.

7.0 ACCESS AND COMMUNITY USE

Access and use of the PHSM and its collection shall be consistent with:

- goals and objectives contained in the PHSM's statement and mandate (Sections 1.0 and 5.0 above);
- Civic Collection Policy CUL-MUS-002, Section 8.0; and
- shall meet the principles and benchmarks outlined in the City of Kingston's Cultural Community Engagement and Education Interpretive Policy CUL-MUS-006.

7.1 PHYSICAL AND INTELLECTUAL ACCESSIBILITY

In accordance with the City of Kingston's Accessible Customer Service Policy (2009) and the Accessibility Standards for Customer Service (Ontario Regulation 429/07), the PHSM shall accommodate physical and intellectual access to the PHSM's collection, information, services and programs for all members of the community.



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7.2 COMMUNITY PARTNERSHIP

There is a vital relationship between the PHSM and the communities it serves. The PHSM shall pursue, encourage and maintain appropriate community partnerships that promote its purposes.

7.3 COMMUNITY LEADERSHIP

Members of the communities the PHSM serves shall be involved in the PHSM's decisions, goals and directions that may affect them, or reflect on them through publicly advertised, Council appointed positions on the Museums and Collections Advisory Committee (Section 10.2 below).

7.4 COMMUNITY ENGAGEMENT

The PHSM shall seek members of the community to participate in volunteer opportunities and PHSM activities, in compliance with the City of Kingston's Human Resources Policy Manual Section B-14, and Section 11.0 below.

8.0 RESEARCH

The PHSM shall promote operational and academic research concerned with cultivating and fostering the appreciation and understanding of the role of Kingston's first water pumping station.

8.1 INTERNAL AND EXTERNAL RESEARCH

Internal and operational research shall be undertaken in compliance with research standards as defined in the City of Kingston's Civic Collection Policy CUL-MUS-002, Section 9.

8.2 RESOURCE LIBRARY AND ARCHIVE

The PHSM shall maintain a resource library and archive, and shall maintain an operational research budget which sets aside staff research time, workspace and equipment required for carrying out research on its collection.

8.3 DISSEMINATION OF KNOWLEDGE

The PHSM shall make existing collection knowledge accessible to: other museums; history, science, and technology communities; and interested



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persons; through the use of current information technology and publications.

9.0 FINANCE

As a division of the Corporation of the City of Kingston, the PHSM will demonstrate fiscal responsibility and comply with all City of Kingston Corporate Financial Policies and By-Laws.

9.1 The staff of the PHSM shall demonstrate ethical behaviour in the pursuit of funding, as outlined in the ICOM Code of Ethics for Museums (2006);

9.2 The Council of the City of Kingston shall approve an annual budget that allocates appropriate resources to the PHSM to maintain the museum, its activities and capital projects;

9.3 Under the direction of the Cultural Services Department, the PHSM (Museum/Site) Curator shall be responsible for:

- (i) administering the City Council approved budget for the PHSM;
- (ii) ensuring that all assets are used properly and effectively for PHSM purposes; and
- (iii) reporting annually on PHSM budgets through the Cultural Services Department, and through the City of Kingston audit process.

9.4 The building, structures and collection of the PHSM are held in public trust for the people of the City of Kingston, and will not be treated as realisable assets.

10.0 GOVERNANCE

The PHSM is governed by the Corporation of the City of Kingston, under *Ontario Municipal Act*, 2001, s.o. 2001 c.25, and whose ethical behavior is bound by MFIPPA and the *Municipal Conflict of Interest Act*. The PHSM must be publically accountable. As a division of municipal government, the PHSM is accountable to the City of Kingston Council through the Museum Collections and Advisory Committee, which advises Council on heritage issues. Responsibility for the day-to-day stewardship of the PHSM is shared between several municipal Departments (Cultural Services, Facilities Management and Construction Services, and Recreation and Leisure Services).



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Administrator:

Cultural Services Department

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10.1 City of Kingston

The City of Kingston assumes responsibility for the PHSM, which it holds in trust for its present and future community. Such responsibilities include but are not limited to:

- (i) recruit, and supervise the PHSM's (Museum/Site) Curator;
- (ii) formulate the PHSM's statement of purpose, and ensure that the purposes for which the PHSM exists are being fulfilled;
- (iii) ensure the Civic Collection subset held by the PHSM is being cared for and developed in compliance with Civic Collections Policy CUL-MUS-002;
- (iv) formulate written policy governing operations and defining programs;
- (v) secure funding necessary to carry out the Museum's mandate including the employment of a (Museum/Site) Curator;
- (vi) approve and monitor an annual budget to ensure public accountability; and
- (vii) make provision for, and approve funding necessary for interpretive and educational events and activities which provide accessibility to the PHSM, under the terms of the City of Kingston's Cultural Community Engagement and Education Interpretive Policy CUL-MUS-006.

10.2 MUSEUMS AND COLLECTIONS ADVISORY COMMITTEE

The Museums and Collections Advisory Committee will pursue consultation, demonstrate leadership, and serve as an avenue of communication between the municipal government and the City of Kingston's own civic museums and collections, as well as stakeholders with a vested interest in the city's history and museums, and other cultural heritage resources.

- (i) The Council of the City of Kingston shall establish and maintain a Museums and Collections Advisory Committee, pursuant to City of Kingston Committee By-law 2010-205, as amended from time to time, which defines the mandate and meeting procedures for committees established by the Corporation of the City of Kingston;
- (ii) Council appoints ten (10) members of the community and up to two (2) members of Council (one to be a member of the Arts, Recreation and Community Policies Committee, appointed



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annually) to serve on the Museums and Collections Advisory Committee for a term as defined in the enabling By-law.

(iii) The ten (10) community members appointed to the Museums and Collections Advisory Committee shall be appointed for staggered terms of two to four years, and shall consist of: The Managing Director of the Kingston Association of Museums, Art Galleries, and Historic Sites, Inc. (KAM); two (2) museum professionals nominated by the Board of KAM; two representatives from community-based heritage groups; six (6) members of the public that represent the full range and diversity of Kingston's population.

(iv) Museum and Collections Advisory Committee members shall act in an ethical manner, pursuant to MFIPPA and the *Municipal Conflict of Interest Act*.

(v) The Museums and Collections Advisory Committee shall meet as determined in Committee By-law 2010-205, and shall follow City of Kingston Procedural By-law 2010-1 in accordance with the *Municipal Act*, 2001, s.o. 2001 C.25, which outlines meeting procedures that include but are not limited to: Agendas, Minutes, and Public Notice.

(vi) The Museums and Collections Advisory Committee must report to Council annually through the Arts, Recreation and Community Policies Committee on the activities of the Committee in the current year, and the Committee's work plan for the following year.

(vii) The Mandate and Terms of Reference for the Museum and Collections Advisory Committee are outlined in City of Kingston By-law 2010-205. Its mandate shall include, but not be limited to the following:

- support the continuing implementation of the Kingston Culture Plan, particularly as it relates to the MacLachlan Woodworking Museum, Pump House Steam Museum, Kingston City Hall National Historic Site and the Civic Collection;



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- advise City staff and Council of current best practices in the museum sector related to collections, exhibitions, and programming;
- advise City staff on civic collections management and collections development and related policies, collections acquisitions and deaccessions, and other collection-based matters; and
- report to Council as to the state of Kingston's civic museums and collection.

10.3 PHSM OPERATIONS AND ACTIVITIES

The PHSM's operations and activities will be directed by the Cultural Services Department's Strategic Plan, the City of Kingston's Vision and Mission Statement, Council's current strategic priorities, and the Kingston Culture Plan.

11.0 HUMAN RESOURCES

The persons involved in the day-to-day operations of the PHSM consist of two main groups:

- A. Employees of the City of Kingston;
- B. Volunteers (including members of the Museums and Collections Advisory Committee).

11.1 JOB DESCRIPTION

Every position at the PHSM shall have a written job description.

(i) The written job descriptions of the employees of the City shall be developed and maintained by the Human Resources & Organizational Development Department of the City, in conjunction with the Cultural Services Department. The PHSM shall require current First Aid and Health and Safety training for all employees.

(ii) Volunteer opportunities shall be identified by the PHSM in six areas of the PHSM's operations: programming and interpretation, collections management, research, exhibitions, and general maintenance of the site and exhibitions. The (Museum/Site) Curator shall develop written job descriptions for these volunteer



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opportunities, to include required skills, training, and anticipated work schedules.

11.2 RECRUITMENT AND TERMINATION

(i) The recruitment and hiring of employees shall be conducted in accordance with the City of Kingston's Human Resource Policy Manual (section B 1-13).

(ii) The recruitment and hiring of volunteers shall be conducted in accordance with the City of Kingston's Human Resource Policy Manual (section B 14: Volunteers and Placements).

11.3 PERFORMANCE MONITORING

(i) The performance monitoring of employees shall be undertaken in accordance with the City's Human Resource Policy Manual, sections B and E; and the Collective Agreement.

(ii) Volunteers shall complement and supplement the PHSM's paid workforce. The time, energy, dedication, expertise and enthusiasm volunteers offer to the PHSM makes it possible to offer a greater variety of programs and activities than would otherwise be available.

11.4 RECORDS (PROTECTION OF PRIVACY)

(i) The Employee Files of the City of Kingston's PHSM's employees shall be maintained in accordance with the City's Human Resource Policy Manual , section B-13.

(ii) The Human Resources & Organizational Development Department shall maintain a contact record for each volunteer. Records shall contain basic personal information such as resumes, address, telephone numbers, as well as volunteer hours, and job description(s).

(iii) Records of the working relationship between volunteers and the PHSM shall be maintained for the following purposes:

- Contacting the volunteer;
- Agreeing scheduled hours;



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- Emergency contact information;
- Emergency health information;
- Letters of reference; and
- Volunteer awards.

(iv) The PHSM shall retain the above-noted records for one year only after the relationship is terminated by either party.

11.5 TERMINATION

The PHSM shall be proactive in dealing with performance issues or concerns as they occur in order to prevent the termination of staff or volunteers.

(i) Any termination of a PHSM City of Kingston employee shall be in accordance with the City's Human Resources Policy Manual, the Collective Agreement, and the *Employment Standards Act*.

(ii) Termination of a volunteer may arise from resignation, retirement or dismissal.

11.6 TRAINING

The PHSM shall train employees and volunteers in a professional manner, to ensure that the aims of the PHSM's Mandate are met. Training also serves the PHSM through improved quality of services, programs and exhibits, and in meeting established museological standards. The PHSM shall ensure that those responsible for administering the PHSM and its collection have appropriate professional training (see also City of Kingston Civic Collection Policy CUL-MUS-002).

(i) Training for City of Kingston PHSM employees to maintain or upgrade their professional skills, including setting priorities for training, shall be in accordance with the City's Human Resources Policy Manual, sections E and F.

(ii) The PHSM shall maintain and deliver an orientation and training program for all PHSM volunteers. PHSM employee's time shall be allocated annually for the development, regular delivery and assessment of in-house training programs by qualified persons.



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Training shall be provided in three areas: Orientation; Health and Safety; Professional development.

(iii) The PHSM shall provide an orientation program for all volunteers, where expectations and responsibilities shall be emphasized. The PHSM shall familiarize all staff and volunteers with the Canadian Museum Association's Ethics Guidelines (1999) and ensure they adhere to this museological code of ethics.

(iv) The PHSM is committed to ensuring the health and safety of its employees, volunteers and visitors and will take reasonable precautions for their protection at the site in accordance with Physical Plant (Section 12.0) below. The PHSM shall ensure safe work practices, and that employees and volunteers receive the necessary knowledge, instruction, tools, equipment and supervision to enable them to perform their work safely.

(v) All employees and volunteers of the PHSM have a responsibility for ensuring health and safety in the workplace, and must fulfill their responsibility for the provision of a safe work environment. The PHSM shall maintain programs to identify and appropriately control workplace hazards, and shall address workplace health and safety issues in accordance with Physical Plant (Section 12.0).

(vi) The PHSM shall endeavor to provide access for staff to seminars, workshops and conferences for professional development, contingent on the City's annual budget.

11.7 RESOURCES

A portion of the PHSM's annual budget shall be allocated for the purchase and maintenance of a collection of current reference material, for the PHSM's operational research needs, in accordance with Research (Section 8.0) above. In addition, the PHSM shall be a member of appropriate museological associations and attend annual conferences, contingent on the City's annual budget.



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12.0 PHYSICAL PLANT

Responsibility for the day-to-day stewardship of the PHSM physical plant and grounds is shared between several municipal Departments (Cultural Services, Facilities Management and Construction Services, and Recreation and Leisure Services). For the purposes of this policy, the term 'PHSM' encompasses the responsibilities of these individual departments.

12.1 REGULATORY AND POLICY ENVIRONMENT

- (i) The management of the PHSM facility shall comply with accepted practices for public buildings, as regulated by municipal, provincial and federal legislation.
- (ii) The PHSM shall maintain the historical integrity of the building in its use and shall follow accepted conservation practices in its maintenance, repair and modification, appropriate to its level of designation.
- (iii) All Health and Safety routines and practice at the PHSM shall comply with the City of Kingston Human Resources Policy Manual and the *Occupational Health and Safety Act*.

12.2 FACILITY

The PHSM shall maintain safe and secure physical areas of suitable capacity, appropriate to the physical and functional needs of its personnel, visitors, collections and activities. The design and layout of the PHSM's buildings and grounds shall be appropriate to the PHSM's mandate, and shall include:

- (i) Interior space for exhibits, interpretation, workshops, resource library/archive and administration offices;
- (ii) Exterior space for demonstrations and program activities; and
- (iii) Controlled environment for all artefacts in the collection.

The PHSM (Museum/Site) Curator shall conduct regularly scheduled site inspections to identify potential threats to the collections, buildings, grounds, tools, equipment and physical safety of PHSM personnel and visitors, and shall report these to the Manager of Facilities Maintenance and the Cultural Services Joint Health and Safety Committee. The PHSM



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shall implement appropriate corrective action to problems identified in site inspections.

12.3 USES OF PHSM FACILITY

The primary use of the PHSM's resources and facility shall be in support of its statement of purpose and mandate. From time to time, areas of the PHSM facility may be available for rent by organizations or individuals whose purposes are consistent with those of the PHSM, and which help further the mission of the PHSM. The PHSM shall not permit any activity or event which may result in damage or disturbance to the exhibits, collections or facility.

12.4 HOUSEKEEPING AND MAINTENANCE

(i) The PHSM shall maintain, repair or upgrade the facility's physical plant, including heating, lighting, ventilation, air conditioning and electrical systems, in accordance with appropriate health and safety codes. The PHSM shall set priorities and schedules for ongoing repairs and capital upgrades. The PHSM shall conduct daily, weekly, and monthly housekeeping and maintenance of its buildings and grounds, to ensure the security of personnel, visitors, and collections, in accordance with the PHSM's Maintenance Manual.

(ii) The PHSM shall ensure an annual Electrical Safety Audit is performed, to identify potential hazards in the facility electrical distribution system. The PHSM shall maintain a log book of electrical work and facility electrical inspections, as required by City of Kingston policy.

(iii) The PHSM shall endeavour to be environmentally responsible in its use of energy.

12.5 TOOLS AND EQUIPMENT

(i) In general, PHSM tools and equipment shall be for PHSM use only. Off-site use of PHSM tools and equipment shall require approval of the PHSM (Museum/Site) Curator. PHSM tools and equipment shall be stored in clean, dry and secure locations.



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Preventative maintenance shall be undertaken on all PHSM tools and equipment.

(ii) When appropriate, the PHSM shall ensure appropriate protective equipment and machine guarding is available and used by personnel, volunteers and visitors.

12.6 HAZARDOUS MATERIALS

(i) The PHSM shall ensure that the use, storage, and labelling of products which meet hazard criteria as set out in the Controlled Product Regulations under the federal *Hazardous Products Act*, shall comply with the City of Kingston's Human Resource Policy Manual (Section F-9). The PHSM shall endeavour to be environmentally responsible in its handling, storage and disposal of hazardous materials.

(ii) The City of Kingston shall ensure that PHSM staff are informed about hazards in the workplace, and receive appropriate training to enable them to work safely, in accordance with the City's Human Resources Policy Manual (Section F), and in accordance with the *Occupational Health and Safety Act*.

12.7 EMERGENCIES

The PHSM shall respond to threats, emergencies and disasters in accordance with the City's Emergency Plan, the PHSM's Fire Safety Plan and the PHSM Disaster Plan. The PHSM shall ensure periodic testing and assessment of the effectiveness of emergency procedures and equipment. The PHSM shall ensure personnel are trained to implement emergency and disaster response procedures.



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MacLachlan Woodworking Museum Policy

CUL-MUS-004

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1.0 STATEMENT

The MacLachlan Woodworking Museum (MWM) is one of two municipal museums owned and managed by the Corporation of the City of Kingston. The MWM is the repository of that portion of the Kingston Civic Collection, representative of the role of wood and woodworking technology in the development of the Kingston-region, and generally across Canada. The MWM cultivates and fosters appreciation and understanding of wood from artistic, historical, and scientific perspectives, by conducting and encouraging research, and collecting, preserving, interpreting, and exhibiting woodworking tools, wooden artefacts, and works of art made by their use.

In 1967, Sandy MacLachlan created the “Woodworker’s Museum” as a Centennial Project. To house the collection, he dismantled an 1855 log house, originally built by the White family in Lanark County, and moved it to Princess Street in Kingston, Ontario. There, it operated as a privately-owned museum for over a decade.

In the early 1980s, the MWM was bought by the former Pittsburgh Township, and the log house was moved to its present location at Grass Creek Park, where it opened to the public in 1983. With the amalgamation of the City of Kingston in 1998, the MWM became the responsibility of the City. The collection is held and managed in the public trust on behalf of the people of Kingston.

The MWM holds possibly the most extensive, nationally significant public collection of woodworking tools in Canada. The day-to-day care, management, and interpretation of the collection, fall under the jurisdiction of the staff of the City’s Cultural Services Department within Corporate & Strategic Initiatives. As the ultimate owner in public trust of the MWM and its collection, Kingston City Council exercises approval, and sets policy and budgets for the museum. Council appoints members of the Museums and Collections Advisory Committee to advise staff on matters pertaining to policy, exhibitions, research, educational programming, and capital improvements.

The Cultural Services Department operates as a Department of the City of Kingston and operates under the By-laws and Policies of the City of Kingston.



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2.0 PURPOSE OF POLICY

The purpose of this policy is to establish governing principles for the MWM with regard to its operation as a cultural heritage resource, as required:

- by the Province of Ontario's Standards for Community Museums;
- in accordance with the Canadian Museums Association's Ethics Guidelines 1999; and
- following all Municipal, Provincial, and Federal regulations and legislation.

3.0 REVISION HISTORY

Date	Rev. No.	Change	Ref. Section
	1.0	New document	Not applicable

4.0 DEFINITIONS

In this policy, these terms have the following meanings.

- "City"** shall be defined as the Corporation of the City of Kingston.
- "City Curator"** shall be defined as the City staff member responsible for the Civic Collection and the overall management of the City's museums.
- "Civic Collection"** shall be defined as the artefacts, archives, and works of art belonging to the Corporation of the City of Kingston.
- "Council"** shall be defined as the City Council of the Corporation of the City of Kingston that exercises approval and sets MWM policies and budgets.
- "Curatorial Committee"** shall be defined as the staff committee comprised of the City Curator, Curators of the two municipal museums, and the Civic Collections Technician.
- "Department"** shall be defined as the Cultural Services Department – Corporate & Strategic Initiatives, City of Kingston
- "MFIPPA"** shall be defined as the *Municipal Freedom of Information and Protection of Privacy Act*.
- "Ministry"** shall be defined as the Ministry of Tourism, Culture and Sport.



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- i. **“Museum Committee”** shall be defined as the Museums and Collections Advisory Committee, an advisory body appointed by Council.
- j. **“Museum/Site Curator”** shall be defined as the City staff member responsible for the day-to-day running of the MWM, care of collections, and development of exhibitions and research.
- k. **“MWM”** shall be defined as the MacLachlan Woodworking Museum, of the Corporation of the City of Kingston
- l. **“Standards”** shall be defined as the Standards for Community Museums in Ontario.

5.0 MANDATE

The MacLachlan Woodworking Museum cultivates and fosters the appreciation and understanding of the role of wood and woodworking technology, and related topics in the development of both the local Kingston region and Canada, through the lenses of history, culture, science and technology. This shall be accomplished through: conducting and encouraging research; collecting, preserving, interpreting, and exhibiting woodworking tools and related artefacts; presenting creative and innovative programming; and creating opportunities for public outreach and community involvement.

6.0 COLLECTION

As noted in Section 1.0 above, the collection held by the MWM is a subset of the greater Civic Collection. As a consequence, all general matters related to collection development, acquisition, management, access and use, conservation, disposal and deaccession, are found in Civic Collection Policy: CUL-MUS-002.

6.1 COLLECTION DEVELOPMENT

Objects acquired for the MWM subset of the Civic Collection shall be consistent with the MWM’s mandate and statement of purpose and shall meet the following criteria:

- woodworking tools and artefacts related to woodworking technology;
- artefacts and objects related to timber harvesting;
- representative objects and artefacts which clearly display woodworking as art and craft, particularly artefacts made in the Kingston region;
- archival and display materials, ephemera, related to woodworking.



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- hands-on collections not accessioned as part of the permanent collection that support the interpretation of the MWM's mandate, statement of purpose and permanent collection. These objects may include natural specimens, reproductions, and purpose-built representative artefacts that explore and contextualize tree growth and biology.

7.0 ACCESS AND COMMUNITY USE

Access and use of the MWM and its collection shall be consistent with:

- goals and objectives contained in the MWM's statement and mandate (Sections 1.0 and 5.0 above);
- Civic Collection Policy CUL-MUS-002, Section 8.0; and
- shall meet the principles and benchmarks outlined in the City of Kingston's Cultural Community Engagement and Education Interpretative Policy CUL-MUS-006.

7.1 PHYSICAL AND INTELLECTUAL ACCESSIBILITY

In accordance with the City of Kingston's Accessible Customer Service Policy (2009) and the Accessibility Standards for Customer Service (Ontario Regulation 429/07), the MWM shall accommodate physical and intellectual access to the MWM's collection, information, services and programs for all members of the community.

7.2 COMMUNITY PARTNERSHIP

There is a vital relationship between the MWM and the communities it serves. The MWM shall pursue, encourage and maintain appropriate community partnerships that promote its purposes.

7.3 COMMUNITY LEADERSHIP

Members of the communities the MWM serves shall be involved in the MWM's decisions, goals and directions that may affect them, or reflect on them through publicly advertised, Council appointed positions on the Museums and Collections Advisory Committee (Section 10.2 below).

7.4 COMMUNITY ENGAGEMENT

The MWM shall seek members of the community to participate in volunteer opportunities and MWM activities, in compliance with the City of Kingston's Human Resources Policy Manual Section B-14, and Section 11.0 below.



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8.0 RESEARCH

The MWM shall promote operational and academic research concerned with cultivating and fostering the appreciation and understanding of the role of wood and woodworking technology, in the development of the Kingston region, and generally across Canada.

8.1 INTERNAL AND EXTERNAL RESEARCH

Internal and operational research shall be undertaken in compliance with research standards as defined in the City of Kingston's Civic Collection Policy CUL-MUS-002, Section 9.

8.2 RESOURCE LIBRARY AND ARCHIVE

The MWM shall maintain a resource library and archive, and shall maintain an operational research budget which sets aside staff research time, workspace and equipment required for carrying out research on its collection.

8.3 DISSEMINATION OF KNOWLEDGE

The MWM shall make existing collection knowledge accessible to: other museums; history, science, and technology communities; and interested persons; through the use of current information technology and publications.

9.0 FINANCE

As a division of the Corporation of the City of Kingston, the MWM will demonstrate fiscal responsibility and comply with all City of Kingston Corporate Financial Policies and By-Laws.

9.1 The staff of the MWM shall demonstrate ethical behaviour in the pursuit of funding, as outlined in the ICOM Code of Ethics for Museums (2006);

9.2 The Council of the City of Kingston shall approve an annual budget that allocates appropriate resources to the MWM to maintain the museum, its activities and capital projects;



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9.3 Under the direction of the Cultural Services Department, the MWM (Museum/Site) Curator shall be responsible for:

- (i) administering the City Council approved budget for the MWM;
- (ii) ensuring that all assets are used properly and effectively for MWM purposes;
- (iii) reporting annually on MWM budgets through the Cultural Services Department, and through the City of Kingston audit process.

9.4 The building, structures and collection of the MWM are held in public trust for the people of the City of Kingston, and will not be treated as realisable assets.

10.0 GOVERNANCE

The MWM is governed by the Corporation of the City of Kingston, under Ontario *Municipal Act*, 2001, s.o 2001 c.25, and whose ethical behavior is bound by MFIPPA and the *Municipal Conflict of Interest Act*. The MWM must be publically accountable. As a division of municipal government, the MWM is accountable through the City of Kingston Council, and the Museum Collections and Advisory Committee, which advises Council on heritage issues. Responsibility for the day-to-day stewardship of the MWM is shared between several municipal Departments (Cultural Services, Facilities Management and Construction Services, and Recreation and Leisure Services).

10.1 City of Kingston

The City of Kingston assumes responsibility for the MWM, which it holds in trust for its present and future community. Such responsibilities include but are not limited to:

- (i) recruit, and supervise the MWM's (Museum/Site) Curator;
- (ii) formulate the MWM's statement of purpose, and ensure that the purposes for which the MWM exists are being fulfilled;
- (iii) ensure the Civic Collection subset held by the MWM is being cared for and developed in compliance with Civic Collections Policy CUL-MUS-002;
- (iv) formulate written policy governing operations and defining programs;
- (v) secure funding necessary to carry out the Museum's mandate including the employment of a (Museum/Site) Curator;



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- (vi) Approve and monitor an annual budget to ensure public accountability; and
- (vii) make provision for, and approve funding necessary for interpretive and educational events and activities which provide accessibility to the MWM, under the terms of the Cultural Community Engagement and Education Interpretative Policy CUL-MUS-006.

10.2 MUSEUMS AND COLLECTIONS ADVISORY COMMITTEE

The Museums and Collections Advisory Committee will pursue consultation, demonstrate leadership, and serve as an avenue of communication between the municipal government and the City of Kingston's own civic museums and collections, as well as stakeholders with a vested interest in the city's history and museums, and other cultural heritage resources.

(i) The Council of the City of Kingston shall establish and maintain a Museums and Collections Advisory Committee, pursuant to City of Kingston Committee By-law 2010-205, which defines the mandate and meeting procedures for committees established by the Corporation of the City of Kingston.

(ii) Council appoints ten (10) members of the community and up to two (2) members of Council (one to be a member of the Arts, Recreation and Community Policies Committee, appointed annually) to serve on the Museums and Collections Advisory Committee for a term as defined in the enabling by-law.

(iii) The ten (10) community members appointed to the Museums and Collections Advisory Committee shall be appointed for staggered terms of two to four years, and shall consist of: The Managing Director of the Kingston Association of Museums, Art Galleries, and Historic Sites, Inc. (KAM); two (2) museum professionals nominated by the Board of KAM; two representatives from community-based heritage groups; six (6) members of the public that represent the full range and diversity of Kingston's population.



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(iv) Museum and Collections Advisory Committee members shall act in an ethical manner, pursuant to MFIPPA and *the Municipal Conflict of Interest Act*.

(v) The Museums and Collections Advisory Committee shall meet as determined in its enabling by-law, and shall follow City of Kingston Procedural By-law 2010-1 in accordance with the *Municipal Act*, 2001, s.o. 2001 C.25, which outlines meeting procedures that include but are not limited to: Agendas, Minutes, and Public Notice.

(vi) The Museums and Collections Advisory Committee must report to Council annually through the Arts, Recreation and Community Policies Committee on the activities of the Committee in the current year, and the Committee's workplan for the following year.

(vii) The Mandate and Terms of Reference for the Museum and Collections Advisory Committee are outlined in City of Kingston By-law 2010-205. Its mandate shall include, but not be limited to the following:

- support the continuing implementation of the Kingston Culture Plan, particularly as it relates to the MacLachlan Woodworking Museum, Pump House Steam Museum, Kingston City Hall National Historic Site and the Civic Collection;
- advise City staff and Council of current best practices in the museum sector related to collections, exhibitions, and programming;
- advise City staff on civic collections management and collections development and related policies, collections acquisitions and deaccessions, and other collection-based matters;
- report to Council as to the state of Kingston's civic museums and collection.

10.3 MWM OPERATIONS AND ACTIVITIES

The MWM's operations and activities will be directed by the Cultural Services Department's Strategic Plan, the City of Kingston's Vision and



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Mission Statement, Council's current strategic priorities, and the Kingston Culture Plan.

11.0 HUMAN RESOURCES

The persons involved in the day-to-day operations of the MWM consist of two main groups:

- A. Employees of the City of Kingston;
- B. Volunteers (including members of the Museums and Collections Advisory Committee).

11.1 JOB DESCRIPTION

Every position at the MWM shall have a written job description.

(i) The written job descriptions of the employees of the City shall be developed and maintained by the Human Resources Department of the City, in conjunction with the Cultural Services Department. The MWM shall require current First Aid and Health and Safety training for all employees.

(ii) Volunteer opportunities shall be identified by the MWM in six areas of the MWM's operations: programming and interpretation, gift shop, collections management, research, and exhibitions. The (Museum/Site) Curator shall develop written job descriptions for these volunteer opportunities, to include required skills, training, and anticipated work schedules.

11.2 RECRUITMENT AND TERMINATION

(i) The recruitment and hiring of employees shall be conducted in accordance with the City of Kingston's Human Resource Policy Manual (section B 1-13).

(ii) The recruitment and hiring of volunteers shall be conducted in accordance with the City of Kingston's Human Resource Policy Manual (section B 14: Volunteers and Placements).

11.3 PERFORMANCE MONITORING

(i) The performance monitoring of employees shall be undertaken by the City's Human Resource Department in accordance with the



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City's Human Resource Policy Manual, sections B and E; and the Collective Agreement.

(ii) Volunteers shall complement and supplement the MWM's paid workforce. The time, energy, dedication, expertise and enthusiasm volunteers offer to the MWM makes it possible to offer a greater variety of programs and activities than would otherwise be available.

11.4 RECORDS (PROTECTION OF PRIVACY)

(i) The Employee Files of the City of Kingston's MWM's employees shall be maintained in accordance with the City's Human Resource Policy Manual, section B-13.

(ii) The Department shall maintain a contact record for each volunteer. Records shall contain basic personal information such as resumes, address, telephone numbers, as well as volunteer hours, and job description(s).

(iii) Records of the working relationship between volunteers and the MWM shall be maintained for the following purposes:

- Contacting the volunteer;
- Agreeing scheduled hours;
- Emergency contact information;
- Emergency health information;
- Letters of reference; and
- Volunteer awards.

(iv) The MWM shall retain the above-noted records for one year only after the relationship is terminated by either party.

11.5 TERMINATION

The MWM shall be proactive in dealing with performance issues or concerns as they occur in order to prevent the termination of staff or volunteers.

(i) Any termination of a MWM City of Kingston employee shall be in accordance with the City's Human Resources Policy Manual, the Collective Agreement, and the *Employment Standards Act*.



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(ii) Termination of a volunteer may arise from resignation, retirement or dismissal.

11.6 TRAINING

The MWM shall train employees and volunteers in a professional manner, to ensure that the aims of the MWM's Mandate are met. Training also serves the MWM through improved quality of services, programs and exhibits, and in meeting established museological standards. The MWM shall ensure that those responsible for administering the MWM and its collection have appropriate professional training (see also City of Kingston Civic Collection Policy CUL-MUS-002).

(i) Training for City of Kingston MWM employees to maintain or upgrade their professional skills, including setting priorities for training, shall be in accordance with the City's Human Resources Policy Manual, sections E and F.

(ii) The MWM shall maintain and deliver an orientation and training program for all MWM volunteers. MWM employee's time shall be allocated annually for the development, regular delivery and assessment of in-house training programs by qualified persons. Training shall be provided in three areas: Orientation; Health and Safety; Professional development.

(iii) The MWM shall provide an orientation program for all volunteers, where expectations and responsibilities shall be emphasized. The MWM shall familiarize all staff and volunteers with the Canadian Museum Association's Ethics Guidelines (1999) and ensure they adhere to this museological code of ethics

(iv) The MWM is committed to ensuring the health and safety of its employees, volunteers and visitors and will take reasonable precautions for their protection at the site in accordance with Physical Plant (Section 12.0) below. The MWM shall ensure safe work practices, and that employees and volunteers receive the necessary knowledge, instruction, tools, equipment and supervision to enable them to perform their work safely.



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(v) All employees and volunteers of the MWM have a responsibility for ensuring health and safety in the workplace, and must fulfill their responsibility for the provision of a safe work environment. The MWM shall maintain programs to identify and appropriately control workplace hazards, and shall address workplace health and safety issues in accordance with Physical Plant (Section 12.0).

(vi) The MWM shall endeavor to provide staff with access to seminars, workshops and conferences for professional development, contingent on the City's annual budget.

11.7 RESOURCES

A portion of the MWM's annual budget shall be allocated for the purchase and maintenance of a collection of current reference material, for the MWM's operational research needs, in accordance with Research (Section 8.0) above. In addition, the MWM shall be a member of appropriate museological associations and attend annual conferences, contingent on the City's annual budget.

12.0 PHYSICAL PLANT

Responsibility for the day-to-day stewardship of the MWM physical plant and grounds is shared between several municipal Departments (Cultural Services, Facilities Management and Construction Services, and Recreation and Leisure Services). For the purposes of this policy, the term 'MWM' encompasses the responsibilities of these individual Departments.

12.1 REGULATORY AND POLICY ENVIRONMENT

(i) The management of the MWM facility shall comply with accepted practices for public buildings, as regulated by municipal, provincial and federal legislation.

(ii) All Health and Safety routines and practice at the MWM shall comply with the City of Kingston Human Resources Policy Manual (Section F), and the *Occupational Health and Safety Act*.

12.2 FACILITY

The MWM shall maintain safe and secure physical areas of suitable capacity, appropriate to the physical and functional needs of its personnel,



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visitors, collections and activities. The design and layout of the MWM's buildings and grounds shall be appropriate to the MWM's mandate, and shall include:

- (i) Interior space for exhibits, interpretation, workshops, resource library/archive and administration offices;
- (ii) Exterior space for demonstrations and program activities;
- (iii) Controlled environment for all artefacts in the collection.

The MWM (Museum/Site) Curator shall conduct regularly scheduled site inspections to identify potential threats to the collections, buildings, grounds, tools, equipment and physical safety of MWM personnel and visitors, and shall report these to the Manager of Facilities Maintenance and the Cultural Services Joint Health and Safety Committee. The MWM shall implement appropriate corrective action to problems identified in site inspections.

12.3 USES OF MWM FACILITY

The primary use of the MWM's resources and facility shall be in support of its statement of purpose and mandate. From time to time, areas of the MWM facility may be available for rent by organizations or individuals whose purposes are consistent with those of the MWM, and which help further the mission of the MWM. The MWM shall not permit any activity or event which may result in damage or disturbance to the exhibits, collections or facility.

12.4 HOUSEKEEPING AND MAINTENANCE

(i) The MWM shall maintain, repair or upgrade the facility's physical plant, including heating, lighting, ventilation, air conditioning and electrical systems, in accordance with appropriate health and safety codes. The MWM shall set priorities and schedules for ongoing repairs and capital upgrades. The MWM shall conduct daily, weekly, and monthly housekeeping and maintenance of its buildings and grounds, to ensure the security of personnel, visitors, and collections, in accordance with the MWM's Maintenance Manual.

(ii) The MWM shall ensure an annual Electrical Safety Audit is performed, to identify potential hazards in the facility electrical distribution system. The MWM shall maintain a log book of



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electrical work and facility electrical inspections, as required by City of Kingston policy.

(iii) The MWM shall endeavour to be environmentally responsible in its use of energy.

12.5 TOOLS AND EQUIPMENT

(i) In general, MWM tools and equipment shall be for MWM use only. Off-site use of MWM tools and equipment shall require approval of the MWM (Museum/Site) Curator. MWM tools and equipment shall be stored in clean, dry and secure locations. Preventative maintenance shall be undertaken on all MWM tools and equipment.

(ii) When appropriate, the MWM shall ensure appropriate protective equipment and machine guarding is available and used by personnel, volunteers and visitors.

12.6 HAZARDOUS MATERIALS

(i) The MWM shall ensure that the use, storage, and labelling of products which meet hazard criteria as set out in the Controlled Product Regulations under the federal *Hazardous Products Act*, shall comply with the City of Kingston's Human Resource Policy Manual (Section F-9). The MWM shall endeavour to be environmentally responsible in its handling, storage and disposal of hazardous materials.

(ii) The City of Kingston shall ensure that MWM staff are informed about hazards in the workplace, and receive appropriate training to enable them to work safely, in accordance with the City's Human Resources Policy Manual (Section F), and in accordance with the *Occupational Health and Safety Act*.

12.7 EMERGENCIES

The MWM shall respond to threats, emergencies and disasters in accordance with the City's Emergency Plan, the MWM's Fire Safety Plan and the MWM Disaster Plan. The MWM shall ensure periodic testing and assessment of the effectiveness of emergency procedures and



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equipment. The MWM shall ensure personnel are trained to implement emergency and disaster response procedures.



Policy Name:

**Cultural Community
Engagement & Education
Interpretative Policy
CUL-MUS-006**

Administrator:

Cultural Services Department

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1.0 STATEMENT

The City of Kingston's cultural institutions, including museums, galleries and historic sites, as well as diverse natural and recreational spaces, provide host to engage and inspire learning in the community and beyond. Diverse and varied cultural engagement and education opportunities can offer lifelong learning experiences through interactive programming that includes the responsible stewardship of our artistic and heritage collections and sites.

Culture plays a central role in Kingston, contributing positively to its economic indicators, social cohesion measures, environmental initiatives, quality-of-life, prosperity, happiness and health. International capital cities consistently increase their attention to culture, ensuring that local and national culture are supported and employed to market and attract visitors, businesses and new residents. The Community Engagement & Education Division within the Cultural Services Department at the City of Kingston is dedicated to showcasing and interpreting the arts and heritage aspects of the community with an integration of tangible and intangible culture as well as natural spaces.

Amongst the tangible heritage spaces aligned with the City of Kingston, Kingston's City Hall is a designated National Historic Site and museum space. The Grand Theatre, the MacLachlan Woodworking Museum and the Pump House Steam Museum are civically owned venues available for cultural interpretation and education programming. Tangible artefacts from the City of Kingston's civic collection may include but are not limited to various historic portraits and works of art, museum objects and monuments dotted across the city, while intangible artefacts can include such diverse offerings as oral histories, songs and dance. The intangibles are inherently woven throughout the community, through its elders, its visitors and its residents. Natural and recreational spaces, such as Kingston's Waterfront, Lake Ontario Park, City

Park and Grass Creek Park (to name a few) are accessible cultural heritage venues, open to interpretation of use and engagement.

2.0 PURPOSE OF POLICY

Community engagement, interpretation and education programming can offer instruction, study and enjoyment of all public sectors and will reach audiences of all ages, interests and abilities, while serving as a resource life-long learning and growth.

3.0 VISION

The City of Kingston will be known as a hub of cultural and community innovation that recognizes and builds on its history, artistic vision and cultural landscape to engage its community and inspire future leaders. Community Engagement and Education within the Cultural Services Department will offer new ways of encountering and understanding our complex world by drawing on the community to customize and design stimuli to meet its own cultural needs, provide a public safe space for exploration, participation, and knowledge creation that strengthens our role as good social citizens within local, national and global communities.

4.0 MISSION

Interpretive and educational programming will leverage Kingston's distinct cultural richness to inspire, engage and improve our community through local, national and international arts and heritage, while promoting creativity to ensure cultural vitality and sustainability.

Community Engagement and Education's interpretative programming will improve and enrich the community by helping site visitors understand the significance of the place they are visiting, and connecting those meanings to personal lives and experience.

Program planning and implementation will inform policy-making at the local level, build a culture of shared human/financial/visionary resources, improve the targeting and effectiveness of program and service delivery, help to measure partnerships toward effective collaborations, help build and ensure community ownership, remove barriers to participation, build community spirit and cooperative working opportunities, and empower individuals, groups and communities.

5.0 REVISION HISTORY

Date	Rev. No.	Change	Ref. Section
	1.0	New document	Not applicable

6.0 DEFINITIONS

In this policy, these terms have the following meanings:

- a. **“City”** shall be defined as The City of Kingston staff and personnel, including vision, mission and mandate of the organization.
- b. **“Community”** shall be defined as all staff, patrons and local, national and global visitors to the City of Kingston.
- c. **“Education”** shall be defined as learning-based programming designed for children, youth and adults of all identities, delivered both formally and/or informally in any one of our tangible or natural spaces.
- d. **“Evaluation”** shall be defined as either a qualitative or quantitative based data collection of which to measure change and/or progress of an activity, project or event.
- e. **“Intangible Culture”** shall be defined as the oral or written stories, history, traditions, dreams, songs, dances performance, or languages of any given community.
- f. **“Interpretation”** shall be defined as an educational activity which aims to reveal meanings and relationships between a cultural institution and/or heritage site, through firsthand experience, and illustrative media, rather than simply communicating factual information. This may include guided walks, talks, drama, staffed stations, displays, signs, labels, artwork, brochures, interactives, audio-guides and audio-visual. The process of developing a structured approach to interpreting these stories, messages and information is called interpretive planning.
- g. **“Knowledge Age”** shall be defined as an epistemological approach to embracing a shift from ‘knowledge’ being the stuff of experts to that of a system of networks and flow of information based in not what it *is*, but what it can *do*. It is not produced by individual experts, but by a collection of intelligences and experience – that is, groups of people with complementary expertise who collaborate for specific purposes. Those engaged in this approach need to be able to *do things with* knowledge, and use it to facilitate

and/or create *new* knowledge. The ‘know-what’ kind of knowledge is still important, but not as an end in itself. Rather, it is a resource, something to *learn* (or think) *with*. In the Knowledge Age, change, not stability, is a given.

- h. **“Natural Culture”** shall be defined as recreational green space or parks, waterfront locations and environmental-open spaces.
- i. **“Outreach”** shall be defined as the provision of community programs, services or information to groups in society who might otherwise be overlooked or marginalized as to quality and quantity of product access.
- j. **“Outside – In”** shall be defined as a theoretical approach to soliciting the input, influence and direction of people or groups who might otherwise not be included in decision-making protocols.
- k. **“Programming”** shall be defined as planned cultural institution or heritage site activities of an educational or interpretive nature.
- l. **“Tangible Culture”** shall be defined as collections, artifacts, buildings, paintings/portraits and/or monuments.
- m. **“Third Party Associates”** shall be defined as those who are identified as non-staff or non-volunteers who contribute to the design, delivery and/or implementation of interpretation, products or resources.
- n. **“Volunteers”** shall be defined as members of the community who have qualified to act as professional representatives, who can contribute to the design, delivery and/or implementation of interpretation, educational products or resources, in an unpaid capacity.

7.0 VALUES

7.1 Community Engagement

- will build the capacity of Community to partner with the City of Kingston to achieve better cultural and community outcomes and in turn build trust and understanding toward strengthening the impact of Community in molding effective learning opportunities;
- will identify and respond to the needs of the community not only in program design and operations but also on matters of broader policy significance;
- will make a special effort to identify and engage marginalized groups e.g. ethno-cultural, low-income, rural, people with disabilities, youth and seniors;

- will engage the community across the full spectrum of participation levels, ranging from informing, consulting and dialogue, to collaboration and empowerment.

7.2 Innovation and Creativity

- recognizes that art, culture and heritage depend on the values, preferences, and realities of residents and other stakeholders in a given community;
- enables, supports and generates community ideas, resources and assets through programs and opportunities that celebrate cultural, historic and artistic innovation;
- encourages innovation, creativity and discovery in practice while supporting learning amongst and between agencies.

7.3 Leadership

- through being knowledgeable about the community in terms of its economic conditions, political structures, norms, values, demographic trends, history, and experience with engagement efforts;
- through facilitating strategic development that benefits the community;
- that nurtures community leaders to mentor and encourage greater participation in cultural and artistic endeavors in an effort to create a sustainable cultural workforce.

7.4 Inclusiveness

- will build connections between City administration and the whole of the community to foster a sense of belonging and value among individuals and organizations in the culture, arts and heritage sector(s);
- will provide platforms to encourage participation and respect of the needs for particular individuals and/or groups to maximize their ability to contribute.

7.5 Diversity

- based investment will embrace an 'intercultural city' where cultural interaction is expanded beyond economic, gender, race and ethnicity to be inclusive of age, health, language, literacy, sexual orientation, mobility, and interests;

- based investment will use multiple engagement strategies that engage the range of diverse peoples across Kingston and beyond.

7.6 Collaboration

- will strengthen partnerships, build capacity, ensure unduplicated services and address the gaps in information and resources across institutions, disciplines, ethnicities and generations of Kingston communities and beyond.

7.7 Sustainability

- will foster a culture that respects natural/rural/urban environments and protects, maintains as well as promotes our built heritage, creative arts and cultural products/outlets;
- will invest and manage resources in a way that focuses on purposeful activity that is challenging, meaningful and satisfying to the culture and heritage sector and broader community toward sustaining a long-term commitment by the City and its partners, staff, patrons and community agents.

8.0 ACCESSABILITY

8.1 Community Engagement and Education will strive to develop meaningful experiences for all members of the Kingston Community and beyond. Interpretation will seek to recognize and remove social, economic, geographic, physical, intellectual and behavioural barriers to culture and heritage. Through effective and innovative collaboration, activities that will build upon best practices in diversity.

8.2 Implementation of accessible programming will be a transparent process enabling the community to understand and appropriate information, decision-making and actions taken for all sectors of the community. This process will bridge access for the needs of the all members of the Kingston community and beyond. An arena will be provided for which concerns and ideas of individuals, groups or various community neighborhoods can be expressed, respected and embraced toward implementing effective measures of response.

9.0 PROGRAM DEVELOPMENT & DESIGN

9.1 Programming themes, content and format shall be consistent with the City of Kingston's Culture Plan toward meeting the needs and interests of the community.

9.2 City venues, collections, artefacts and museum facilities will be utilized as a resource to enhance and expand learning opportunities and engage the community through the exploration of themes connecting to local, global, and cultural issues that affect their lives.

9.3 Community Engagement and Education programming will be designed to convert patrons/visitors/audience members into committed learners.

9.4 Program responsibility will be to deliver stimulating and imaginative, interesting and enjoyable programming, designed for life-long learning, and to engage community individuals from all ages of levels of interest and ability.

9.5 Interpretation and education programs shall follow recognized teaching methodology and practices. Programs shall reflect multiple learning styles and levels of interest, and utilize instructive didactic and open-ended inquiry-based learning techniques. Education programming shall meet current curriculum standards, objectives and expectations.

9.6 Programming design will invest in a Knowledge Age framework that shifts the focus away from using cultural venues as sites for building community awareness, exposure and consumption to that of incorporating cultural venues as components in the application and provision of “community” exploration, participation, and knowledge creation.

9.7 Programs shall be consistently delivered in an ethical, balanced and non-judgmental format. Programs will consist of promoting non-discriminatory attitudes and behaviors, as well as being sensitive and respectful to the identities of the engaged public, staff, surrounding and larger communities at large.

9.8 Priorities for the development of new programs shall be set in response to user and community needs, available resources, and seasonal opportunities. Whenever possible and appropriate, programming shall be developed collaboratively with external community agencies, conforming to the City of Kingston’s Community Policy.

9.9 The need for travelling displays and engagement programming may arise in response to the needs of the local community. The quality and accessibility of these forms of programming will meet curricular and life-long learning objectives and expectations at the same level as ensured for on-site experiences.

9.10 Accuracy and objectivity in content shall be achieved through meticulous research and consultation which cultivates and fosters

respectful and proactive community engagement, and which conforms to the City of Kingston's Research Policy (CUL-MUS-001-9.4).

10.0 PROGRAM DELIVERY MAINTENANCE & LIABILITY

10.1 Ratios

For Educational or Group-based Programming, requirements of both accompanying adult to youth ratios, as well as staff to visitor ratios, will ensure that community agencies share in the safety and effectiveness of the programming or tour experience.

Extra-support workers will be expected to accompany those individuals who have special needs or special accommodations.

10.2 Group Management

Programming activities are designed around a timed template to ensure visitors receive the full benefit of the experience.

Educators and Group Leaders must take an active role in supervision and be entirely responsible for discipline of the group. In the case of school/youth groups, behavioral issues are to be responded to appropriately by chaperoning supervisors. If a situation arises which our staff deems as dangerous or disrespectful to other participants, general patrons or museum staff, the museum reserves the right to momentarily or permanently stop the activity or programming event.

10.3 Payment and Cancellation

Everyone in attendance requires a ticket. There are no refunds on confirmed tickets with the exception of a weather-related cancellation. Verification of reservation will be issued once all signed documentation has been received and final method of payment has been arranged with City of Kingston Cultural Services Department Staff. Invoices must be paid in full at the time of the programming visit.

10.4 Liability

The City of Kingston will ensure that group booking programming releases, waives and forever discharges the City of Kingston, its employees, agents, officials, contractors, representatives, elected and appointed officials, from any and all claims, demands, damages, costs, expenses, actions and causes of actions whatsoever, whether in law or equity, in respect of injury, loss or damage to personal property.

The Booking Agent/Educator takes full responsibility for obtaining signed permission forms from all persons participating as part of a group on whose behalf the Booking Agent/Educator is acting. The Booking Agent/Educator further agrees to ensure that the signed permission forms indemnify all of the aforesaid from and against any and all liability incurred by any of them arising as a result of, or in any way connected with the issuances of this permit.

11.0 PROGRAMMING FACILITIES

Safe, secure and accessible physical areas of suitable capacity, appropriate for different types of interpretation and education programming activities shall be maintained. These areas shall include but are not limited to: interior space for exhibits, tours, workshops and other programming related activities, as well as exterior space(s) for demonstrations and activities. Physical areas will also be controlled environments for maintaining the safety and security of artefacts in the collection(s).

12.0 PROGRAM EVALUATION & ASSESSMENT

12.1 Programming staff shall develop targeted learning objectives and evaluation methodology for each education program and activity that reflect a standardized process of “thinking-doing-reflecting”.

12.2 All interpretive and educational programming shall be regularly assessed qualitatively and quantitatively, both formally through external written evaluations and survey, and informally through staff notes and comments.

12.3 Community including patrons and staff feedback shall be solicited regularly to determine ongoing program relevance.

13.0 OUTREACH

13.1 Community Engagement and Education will target its programming with an approach that is bottom-up/Community driven or mutually driven by Community/City of Kingston, with the flow of information based on a 2-way or Outside-In methodology. Programming design will be based on joint, evolving goals with a shared feedback loop as predetermined by both the Community and the City.

13.2 Programming outreach will root itself in a communications approach (as opposed to a marketing-target approach) with a revenue generation that is free, shared cost/shared revenue, or a fee-per use/subsidized revenue stream. The revenue generation will be discussed and designed as appropriate per community patron, to enhance a quality-based, deeper learning experience.

13.3 The Community will act as stakeholder for engagement and education programming initiatives, and community participation in decision making is mandatory, ongoing, fluid and equitable.

13.4 Programming outreach begins with dialogue before the event/project/activity or presentation and is an approach created according to Community capacities and interests.

13.5 Programming outreach will entail solid, applicable and relevant multi-spatial access and presentation with intent to engage the Community in deeper, cognitive, meaningful, multi-way relationships that will leave staff, patrons and all community members with a greater appreciation of their own abilities, interests and intelligences.

13.6 The Community Engagement and Education outreach approach will redefine the purpose and role of Kingston's cultural institutions and natural spaces while offering a network hub of learning centers distributed around the city.

14.0 HUMAN RESOURCES

14.1 Staff responsible for the delivery of interpretive and education programming shall have relevant background experience and appropriate skills in learning-based concepts.

14.2 Front line staff engaged in interpretive and education activities shall be fluent in one or both of Canada's national languages (English and French).

14.3 Programming staff shall deliver programming in an ethical and non-discriminatory manner, and be both sensitive to and respectful of the needs of the visiting public.

14.4 Staff training will consist of health and safety, customer service, WHIMS and accessibility modules, as well as legal requirements for assisting in interpretative and education program delivery.

14.5 Volunteers or third party associates shall have successfully fulfilled all professional, ethical and legal requirements for assisting in interpretative and education program delivery.

15.0 BUDGETING

15.1 An appropriate portion of the Community Engagement and Education Operating Budget shall be allocated annually for interpretive, lifelong and curricular learning-based programming, including exhibit, collateral, marketing, activity, project and special events expenses.

15.2 Appropriation of external funding will be pursued annually to ensure that Front line seasonal staffs are acquired.

16.0 DIGITAL STRATEGY

Community Engagement and Education will incorporate a digital approach to the interpretation and design of intangible and tangible culture, natural spaces and resources. Encompassing varied and diverse media presentation, through visual, audio, and tactile imagery, the strategy will communicate artistic, heritage and cultural information in an accessible and ethically appropriate format.

17.0 RESOURCES

- a. Civic Collection Policy: CUL-MUS-002
- b. Pump House Steam Museum Policy: CUL-MUS-003
- c. MacLachlan Woodworking Museum Policy: CUL-MUS-004
- d. City Hall Policy: CUL-MUS-005
- e. City of Kingston Policies and Procedures