HVACR HERITAGE CENTRE CANADA [HHCC]

START-UP YEARS 1999-2020

ESSENTIAL DOCUMENT SERIES

DOCUMENT NO. 2

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HVACR Heritage Centre Canada

Draft Manual of Operations December 2003

First Draft Prepared by David W. Barr, Ph.D., for the Founding Committee for the Establishment of a Museum and Archival Facilities for the Canadian HVACR Industry, the HVACR Heritage Centre Canada

Re-Issued Draft Manual, April 2020
By
HHCC, Collections and Curatorial Services [CCS]

[CCS Reference: File 114-10; Document OA2003F.docx]

HVACR Heritage Centre Canada

Manual of Operations

1ˢᵗ Draft December, 2003

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By
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Preface to the Updating and Re-Issuing of HHCC 2003 Operations Manual[1]

Following successful application for national status as Canadian museum and archive, HHCC's Founding Board, conscious of its public responsibilities, reta ined the services of David Barr to provide supporting executive services in the planning and development of the Organization

Dr. Barr, well-schooled in museums management, collections and curatorial services, as a former senior curator at the Royal Ontario Museum, provided HHCC with much needed executive oversight during its embryonic and early development years. He came to the job with an understanding of the uniqueness and innovative nature of the Centre, founded as a new kind of industry sponsored, 21st century nation museum and archive.

Beyond his important work advising on the acquisition and management of HHCC's founding collections, he prepared a draft of HHCC's, 2003 Operations Manual. A note in HHCC File 114-4 [Foundations Documents], dated January 5, 2004, is a reminder that the draft was first tabled for board discussion at its January 2004 meeting. It was to provide the foundations for building HHCC's 2004 business plan. Now, as then, corporate operating manual provide the authoritative foundation on which to undertake serious planning and development.

Current management literature re-confirms the on-going centrality of the operations manual to good corporate practice[2]. For NFP organizations, among other things, such manuals provide guidance for board members and volunteers, as well as staff, in performing their functions in the best interest of the organization. Operating manuals should include: approved policies, practices, procedures, precedents, and expectations in corporate operations and the delivery of services. Demonstrated compliance with operations manual requirements is generally considered as activities and decisions undertaken, duly approved by the persons legally responsible for organizational performance.

Through its startup period HHCC has accumulated an extensive body of well documented practice on which to produce a 2020 Operations Manual, covering, for example, operations such as:

- Visioning and strategic planning [See HHCC Data Centre File 8]
- Required warehousing and archival facilities [See HHCC Data Centre file 16]
- Development and operation of its virtual museum and archive [See HHCC Data Centre File 17]
- Collections acquisition, research, and documentation [See HHCC Data Centre File 18]
- Educational Materials Development for on-line interactive educational programming [See HHCC Data Centre File 19], as well as on-site educational programming. [See HHCC Data Centre File 20]

The up-dating and reissuing of HHCC's Operations Manual is a critical step in moving HHCC from start-up to mainstream, providing a single authoritative source for the information required for executive leadership, branding, promotion, and marketing, as well as for recruitment, and development of HHCC volunteers, Board members, and collections and curatorial staff.

Preface prepared by HHCC, Collections and Curatorial Services April 2020

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[1] This reissued copy of HHCC's original draft manual has been un-edited, and is as received in 2003 from the author David Barr. Although the pagination and footers may appear scrambled.

[2] See current on-line references to the important role and contribution of the operations manual to corporate practice, cited in Wikipedia, and related source materials, April 2020.

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HHCC OPERATIONS MANUAL

Table of Contents

Chapter 1: Statement of Purpose, Vision and Background

<u>The Purpose Of The Centre</u>

A number of purposes of the Centre have been identified through discussions to-date:

- To *identify, retrieve and preserve* the significant historical artifacts, literature and business records of the HVACR Industry, as an important heritage resource belonging to all Canadians;

- To *make these artifacts publicly available*, with information about them, through exhibits, publications and on the Internet, telling the stories of the technology and the industry and their many contributions and implications for Canadian society;

- To *commission research, publish, and disseminate historic works* in the field of HVACR technology and its impacts on Canadian society and culture;

- To *contribute to public education,* by provide learning experiences, in innovative ways appropriate to the 21st century, telling the essential stories of the role and contribution of HVACR technology Canada's rich heritage and way of life .

- To *help promote regional and local economic, social and cultural development,* through public education and tourism;

- To *contribute to sustainable, industrial, economic development in Canada*, through the promotion of informed and knowledgeable users of HVACR technology and the products and services of the industry, an industrial sector whose work is essential to ensuring the well being of all Canadians.

- To *stimulate interest and attract youth* to career opportunities in the HVACR industry

- To *contribute to the training, development and the continual renewal of a competent and knowledgeable Canadian industrial labour force*;

- To *contribute to the historic knowledge and understanding of all workers in the HVACR industry* of the rich heritage of the field, its significant, historical technological innovations, and it's many accomplishments and contributions essential to the quality of Canadian life.

<u>The Vision Of The Centre</u>

A comprehensive vision for the Centre, developed by the Committee, helps to show what it is, what it could look like and how it might work. The vision includes the following images:

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• It is *a National collection and catalogue* of significant historic artifacts, representing Canada's rich HVACR heritage, one that belongs to all Canadians and is shared internationally by many peoples around the globe.

Through its exhibits, publications and information dissemination strategies, it is *a centre for public learning and education*, speaking to the needs of all Canadians to better understand the technology that shapes their lives and contributes to their rich heritage and wellbeing in the 21st century.

• Organizationally, it is *an incorporated, non-profit entity, with charitable status,* and with international registration in order to capture the recognition, interest and support of the now global HVACR industry.

• It is governed by *a national board of trustees,* that takes full responsibility for the Centre, working through *a national executive co-ordinator* and *a national volunteer organization*, with representation from across Canada, and internationally as appropriate.

• It is *a loosely-knit 21st century network of facilities and resource centres across Canada*. Included will be: manufacturers; wholesalers; professional, technical and trade organizations; colleges and universities; national, regional and local museums; and technological enthusiasts, all mobilised by the Board of the Centre. All will be working towards a common goal of contributing to the identification, retrieval, storage, cataloguing, preservation, restoration, documentation, interpretation and exhibition, telling the stories of Canada's rich heritage in HVACR technological development and its contribution to Canadian life.

• Its operational and capital funding will come from variously from *an endowment fund*, *planned giving*, augmented by *annual fees* from corporate and private membership.

• In addition, Centre *will generate income from the services provided.* For example: fees for responding to information and research requests from its archives; rentals from mobile displays; artifacts and archival material for research and study at colleges and universities, as well as for display at museums, trade shows, and special events across Canada. Rentals will also be charged for long term loans to industry of artifactual material, for promotion and display purposes. In addition, HVACR artifacts will be in demand as props for movie and TV and video productions, as well as for general, advertising promotions.

• As a result of its work as custodian and steward of Canadian material culture of HVACR technology, the Centre *will be eligible from time to time for grants from government agencies, private foundations, and other sources* supporting non-profit, educational and heritage organizations dedicated to economic, social and cultural development in Canada.

- Under the direction of its Board and Executive Co-ordinator, assisted by its volunteers, the work of the Centre ***will also be supported by professional, museological, archival and curatorial services,*** as needed. These services will be purchased on a fee for services basis, in order to ensure the excellence and the success of the Centre, as a fully sustainable and progressive 21st century enterprise, dedicated to the Canadian public good.

Background

It is a giant leap to move beyond the idea of the memorabilia of a field, such as the automotive or HVACR fields, to that of publicly valued historic artifacts, valued because of the stories they tell and the important messages they have for all Canadians.

- We enjoy neat old things because they can generate fond memories for us. But these same memorabilia may do other things too. If carefully selected, preserved and interpreted they can also tell important stories about who we are as a people, how we got to be where we are and why.

- Few things have shaped what we do each day as Canadians, how we think about ourselves, others, and the world beyond, than our technologies have. And our HVACR technology, along with our electronic, digital and automotive technologies, drives Canadian society and culture in profoundly significant ways.

- For example, in a country, with the harsh climatic realities of Canada, it is hard to imagine getting much else done for five months out of the year - other than keeping warm - without the convenience of reliable automatic space heating equipment.

- The HVACR field has laid the very foundations for modern, contemporary, Canadian life, by providing many of the basic conditions needed for human health, diet, comfort, and convenience. Yet few of us know these stories.

- Our heritage, as Canadians, is all that our society values and that survives as its living context – both natural and human – from which we derive substance, coherence and meaning in our individual and collective lives. [1]

- Canada's rich heritage belongs to all its people. Its heritage of HVACR technology does not belong to the industry, so much as to all citizens, to be held in trust by the industry as stewards of an irreplaceable public heritage resource.

- While a few isolated collections of artifacts and documentation from the early years of HVACR technology still exist across Canada, those collections that do are now at high risk, as a result of ageing and significant changes in the structure of the industry. And the people with first-hand knowledge of the early years of the industry in Canada are no longer with us.

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[1] A Strategy For Conserving Ontario's Heritage, The Report Of The Ontario Heritage Policy Review, P. 18, 1990

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- But unlike enthusiasts for automotive technology, for example, no public body has successfully come together to recognise, champion and promote public understanding of the heritage of HVACR technology in Canada, the impact of which has been of equal significance to that of the automobile industry.

- Public Support and Funding for the HVACR Heritage Centre will come from recognising and promoting the public value of HVACR heritage to all Canadians. Canada's heritage of HVACR technology is part of the essential Canadian story to be told.

  In recognition of the new millennium and the end of the century into which the industry was born, a group of individuals, came together in October of 1999, in an attempt to once more rekindle interest in the heritage of HVACR technology in Canada.

- The HVACR industry has a public responsibility and an important job to do, yet time has all but run out. A concerted, integrated, national effort by the industry, in recognition of its public stewardship is urgently required.

Consequently,
- The Founding Committee For The Development Of Museum & Archival Facilities For The Canadian HVACR (Heating, Ventilation, Air conditioning and Refrigeration) Industry publicly

- general press release, December 10, 2001.

- The Committee began its work in October of 1999. Since then surveys of the industry have been carried out and the groundwork has been laid for the Centre as a not-for-profit, incorporated organization, registered nationally. It is to have a domain name giving the organization a strong presence on the World Wide Web, in order to attract the interest and support of the HVACR industry, now global in its perspective.

- The Committee points out that the Centre is not to be of the traditional "bricks and mortar" museum and archives, but rather a 21st century "virtual" learning centre, for the public, as well as the industry. It will be a national collection and repository operating through a network of supporters and users with facilities for exhibit across the country - using the internet as the glue that holds it all together.

Founding Partners

The Founding Committee expresses its thanks for the encouragement and support of the following organizations. They will be among those recognized for their special contribution to the work, by being designated as Founding Partners of The HVACR Heritage Centre Canada.

❑ **The Heating, Refrigeration, Air conditioning Institute of Canada - HRAI** ❑ **The Ontario Refrigeration and Air Conditioning Contractors Association - ORAC**
❑ **Local 787, Refrigeration Workers of Ontario**

Other organizations are invited to join in this historic and significant venture linking the many facets of the HVACR industry in a common cause.

The Founding Committee

- Norman B. Fraser, Past President of RSES, Canada, Chair Person
- Edmund A. Athaide, Formerly Construction Manager, Northern Air Conditioning Limited, Industry Information
- M. Wayne Gamble, Gamble Frontier Investments, Manufacturer's Liaison
- Hart Holmstrom, President, Temp Air Control, Treasurer
- G. Leslie Oliver, Formerly Vice President, T. H. Oliver Ltd., Educator, Corresp. Secretary
- Martin Vandenberg, Vice President, HECO Ltd., Recording Secretary

The Founding Committee: 5 Sandhill Court, Unit A, Brampton Ontario, L6T-5J5
Phone 905-458-9988, Fax 905-458-9694, Email tempair@pathcom.com

Dated April 22, 2002.

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Documents\Projects\HHCCwork\manual\HHCC_manChap1_foundState.doc,
020422   **P.9**

HHCC Stakeholders, Needs and Objectives: A Preliminary Analysis

This preliminary analysis is submitted now to solicit board input. When all additional components have been received and integrated, this study will form the basis of the next stages of planning development activities.

HHCC Stakeholders:
  Partners: board
        members
        HRAI ORAC
        union
        donors and potential donors
        CHIN/CMA
        HVACR contractors & retired contractors
        HVACR technicians & retired technicians
        HVACR trainers
        potential volunteers
        potential collaborators: groups/individuals
        other sci/tech museums
Clients:
        the public, including families / youth / seniors / emerging diversity
        environmental organizations
        teachers
        students (K-12)
        technology enthusiasts

HHCC Needs:
  Needs - Outputs:
        strong web presence periodic exhibit
        presence an industry profile an HRAI
        profile a national / provincial museum
        sector profile a K-12 education sector
        profile
        a publication presence

HHCC: Stakeholders, Needs & Objectives

Needs – Resources:
   Physical collection
      storage space
      distributed collection management system
      K-12 educational materials
      expanded service website
      marketing / promotional / fundraising materials
      financial tracking / reporting system
   Financial annual operating budget
      periodic project-based grant support
      annual fundraising revenues
   Human Resources access to
      professional advice
      expanded volunteer support
      limited clerical support
   Information list of professional
      contacts national / international
      contact lists full collection
      documentation
   Policies, Plans and Procedures operational
      systems outline (policies, systems)
      collection management plan
      business plan
      operating procedures
      virtual artifact documentation procedures

Needs - Inputs:
      contribution of virtual artifact collectors, donors
      information on grant opportunities
      client and potential client feedback

HHCC: Stakeholders, Needs & Objectives

HHCC Objectives:

Near-term Objectives (next six months):
approved appraisal policy approved needs
and objectives statement approved income
management plan approved operational
systems outline approved projected annual
operating plan operational collection
management system approved board/
governance policy operational pilot
fundraising module   approved preliminary
marketing plan approved detailed master
(business) plan approved development
policy establish monthly financial
tracking/control HRAI Presentation on
operational status
achieve charitable status
operating manual
achieve operational status

Mid-term Objectives (1st two years of operation):
Year 1:
complete acquisition of T. H. Oliver collection negotiate collection
insurance procure and install collection storage equipment establish
collection in secure storage space establish effective working relationship
with HRAI for day-to-day operations apply for one or more project-based
grants build national industry contact list implement campaign to enlist
collaborators develop one educational web exhibit extend basic website with
an artifact gallery establish ongoing fundraising operations mount one
physical exhibit (where?)
establish and circulate virtual collection documentation
procedures speakers at two professional meetings recruit at least
two new board members plan for a volunteer organization
draft and approved 2nd priority policies

Year 2:

HHCC: Draft Operational Systems Framework

HHCC: Draft Policy Framework

1. Policy on developing/approving policies

2. Board/governance policy

3. Collections management policy
  3.1 Preamble - values of collections
    3.1.1 Values of collections
    3.1.2 Role of affiliates
  3.2 Fiduciary responsibility
    3.2.1 Public interest
  3.2.2 Capacity for management 3.2.3 Authority for decisions
  3.3 Collection scope
    3.3.1 Technologies
    3.3.2 Large artifacts
    3.3.3 Small artifacts
  3.3.4 Archival documentation 3.3.5 Contemporary documentation
  3.4 Acquisitions (accessioning)
    3.4.1 Collecting plan
  3.4.2 Quality control criteria 3.4.3 Conditions of acquisition
    3.4.4 Purchases
    3.4.5 Donations
    3.4.6 Valuation and appraisal
  3.5 Disposals (deaccessioning)
    3.5.1 Rationale
    3.5.1 Authority
    3.5.1 Public interest
    3.5.1 Methods of disposal
    3.5.1 Inappropriate disposals
    3.5.1 Use of proceeds
    3.5.1 Record-keeping
  3.6 Care and stewardship
    3.6.1 Storage
    3.6.2 Risk management

7.2   Volunteer management policy

8. Public programs policy
    8.1   Education/outreach policy
    8.2   Public service policy
    8.3   Exhibitions policy

9. Facilities / risk management policy

10. Information systems policy

11. Intellectual property policy

12. Operations policy
    Preamble: Objectives and assumptions
    Integration with HRAI
    Roles of board, HRAI staff, contractors

HHCC: Draft Operational Systems

Board/governance: processes and procedures

Operations - office management/public interface: processes and procedures (HRAI)

Collections management: processes, procedures & software support

Development – operating/special projects/income management: processes and procedures

Exhibits: processes and procedures

Education/outreach: processes and procedures

Financial – monitoring/control: processes, procedures & software support (HRAI)

Promotions & marketing: processes and procedures

Human resources: processes and procedures

Chapter 4.2: BOARD / GOVERNANCE POLICY

Date:

1.0 PREAMBLE

The HVACR Heritage Centre Canada (HHCC) is a Canadian corporation created by the Minister of Industry through the grant of a charter of Letters Patent under the provisions of Part II of the *Canada Corporations Act*.

Its Board is composed of xx appointed, yy ex-officio, and zz elected members. The Board is responsible for the conduct of the HHCC and its affairs. The Board is vested with powers by its charter of Letters Patent.

POLICY 2.0 Principles of Governance: The Board will

- Provide strategic leadership.
- Set future goals.Emphasize outward vision.
- Encourage diversity of viewpoints.
- Be pro-active.
- Provide links between the HHCC and its various public stakeholders.

The Board recognizes the Canadian Museum Association's Ethics Guidelines as the basis for the HHCC's own ethics and other operational policies.

3.0 Board Responsibilities:

In this spirit, the Board will
- Exercise the powers and duties vested in it by the HVACR Heritage Centre Canada Act.
- Set strategic priorities including broad curatorial and operational priorities while focusing on intended long term impacts
- Ensure there are in place appropriate policies necessary to reflect all areas of the HHCC's operations

- Adopt annual and long-term business plans for the HHCC, which cover all HHCC collections, programs and services.

- Assure the ongoing viability of the HHCC through ensuring the financial support and resources necessary for the HHCC to fulfill its mandate and objectives.

- Monitor the HHCC's vision, mission and corporate strategy and its performance against policies and approved plans on a regular basis.

- Maintain an awareness of the HHCC's stakeholders and of their expectations from the Centre.

- Conduct active and enthusiastic advocacy on the HHCC's behalf.

- Assess its own effectiveness in striving to govern with excellence and continually improve as a Board.

4.0 Monitoring of Policies:

Policies may be monitored in a number of ways, including

- Internal Report: Disclosure of compliance information to the Board by the Governance Committee of the Board or a designated board member in written reports.

- External Report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Board or its designate.

- Direct Board Inspection: Discovery of compliance information by a Board member, a committee, or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of Board policy compliance.

5.0 Conduct of Trustees:

Trustees have fiduciary responsibilities in law. They must always prefer the HHCC's best interests to any other interests which a trustee may also have or represent.

Trustees will observe the following Code of Conduct. They will
- Demonstrate a genuine interest in the HHCC and high ethical standards.

- Be willing to suppress differences of temperament and opinion in the broader interests of effective governance.

- Support Board decisions and policies outside of the boardroom.

- Avoid, wherever possible, conflicts of interest and perceptions of conflicts of interest.

- Declare immediately any conflict of interest, either business or personal, to the Chair, or designate, and have it officially recorded and thereafter refrain from participating in further discussions of the matter.

- Refrain from divulging any confidential information obtained as a Trustee unless legally required to do so.

- Abstain from using information obtained as a trustee for the advantage of other than the HHCC.

- Avoid any conduct of private business or personal services with the HHCC; and not use their position to obtain for themselves, family members or close associates, employment or preferment within the HHCC and resign from the Board prior to making application for an employee position at the HHCC.

6.0 Committees:

The Board may establish committees and task forces to undertake general duties or specific assigned tasks, as defined in approved Terms of Reference.

7.0 Chair's Role: The

Chair will
- Ensure that the Board operates in a manner consistent with its policies.

- Represent the Board to outside parties.

- Be the only official spokesperson for the Board, other than in specifically authorized instances.

8.0 MONITORING THIS POLICY

Adherence to Policy

Board: The Governance Committee will monitor adherence to the policy.

Policy Review

Method: Internal Report

Responsibility: Governance Committee

Minimum Frequency: Annually (2002)

Chapter 4.3.4.6: Appraisal Policy

3.4.6 A Policy on Valuation and Appraisal of Collections

3.4.6.1 Preamble:

This is a policy of the HVACR Heritage Centre Canada (HHCC, the Centre), duly approved and adopted by the HHCC interim board on [date], as recorded in the minutes.

Apart from any other assessment of the educational, research or historical value of heritage collections, it is appropriate for collecting organizations, from time-to-time, to record or report on the monetary value of an artifact or collection of artifacts. To protect the Centre from legal liability and any appearance of breach of professional ethics, and to maintain the best possible reputation and relationships with donors and prospective donors, all monetary valuations of artifacts shall be carried out using the appraisal process, with the assistance of a qualified, third-party appraiser or appraisers. Guidelines for the valuation of artifacts by Centre staff are not dealt with here, but will be found in the Ethics Policy of the HHCC (q.v.).

In order to maintain the highest standards in the appraisal process, this policy takes its lead, wherever possible, from the practices and requirements of the Canadian Cultural Property Export Review Board (http://www.pch.gc.ca/progs/cebc-cperb/index_e.cfm).

3.4.6.2 Intention of Policy:

This policy is intended for use when valuation of an artifact or a group of artifacts is required in the course of receiving a donation to the collection. The sole value sought by the Centre will be the 'fair market value,' the estimated highest price the artifact or artifacts would bring if sold in an open and competitive market situation, with knowledgeable sellers and buyers under no pressure to buy or sell.

3.4.6.3 Appraisal Limits:

If the artifact or group of artifacts in question has a fair market value of $10,000 (CAN) or less, the appraisal may be carried out by a single, qualified, third-party appraiser. Beyond this limit, the value shall be established by averaging the estimates of two independent, qualified, third-party appraisers, so long as their estimates differ by no more than 15%.

3.4.6.4 Commissioning of Appraisal:

To avoid any appearance of conflict of interest on the part of its donors, and in general to avoid disputes with donors that might damage the reputation of the Centre in the donor community and harm donor relations, the Centre will commission appraisals of artifacts from qualified, third-party appraisers, selected from a list of approved vendors that the

Centre maintains and modifies from time-to-time. The list may include such associations, boards or other professional groups that are generally recognized in the heritage community as qualified to offer 'composite' appraisals, meeting the requirements for valuations over $10,000, as noted in 3.4.6.3

3.4.6.5 Qualifications of Appraisers:
Appraisers used by the Centre shall be qualified professionals who have an 'arms length' relationship with both the Centre and the (prospective) donor, who are in a position to know current market values of artifacts similar to those in question, and who have demonstrated experience in providing acceptable appraisals to other comparable heritage organizations (recognized museums, heritage organizations, galleries, and centres of science and technology).

3.4.6.6 Format of Appraisal:
To be acceptable, appraisal reports submitted to the Centre must adhere strictly to the format prescribed by the Canadian Cultural Property Export Review Board (attached).

3.4.6.7 Payment of Appraisal Fees:
To avoid any appearance of conflict of interest on the part of its donors, and in general to avoid disputes with donors that might damage the reputation of the Centre in the donor community and harm donor relations, the Centre shall pay the fees charged for any appraisals that it may commission.

3.4.6.8 Issuance of Tax Receipt:
Formal receipts that may be submitted by a donor for the purposes of beneficial treatment under Canadian income tax laws shall be issued only for values that have been established according to this policy.

3.4.6.9 Appraisal Process and Organizational Procedures:
The Centre will develop a series of procedures that shall constitute a standard 'appraisal process' in keeping with the requirements of this policy.

3.4.6.10 Monitoring:
All members of the Board shall be responsible collectively for monitoring adherence to the terms of this policy.

3.4.6.11 Review:

The Secretary of the Board shall be responsible for ensuring that review of this policy is carried out every three years by the Board, or by a subcommittee to which this responsibility has been delegated.

D. Barr
20-May-2003

Prepared by D. Barr for HVACR Heritage Centre Canada

Chapter 4.5: Draft Development Policy

Date:

1.0 PREAMBLE
Development as used within the context of this policy document means the generation of revenues for the HVACR Heritage Centre Canada (HHCC, the Centre) through any means consistent with its vision, mission and objectives. The initiative for development activities lies with the Board, as well as establishing directions, methods and objectives for the income management program.

POLICY 2.0 Principles of Development

Development activities can be understood as falling within the following categories:
- Pursuit of grants o Operating grants: contributions by funders to the operating budget o Project grants: funds granted for the completion of specific projects

- Fundraising o Annual fundraising: annual solicitations to organizations and individuals for funds to be used for any bona fide purpose
    - o Sponsorship: funds donated in return for sponsor benefits o Earned revenues: funds raised through the sale of goods and/or services o Planned giving: funds received through bequests and other planned giving vehicles
    - o Capital campaigns: solicitation of funds for the purpose of carrying out a capital project

The Centre will pursue revenues in support of both its operations and its projects via any of the generally accepted development activities, and through such other avenues as may present themselves.

3.0 Responsibility for Development Activities

In order to fulfill its development responsibilities, the Board will create a subcommittee of board members, to be called the Development Committee. The Development Committee shall be tasked with responsibility for planning, implementation and monitoring of all development activities assigned to it by the Board.

Membership in the development committee …

4.0 Specific Development Activities to be Pursued

The HHCC Development Committee shall undertake planning, implementation and monitoring of development activities in the areas of grants and fundraising.

4.1 Grants

- The Development Committee will investigate and pursue multiple avenues for the receipt of annual operating grants.

- The Development Committee will investigate and pursue multiple avenues for the receipt of annual operating grants.

4.2 Fundraising

- The Development Committee will investigate and pursue ways and means of undertaking a successful annual fundraising program

- The Development Committee will investigate and pursue ways and means of undertaking a successful sponsorship program

- The Development Committee will investigate and pursue ways and means of undertaking a pilot planned giving program

4.3 Income Management Plan

The Development Committee will ensure that an income management plan is developed and submitted to the board for approval. The income management plan will detail program activities and timelines needed to meet the organization's development objectives.

5.0 Long-term planning
- The Development Committee will consider future possibilities for increasing income through earned revenues, the sale of goods and/or services produced by

the Centre. It will report on these considerations to the Board and will receive instruction from the Board on the advisability of proceeding.

- The Development Committee will consider future possibilities for increasing income through a capital campaign, the solicitation of funds for the purpose of carrying out a capital project, for instance the construction of collections storage facilities. It will report on these considerations to the Board and will receive instruction from the Board on the advisability of proceeding.

6.0 MONITORING THIS POLICY

Adherence to Policy
Board: The Executive Committee will monitor adherence to the policy.

Policy Review
Method: Internal Report

Responsibility: Development Committee

Minimum Frequency: Annually (2003)

HHCC: Preliminary Income Management Plan

[*Draft of November, 2003*]

A. Policy/Structure
  • Draft and approve a Development Policy for HHCC

1. Create a board Development Committee
  • To consist of two or members of the board and one to five additional volunteers
  • Adopt a meeting schedule that is separate and distinct from board meetings
  • Review this Draft Preliminary Income Management Plan and recommend improvements to the board for approval
  • Determine priorities in implementing the Income Management Plan and assign responsibilities for action
  • Develop a list of supporters, partners and collaborators in the community
  • Develop an action timeline and recommend to the board for approval
  • Use subsequent meetings to report on progress, solve problems and re-adjust targets, as necessary
  • Report to the full board every month on activities, achievements, problems encountered and solutions applied

B. Grants
1. Develop an annual appeal to founding partners for operating funds
  • Create an industry-oriented description of Centre objectives
  • List achievements to date
  • List immediate goals for the next two years that cannot be achieved without additional annual support
  • List benefits to the HVACR sector from ongoing operations
  • Create a package of support options (different contribution levels, gifts-in-kind, etc.)
  • Develop a presentation kit that includes a clear appeal for annual support and a clear pathway for making a donation
  • Outline an annual action plan, including reports to the board during planning, implementation and assessment stages

- Assign personal responsibilities for presentation and follow-up contacts with each organization

2. Investigate new sources of operating funds
   - Assign committee responsibilities for pursuit of new operating funds
   - Especially Trillium
   - Apply to new sources for operating funds
   - Assign responsibilities and pursue funding for operations

3. Assign committee responsibilities for pursuit of project grants
   - Establish guidelines for working with consultants on project grants
   - Establish working relationship with one or more consultants
   - Review proposals prepared by consultants; approve as appropriate
   - Provide necessary support information for consultant grant applications
   - Provide appropriate Centre input to consultants working on funded projects

C. Fundraising

1. Assign responsibilities and implement annual fundraising program
   - Create an industry/public oriented description of Centre objectives
   - List achievements to date
   - List immediate goals for the next two years that cannot be achieved without additional annual support
   - List benefits to the HVACR sector and public benefits arising from ongoing operations
   - Create a package of support options (different contribution levels, gifts-in-kind, etc.)
   - Assemble a list of prospective annual supporters (prospects): individuals, firms and organizations
   - Develop a mailing kit that includes a return form to be included with a cheque
   - Outline an annual action plan, including reports to the board during planning, implementation and assessment stages

- Assign personal responsibilities for mail and telephone contacts with each prospect, as well as for progress reports
- Hold regular progress reporting meetings during the course of the annual campaign

2. Assign responsibilities and implement a sponsorship program
    - Create an industry/public oriented description of Centre objectives
    - List achievements to date
    - List immediate goals for the next two years that cannot be achieved without significant sponsorship support
    - List benefits to the HVACR sector and public benefits arising from ongoing operations
    - Create a package of sponsorship options (different projects, contribution levels, gifts-in-kind, etc.)
    - Create a parallel package of sponsorship benefits to be accorded each donor
    - Assemble a list of prospective sponsors (prospects): individuals, firms and organizations
    - Develop a presentation kit that includes samples of products needing sponsorship, sponsorship options and sponsor benefits
    - Outline an annual sponsorship action plan, including reports to the board during planning, implementation and assessment stages
    - Assign personal responsibilities for contacts and presentations to each prospect, as well as for follow-up contacts and progress reports
    - Hold regular progress reporting meetings

3. Assign responsibilities and implement a planned giving program
    - Create an industry/public oriented description of Centre objectives
    - List achievements to date
    - List long-term goals that cannot be achieved without significant planned giving support
    - List benefits to the HVACR sector and public benefits arising from ongoing operations and anticipated from achieving long-term goals
    - Create a package of planned giving options (different projects, contribution levels, bequests, remainder trusts, gifts-in-kind, etc.)
    - Create a package of supporter benefits to be accorded each donor
    - Assemble a list of individual prospective donors (prospects)
    - Ensure that each member of the current board includes the Centre in personal estate planning

- Develop a presentation kit that includes the full list of planned giving options and associated benefits for estate planning
- Outline an annual planned giving action plan, including reports to the board during planning, implementation and assessment stages
- Assign personal responsibilities for contacts and presentations to each prospect, as well as for follow-up contacts and progress reports
- Hold regular progress reporting meetings

D. Earned Revenues

1. Assign responsibilities and implement a corporate membership program
- Create an industry-oriented description of Centre objectives
- List achievements to date
- List benefits to the HVACR sector from ongoing operations
- Create a package of membership options (different contribution levels, gifts-inkind, etc.)
- Create a parallel package of membership benefits to be accorded each organizational member
- Assemble a list of individual prospective organizational members (prospects)
- Develop a sales kit that includes a clear appeal for paid membership and a clear pathway for purchase
- Outline an annual action plan, including reports to the board during planning, implementation and assessment stages
- Assign personal responsibilities for presentation and follow-up contacts with each prospect organization

E. Long-term planning

- Development Committee to consider additional future possibilities for earned revenues
- Development Committee to consider future possibilities for a capital campaign

F. Timelines

- Adopt implementation timelines consistent with priorities and available resources

G. Budgets

- Adopt implementation budgets consistent with priorities and available resources •
  Budget income items to consist of estimated revenues from development
  activities •   Budget expenditure items to consist primarily of:
    - Design and printing costs for promotional materials o Long
      distance, travel and entertainment expenses for contacts with
      prospects
    - Estimated cost of sponsor/donor benefits

HHCC OPERATING MANUAL:
CHAPTER 7

PUBLIC FUNDING TOOL-KIT

D. Barr / Rev. 2: 2-Dec-02
Introduction to Public Funding Options

Public funding is one of the major sources of revenue for twenty-first century heritage organizations. Public funding options, however, must be kept in perspective as only one of several revenue sources needed for long-term organizational health. It is now necessary now to move beyond the single-source model for funding, prevalent for much of the last 45 years, to a mix of revenue sources that promote greater independence and flexibility of action for the heritage organization. Other important components in the mix include private donations, commercial sponsorship, subscriptions and retail earnings.

Another major shift from the past is the change in government orientation from core (operational) funding to project funding. Only a relatively small number of established organizations can continue to expect government contributions to their operating budgets. For most, generous government funding is still available, but only in the context of special-purpose funding programs that may change in emphasis every three to five years.

Success in this new public funding environment now depends on thorough research into funding options, an ongoing awareness of new opportunities, flexibility and the capacity to identify shared interests, and the capacity for quick response. It will be increasingly important to be able to recognize opportunity in the ways in which the Centre's mandate can be advanced within the constraints of special-purpose funding program that may arise.

To attract public funding today, the Centre will have to place a premium on being able to demonstrate adherence to recognized heritage organizational standards and the capacity for such activities as business planning, delivering results on time and on budget (accountability), setting measurable evaluation standards, seeking matching funds from several sources and developing working partnerships with private sector organizations. Projects must frequently achieve multiple societally relevant goals.

The materials in this kit provide a sound foundation for pursuing public funding for the Centre. But over the long term, there will be no substitute for making an ongoing awareness of continually shifting public funding opportunities a part of routine fundraising activity. In this work, the world wide web will be an increasingly indispensable resource.

In addition to research on the web, membership in professional associations, attendance at professional meetings and subscriptions to industry email listservers all play a role in maintaining a high level of awareness.

Summary of Current Public Funding Options

The summary list that follows highlights 14 key funding programs of interest to Ontario-based heritage organizations. Not all will be of immediate relevance, but they all demonstrate the kinds of requirements the Centre will have to meet to be successful in this arena (*** is high relevance). See the appendix for full details on each program.

Summary List of Current Public Funding Options

Agency:	**Department of Canadian Heritage**
Program Name:	Canadian Memory Fund
Relevance	***
Electronic Data File:	DCH_CanadianMemoryFund_e.pdf
Web Address:	http://www.pch.gc.ca/progs/pcce-ccop/progs/mem_e.cfm
Purpose:	digitizing heritage collections

Agency:	**Department of Canadian Heritage**
Program Name:	Moveable Cultural Property Program
Relevance	*
Electronic Data File:	DCH_MCPGrants&Loans.pdf
Web Address:	http://www.pch.gc.ca/progs/pcm-mcp/mcp_e.cfm
Purpose:	retention of important artifacts in Canada

Agency:	**Department of Canadian Heritage**
Program Name:	Museum Assistance Program
Relevance	*
Electronic Data File:	DCH_MAP_Program-all.pdf
Web Address:	http://www.pch.gc.ca/progs/pam-map/index_e.cfm
Purpose:	assisting with heritage organization operations/projects

Agency:	**Department of Canadian Heritage**
Program Name:	Sustainability Program
Relevance	**
Electronic Data File:	DCH_A&HSustainabilityProgram.pdf
Web Address:	http://www.pch.gc.ca/progs/pcapc-cahsp/index_e.cfm
Purpose:	assisting organization to become financially self-sustaining

Agency:	**Department of Canadian Heritage**
Program Name:	Young Canada Works Program
Relevance	*
Electronic Data File:	DCH_YoungCanadaWorksProgram.pdf
Web Address:	http://www.pch.gc.ca/special/YCW-JCT/english/overview.htm
Purpose:	employment of young people

Agency:	**Canadian Heritage Information Network**
Program Name:	VMC - Community Memories Program
Relevance	*

Electronic Data File: VMC_CommunityMemoriesProgram.pdf
Web Address: http://www.chin.gc.ca/English/Members/VMC_Memories/index.html
Purpose: digitizing heritage collections

Agency: **Industry Canada**
Program Name: Digital Collections Program
Relevance   **
Electronic Data File: IC_DigitalCollectionsProgram.pdf
Web Address: http://collections.ic.gc.ca/
Purpose: digitizing heritage collections / youth employment

Agency: **Human Resources Development Canada**
Program Name: Office of Learning Technologies Program
Relevance   *
Electronic Data File: OLT_GrantPrograms-all.pdf
Web Address: http://olt-bta.hrdc-drhc.gc.ca/
Purpose: new learning tools for employees

Agency: **Ministry of Culture Ontario**
Program Name: Cultural Strategic Development Fund
Relevance   **
Electronic Data File: MCO_CultStrategicDevelFund.pdf
Web Address: http://www.culture.gov.on.ca/culture/english/culdiv/arts/csdf.htm
Purpose: programs deemed of interest by field officers

Agency: **Ministry of Culture Ontario**
Program Name: Museum Operating Grant Program
Relevance   **
Electronic Data File: MCO_MOGProgram.pdf
Web Address: http://www.culture.gov.on.ca/culture/english/culdiv/heritage/museums.htm
Purpose: assisting with heritage organization operations/projects

Agency: **Ministry of Culture Ontario**
Program Name: Ontario Cultural Attractions Fund
Relevance   *
Electronic Data File: OCAF_Applications.pdf
Web Address: http://www.ocaf.on.ca/e/welcome/welcome.html
Purpose: development of public (tourist) attractions

Agency: **Ministry of Culture Ontario**
Program Name: Trillium Fund
Relevance   ****
Electronic Data File: TRILLIUM_Grants-all.pdf
Web Address: http://www.trilliumfoundation.org/OTF-English/new/index.htm
Purpose: assistance with projects of heritage/cultural significance

Agency: **Ministry of Culture Ontario**

Program Name: Volunteer @ction.online Program
Relevance   *
Electronic Data File: MCO_VolunteerActionOnline.pdf
Web Address: http://www.gov.on.ca/MCZCR/english/citdiv/voluntar/vao-brochure.htm
Purpose: developing online resources to assist volunteers

Agency: **Management Board Secretariat Ontario**
Program Name: Summer Experience Program
Relevance   ***
Electronic Data File: MBSO_SummerExperienceProgram.pdf
Web Address: http://www.gov.on.ca/MBS/english/summer/exp_over.html
Purpose: employment of young people

Research Strategy for Public Funding

Public funding programs for heritage organizations include both ongoing and relatively stable programs, as well as short-term programs with special purpose objectives. Even the long-term programs may suffer from the occasional hiatus, and all are subject to periodic revision of objectives and terms. As a result, research into what programs are currently available and the current terms and conditions of each is a necessary prerequisite to submitting an application.

Keep in mind that money available through short-term programs for carrying out particular projects may be more plentiful and easier to obtain than core or operations funding available through some ongoing government programs. There is already a great deal of stiff competition for the latter. Short-term project funds may be as valuable for the Centre's development as core funding, so long as the projects chosen fall clearly within the approved mandate of the organization.

Note that because the heritage sector is to a large extent a knowledge industry and because funding in Canada to the sector has been reasonably adequate over the last 30 years, museums are heavily computerized. Substantial directed efforts to accomplish this have been undertaken by service organizations and government agencies for at least the past 15 years. Those agencies who provide client services (like funding) to the heritage sector have taken advantage of this fact to reduce their own printing and distribution costs by posting virtually all information materials of significance on the world wide web. The use of the web as a public funding research tool cannot be overemphasized. Key web resources are listed in Appendix 1.

To Find An Appropriate Granting Program:

1. Review documentation in the dossier included with this manual.

2. Check the appropriate website for updated documents and new programs.

3. Phone the agency's local representative (field/program officer, regional office, etc.) for additional information.

4. Check with service organizations like the Canadian Museums Association (CMA) and the Ontario Museum Association (OMA).

5. Make a shortlist of funding programs for which HHCC appears to be eligible (use the relevance rankings in the preceding section as a preliminary guide).

6. Carefully review guidelines, application deadlines, eligibility criteria and application requirements for each one; make a comparison table showing these factors for each short-listed program and choose the program that offers the best match with the Centre's current situation, needs and available resources.

7. Prepare a brief outline of the amount to be requested, the Centre's grounds for eligibility and the ways in which it adheres to all guidelines and application requirements. Use this outline to again phone the agency's local representative (program/field officer, regional office) to seek guidance as to whether an application based on those facts has a reasonable chance of success.

8. Only after getting a positive response in Step 7, above, should you undertake the (frequently) laborious task of drafting a full application.

Guidelines: Some General Requirements

While each public funding program has its own particular (and often elaborate) requirements, there are a number of prerequisites for submitting a successful proposal that arise so frequently they may be termed general requirements. The Centre will normally need to respond adequately to requests for one or more of the following:

Planning: some of the more demanding applications may call for setting out some or all of the organization's planning/operating documents: vision statement, mission statement, mandate, strategic plan, business plan, etc. The Trillium application includes the following in its checklist of required documents: Proof of nonprofit/charitable status, Financial statement, Annual operating budget, Board list, Annual report, Mission statement/Strategic plan, Promotional materials, Cover letter, Application, Request Budget, Collaborative agreement, Supportive reports, Capital Grants documents, References, Contact information for other funders.

Full, detailed project budgets: demonstrating project funding from a number of revenue sources; a breakdown of the proposed ways in which funding from all sources will be spent (not just for monies provided by the grant); the budget restated in several different formats (by revenue source, by expenditure category and by year for multi-year projects.)

Standards: evidence that the Centre meets acknowledged standards of operation for heritage organizations, often including (but not limited to) the areas of governance, policies, collection care, educational mandate, staffing and ethics.

Partnerships: ability to establish 2-, 3- or multi-way project partnerships, usually involving at least one private sector partner. Typically, all partners must contribute tangible resources to achieving project goals, including measurable contributions in the form of gifts-in-kind.

Deliverables: ability to define concrete, measurable deliverables and to produce them on time and on budget; it will be important to demonstrate what benefits these deliverables provide, and to whom.

Project management: it may be necessary to show a work plan (project plan) demonstrating what steps will be carried out to achieve the deliverables, by whom, in what time frame.

Evaluation: ability to quantify measures of success (evaluation targets) and to develop a process for monitoring performance and adjusting the approach where necessary to ensure that targets are achieved; ability to demonstrate that results (new programs, etc.) are sustainable.

Reporting: ability to generate substantive progress reports during the life of the project, including a comparison of actual versus expected results in both deliverables and expenditures and statements on measures being taken to get the project back on track where deviations are noted.

In summary, the Centre should expect to find that government auditors will play as large a role in evaluating applications for public funding as will content experts.

Preparing a Request for Funding

Preparing an application for public funding may be a complex, demanding and time-consuming task. The process is further complicated by the fact that so many of the available funding programs are relatively new (in existence for less than 3 years). As a result, government or agency staff administering the program may well be learning the rules at the same time you are. In extreme cases, these administration staff may be making up the rules as they go along. This situation guarantees the need for extreme patience and flexibility on the part of the organization submitting the funding proposal.

Here are some typical steps required in submitting an application:

1. Consult with the local representatives of the agency offering the funding program. These may be field or project officers, often located at regional or branch offices of the agency in question. Ask

about the program and try to get some feel for the likelihood that the Centre will be deemed eligible to participate.

2. Study all available documentation on the funding program including guidelines, eligibility requirements, instructions, tips, forms and samples.

3. Create a full provisional draft of the document, consulting with local agency representatives to clarify requirements as necessary.

4. Submit the draft application to the appropriate agency representative for an informal review and feedback.

5. Resolve any questions that are raised in the informal review.

6. Prepare a final draft and submit it with all accompanying documentation before the published deadline for applications.

7. Be prepared for further questions, revisions and the submission of more supplementary materials.

Appendix 1: Web Resource Reference

Some useful websites for research on funding possibilities:

Department of Canadian Heritage
Home Page - http://www.pch.gc.ca/
Canadian Memory Fund - http://www.pch.gc.ca/progs/pcce-ccop/progs/mem_e.cfm
Moveable Cultural Property Program - http://www.pch.gc.ca/progs/pcm-mcp/mcp_e.cfm
Museum Assistance Program - http://www.pch.gc.ca/progs/pam-map/index_e.cfm
Sustainability Program - http://www.pch.gc.ca/progs/pcapc-cahsp/index_e.cfm
Young Canada Works Program - http://www.pch.gc.ca/special/YCW-JCT/english/overview.htm

Canadian Heritage Information Network
Home Page - http://www.chin.gc.ca/
VMC - Community Memories Program - http://www.chin.gc.ca/English/Members/VMC_Memories/index.html

Industry Canada
Home Page - http://www.ic.gc.ca/
Digital Collections Program - http://collections.ic.gc.ca/

Human Resources Development Canada
Home Page - http://www.hrdc-drhc.gc.ca/
Office of Learning Technologies Program - http://olt-bta.hrdc-drhc.gc.ca/

Ministry of Culture Ontario
Home Page - http://www.culture.gov.on.ca/
Cultural Strategic Development Fund - http://www.culture.gov.on.ca/culture/english/culdiv/arts/csdf.htm

Museum Operating Grant Program -
http://www.culture.gov.on.ca/culture/english/culdiv/heritage/museums.htm
Ontario Cultural Attractions Fund - http://www.ocaf.on.ca/e/welcome/welcome.html
Trillium Fund - http://www.trilliumfoundation.org/OTF-English/new/index.htm
Volunteer @ction.online Program - http://www.gov.on.ca/MCZCR/english/citdiv/voluntar/vao-brochure.htm
Ontario Heritage Act - http://192.75.156.68/DBLaws/Statutes/English/90o18_e.htm

Management Board Secretariat Ontario
Home Page - http://www.gov.on.ca/MBS/english/mbs/
Summer Experience Program - http://www.gov.on.ca/MBS/english/summer/exp_over.html

Canadian Museums Association
Home Page - http://www.museums.ca/
Ethical Guidelines - http://www.museums.ca/ethics/preface.htm

Ontario Museum Association
Home Page - http://www.museumsontario.com/

International Committee on Museums
Home Page - http://icom.museum/
Code of Ethics for Museums - http://icom.museum/ethics_rev_engl.html

Appendix 2: Guidelines and Application Forms

This appendix consists of all published requirements for 14 programs of interest to the Centre. The paper version can be used for quick reference and browsing. But the electronic version on CD-ROM is better for searching for particular kinds of information.

The CD-ROM version also contains three additional background documents for reference (CMA Ethical Guidelines - *CMA_Ethical_Guidelines1999.pdf*, ICOM Code of Ethics - *ICOM_CodeofEthics.pdf*, Ontario Heritage Act - *OntarioHeritageAct.pdf*.). These documents may be of interest, because certain granting programs may require adherence to one of more aspects of each.

CHAPTER 8
Manual for Online Collection Management System

Chapter Contents

Introduction

The online management system is designed to hold and maintain all collection records and all collection data pertaining to HHCC artifacts. It provides complete facilities for adding new artifact records, for maintaining existing artifact records (i.e., editing, and deleting, where appropriate). The system also provides the capacity to search for and locate specific records, and/or groups of records of interest, and to generate a variety of kinds of reports based upon information contained in the collection data.

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Signing On

The online system is accessed only via the internet, which means that it is available anywhere in the world twenty-four hours a day, seven days a week, three hundred and sixty-five days per year. The system is accessed and used with a standard web browser, such as Microsoft Internet Explorer.

The URL to be used to access the system is:
        http://collman.hhc-canada.net/
The URL makes is clear that the collections management function is one of the main components of online presence of the Centre, with a main public access gateway at http://www.hhc-canada.net/

When you point your browser at this URL you will be greeted by a Login screen where authorized users may enter an assigned user identification code and a password in order to make use of the system. This Login screen is the visible aspect of the internal security apparatus that prevents unauthorized users of the system from accessing, and especially from modifying, collection records without appropriate permissions from the collection owners.

Use the mouse cursor to click on the rectangular box to the right of the **UserID:** label and then type the appropriate code into that box. The code is case-sensitive, so the exact combination of upper and lower-case letters and numbers required must be entered.

Once the code has been entered in the UserID box, the password can be entered in a similar way in the **Password:** box. Note that it is possible to move the cursor from the UserID box to the Password box simply by pressing the tab key. Once the appropriate codes have been entered in the two boxes, click on the button marked **Submit**. If the correct information has been entered, the system will present the main function screen, which is entitled **'Select Record Management Option.'**

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Main Management Functions (MANAGE RECORDS option)

Although there are quite a few individual activities that the database manager may undertake from time to time, all of these activities fall under one of four main functional

headings. The four main functions, sufficient and necessary for full online management of data records are:

      1. adding new artifact records,
      2. selecting finding and viewing artifact records,
      3. editing or deleting artifact records, and
      4. generating reports from the artifact database.

These four main functional areas are all accessed from the main record management screen (Select Record Management Option). This screen is a central location within the online management application and is the point to which the records manager will return again and again to undertake new activities with the database. The four options on the main record management screen correspond to the four functions noted above. Activities available upon selecting one of the four main options on this screen are described in the paragraphs that follow.

Add New Artifact(s): Select this option by clicking on the button in order to add new artifacts to the database.

Browse/Search Artifact(s): Select this option by clicking on the appropriate button in order to review the data in artifact records or to search for a particular record, or a group of records, and review its content or select another activity.

Edit/Delete Artifact Record(s): Click on this button to select one or more artifact records to be edited or deleted. Editing changes the information in the artifact record. Deletion removes the record from the artifact database, although an archival copy is retained.

Generate Report(s): Use this option to proceed to a report selection screen that will offer the opportunity to choose several different reporting formats.

As noted above, the main record management screen where one of the four main functional options may be selected, is the command centre for the online record management application. This screen is reached immediately after a successful login, and you can return here from anywhere in the application by going to the Common Navigation bar at the bottom of every screen and choosing the **MANAGE RECORDS** option.

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Common Navigation Bar

Once working within the Collection Management application, rapid navigation to important areas where different functions may be selected, is available from the Common Navigation bar that appears at the bottom of every screen. The five options on the bar are:

> **LOGIN:** Clicking on this option takes you back to the Login screen, if it becomes necessary to start over.

> **MANAGE RECORDS:** This option returns you to the Select Management Option screen or the main function screen that greets you as soon as you have successfully signed on. This screen is the central point for all online artifact record management activities.

> **ADD ARTIFACT:** This option takes you to the area of the application where new artifact records may be added to the online database.

> **SELECT ARTIFACT:** Click on this option to browse or search to find a particular artifact in the database either for review or for further attention.

> **GENERATE REPORT:** Choose this option to arrive at a screen that will allow for the selection of one of several useful reporting formats.

> **ONLINE MANUAL:** Choose this option to arrive at a screen that provides access to the pages of the online manual describing how to use the collection management system.

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Adding New Artifacts (ADD ARTIFACT option)

You can initiate the series of steps needed to add a new artifact to the database, either by clicking on **Add New Artifact(s)** on the main record management screen or by selecting the **ADD ARTIFACT** option from the Common Navigation bar at the bottom of every screen.

The fields of information needed to specify a complete artifact record have been divided into six blocks of related fields. The activities involved in adding new artifacts to the collection database are therefore oriented towards adding data to one or more of these six field groups:
>   1. adding basic data to create a new record,
>   2. a series of data fields relating to the form of the artifact,
>   3. a series of data fields relating to the function of the artifact,

4. a series of data fields pertaining to the application of the artifact,
5. a series of data fields relating to the significance of the artifact, and
6. a series of data fields where one can enter reference information relating to the artifact.

The addition of new artifact records to the database has been designed in such a way that it is possible to create new records by entering only the information in the fields on the first, or basic data screen. Having completed basic data for one new artifact, one can then jump directly to basic data for yet another new artifact, and so on, allowing one to rapidly develop a skeletal database containing the basic data for a substantial number of artifacts from the collection. This strategy allows for the entry of additional information to the artifact record later on, when more time is available for that type of activity.

It is also possible, however, after creating the new record and entering basic data to go on to add additional data in one of the remaining five groups of fields pertaining to information on that record.

Three strategies for adding new artifact records – operational steps:
As noted above, there are two approaches one can use for the addition of new artifact records. The first or **express strategy** emphasizes the rapid creation of partial records for a number of new artifacts to serve as place-holders in the database. This strategy dictates that extended information on each of these artifacts is added later on, after the artifact is already inserted in the database. The second, or **intensive strategy**, emphasizes a slower creation of new records, taking the time to add information from one or more of the additional five sets of data fields that accompany the basic data for each artifact. The series of screens, activities, and operations to achieve each of these two strategies is noted in the paragraphs that follow.

> **Express Strategy:** Begin with the new artifact, basic data screen that is reached either from the **ADD ARTIFACT** option in the Common Navigation Bar at the bottom of the screen or from the **Add New Artifacts** button on the main record management screen. The information is filled in on the basic data entry screen and the new information is stored in the database *by clicking on the Continue button at the bottom of the screen*.

> From the information screen presented after this operation is complete, choose another record to return to the basic data entry screen with another set of basic information fields for the next artifact. This recycling back to the basic data entry screen is carried on for so long as there remain new records to enter. One then can return to select any of the management operations pertaining either to the new records entered or to older records by clicking on **MANAGE RECORDS** on the Common Navigation bar on the bottom of every screen.

Intensive Strategy: This approach to adding new records begins at the same place, the same basic data entry screen, reached either from the main record management screen or from the Add Artifact menu item in the Common Navigation bar at the bottom of the screen.

After information has been added for a new record and the Continue button has been clicked at the bottom of the screen, instead of choosing the Another New Record option, click instead on the Browse for Artifact button. From the list presented choose the last artifact at the bottom of the list, which is the artifact most recently entered, and that will take you to a screen that summarizes the basic data that has been entered for that artifact.

From this point one can either choose to enter those basic data by selecting the Edit button at the top of the screen, or to enter additional data in one or more of the additional sets of fields - 2. Form, 3. Function, 4. Application, 5. Significance, or 6. References - just below the Data Summary box near the bottom of the screen. If you choose to add additional data, click on the appropriate button and you will be taken to a summary screen that lists all data already entered for the artifact in this set of fields, together with basic artifact identification data at the top of the screen. In order to add the additional data click on Edit at the center top of the screen and you will be presented with data entry boxes for each of the fields in this group.

After you have entered any additional data, *be sure to click on the Store Data button at the bottom of the screen to be sure the information is added to the database*.

When that operation is complete you will be notified that you have successfully added revised data for the artifact and its accession ID tag number will be displayed. From this screen you either have the option to review those revisions or to choose a second set of fields in order to add additional information. When work using this strategy for adding new records is complete simply choose the MANAGE RECORDS option from the Common Navigation bar at the bottom of the screen in order to return to the main record management screen.

Word Processor Strategy: This is an offline approach to creating basic data records by using an artifact record template file and word processor software. After the offline files have been created, the technical database manager uses a Perl program to extract data from the word processor files and prepare it for automatic entry into the database. Once this step has been completed, the artifact records are available for online review and editing in the same way as those entered online.

Tips for Use: Download the artifact record template and make a new copy of it for each new artifact record to be prepared (always start from the original template to avoid replicating any errors that may have been introduced in previous records completed). Follow instructions for filling in the template ***with rigid consistency***: always retain the blank line preceding a field name; always retain the colon following the field name; ensure that the field name is the only thing on its line and that no space characters follow the colon; do not change the order of the fields; start the field contents in the line immediately following the field name; leave a blank line between each body of text that is to be considered a separate paragraph (text on sequential lines will be amalgamated into a single paragraph). Always save the record as a text only file.

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Online Data entry tips:

While entering basic data (screen one of six) do not enter digital image information until a digital image has been created and uploaded to the online database. In the larger data entry boxes be sure to place the cursor in the upper-left-most possible position within the data entry box.

Entry of data on this screen is largely self-explanatory. Enter the appropriate data in the box that appears to the right, or below, the appropriate descriptive label for that type of data. The group entry for the group data entry screen is accomplished by clicking on the triangle on the right-hand end of the data entry box and simply choosing an item from the list by clicking on it. When all available data have been entered for the record, **be sure to click on the button labeled [Continue] on the bottom of the screen**. *If this last step is omitted, all data entered will be lost.*

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Finding Artifacts in the Database (SELECT ARTIFACT option)

The **Search for Artifacts** screen offers three options:
- Browse Artifact List
- Enter Description Search Term

• Select Artifact Group by ID #

Browse Artifact List: Just click on the button. You will be presented with a list of artifact accession numbers and brief descriptions. Scroll this list up and down to browse for a particular artifact. Click on the description to get a listing of the basic information fields for the artifact. Use the various buttons on this screen to see additional details for the artifact or go to the previous or next artifacts in the Accession Number series.

Enter Description Search Term: This option allows you to search the Description information field for all artifacts in the database. For example, to find all artifacts for which the term 'copper' forms part of the description, type copper in the appropriate box and click on the [Search] button to the right of the box. You will be presented with a list of artifact accession numbers and brief descriptions for the artifacts with the word copper in the Description field. Click on the description to get a listing of the basic information fields for the artifact. Use the various buttons on this screen to see additional details for the artifact or go to the previous or next artifacts in the Accession Number series.

Select Artifact Group by ID #: This option will return a listing of all artifacts classified in the group you select. Click the small downward pointing arrow symbol to the right of the box containing the first group number [1.01]. This reveals a drop-down list of all available group numbers. Select one from the list by clicking on it and then click on the [Submit] button to the right of the number box. You will be presented with a list of artifact accession numbers and brief descriptions for the artifacts belonging to the group you selected. Click on the description to get a listing of the basic information fields for the artifact. Use the various buttons on this screen to see additional details for the artifact or go to the previous or next artifacts in the Accession Number series.

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Editing/Deleting Artifact Records

The **Edit/Delete Artifacts** button is found on the **Select Record Management Option** screen **(**or **MANAGE RECORDS option** from the navigation bar**)**. This button gives you a continuous list of the Accession numbers and description fields of all artifacts in the database. Scroll the list to browse the artifacts and click on the description to begin editing data for that artifact.

You can also select an artifact for editing using any of the artifact selection methods described above in **Finding Artifacts in the Database**. Follow the instructions given there until you arrive at the screen displaying the basic information fields for the artifact.

Then simply click on the [Edit] button in the center at the top of the screen to bring up the edit screen.

Tips for Editing: Scroll the text in the appropriate edit box (labeled with the field name) to find the portion of the text that requires editing. Insert the cursor into the proper position in one of the box and begin to make changes by adding text or deleting existing text. Don't paste text from a word processor in order to edit – there is a danger of introducing confusing characters (e.g., smart quotes) that will not be properly interpreted when the information for the artifact is displayed. Be sure to leave a full blank line between sections of text that should be separate (e.g., separate paragraphs) . *Be sure to click the [Store Changes] button at the lower left corner of the screen before you move to another screen or all of the changes you have made will be lost*. Choose additional sections of the artifact record for editing by clicking on buttons for one of the six groups of information fields in the lower right corner of the screen: 1. Basic, 2. Form, 3. Function, 4. Application, 5. Significance, 6. References. When editing on any screen is complete, be sure to click on the [Store Changes] button.

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Creating Collection Reports (GENERATE REPORT option)

The **Select Record Report Option** screen offers six options:
- Full Data Listing
- List by Group ID
- List All Artifacts
- Select Artifacts for Report
- Appraisal Listing
- Other Reports

Each option is selected simply by clicking on the appropriately marked button. In general, after you have pressed the button, you will get a screen that can be printed using the print function of your browser software.

In some cases, you will be presented with options to search for specific records to appear in the report.. After retrieving the appropriate records (see **Finding Artifacts in the Database,** above), use the print function of your browser software to print the report.

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Uploading Artifact Images

When you want to upload an artifact image to the online collection management system so that it can be displayed as part of the online data, choose the appropriate button on the main **Select Record Management Option** screen (or **MANAGE RECORDS option** from the navigation bar). This will bring you to the Image Upload screen.

Follow the two-step instructions on the Image Upload screen to transfer an image file from your computer to the collection management server.

Tips for Image Upload: Images for online use should be trimmed or resized to about 300 x 200 pixels and compressed to a file size of no more than 50-60 kilobytes. The image file must have the same name as is recorded in the Digital Image field of the artifact record, and have a filename ending in .jpg, if it is to be seen in reports.

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Using the Online Manual

This manual can only be accessed by clicking on the **ONLINE MANUAL** option found on the common navigation bar found at the bottom of every screen. That link will open the table of contents for the manual in a new browser window.

Tips for Finding Answers in the Manual: You can read through the entire manual by scrolling down the page. Or you can use the hyperlinked section headings in the table of contents to jump directly to the section of interest. After jumping to a particular section and reading it, you can jump back to the table of contents by using the [BACK] button (Back arrow) of your browser or by clicking on the [**RETURN TO TOC**] link at the bottom of each section. You can also use the Ctrl-F key combination (Find option from the Edit

menu) of your browser software to find particular words anywhere within the body of the manual.

After using the online manual, you can resume work on collection management by switching back to the original browser window by clicking on its tab on the task bar at the bottom of the screen or by closing the browser window displaying the manual.

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HHCC: Preliminary Marketing Plan

[*Draft of November 2003*]

1. Situation analysis

- Products and services o HRAI office exhibit o Temporary exhibits o Website exhibits o Website information
- Income
  - o Initial funding from founding partners o Interest on initial funding balance o Project grant
- Existing audiences o Website visitors o Knowledgeable industry insiders o Visitors to temporary exhibits o Federal culture bureaucrats
- Research o No market research completed to date
- Location and access o HRAI exhibit – local audiences; office hours o Website – global; 24/7
- Competition – very little o Some science museums o Some science centers o Some history museums o Fragmentary commercial internet offerings
- Current marketing activity and resources o Temporary exhibits o Website o CHIN/CMA/VMC membership o Industry contacts
  - o Board volunteer activities

2. SWOT analysis

- Strengths o The artifact collection o The archival document collection
  - o Continued buy-in, in principle, from founding partners
    - o Experience in digital communication medium

- Weaknesses o No assured source of operating funds o Small volunteer group
    - o No dedicated paid staff, even part time o No history of continuous operation o Unavoidable collection storage overhead
- Opportunities o Lack of competition in the field
    - o Wide interest in educational materials for popular technology o Wide interest in educational materials for social history o New Trillium program for operations funding o Government interest at all levels in project funding
- Threats o Reduced activity resulting from attrition of volunteer time o Running out of operating funds before development program produces results

3. Marketing objectives (SMART)

(Specific, measurable, actionable and agreed, realistic, timeline)

- Higher level of awareness in industry, Canada wide
- Unquestioning acknowledgement of value of activities in industry
- Unquestioning acknowledgement of value of activities among potential funders
- Unquestioning acknowledgement of value of activities among potential donors and sponsors
- Higher level of awareness among teachers and students

4. Target audiences

- Current audiences o Website visitors o Knowledgeable industry insiders o Visitors to temporary exhibits o Federal culture bureaucrats
- New audiences o Everyone in the industry
    - o Teachers and students o General public
        - o Museum/heritage community

5. Marketing mix for the targets: 'Four Ps'

- Product ○ Educational exhibits ○ Related educational materials ○ Organizational memberships ○ Sponsorships
- Price ○ All educational materials free (for now) ○ Organizational memberships - $150 annually ○ Sponsorships – pricing varies with project and exposure
- Place ○ Temporary exhibit locations ○ HHCC website
- Promotion ○ Print ○ Paid advertising ○ Public service announcements ○ Personal telephone contact ○ Short educational articles

6. Approved actions

- Communications plan ○ Prepare informative print materials for industry ○ Mail print materials
    - ○ Public service placements in industry periodicals ○ Mini-articles for industry periodicals ○ Paid advertising in industry periodicals
    - ○ Follow-up telephone campaign where organizational memberships are solicited
- Timeline ○ Planning – 2004/Q1 ○ Implementation – 2004/Q2 ○ Follow-up – 2004/Q4
- Budget
    - ○ Design and production of print materials ○ Mailing of print materials ○ Paid advertising costs
    - ○ Long distances charges for telephone follow-up/solicitation
- Staffing ○ Entirely volunteer until a cash-flow is established

7. Research
- Gathering visitation data ○ At temporary exhibits ○ Website visitation statistics
- Stakeholder attitudes ○ Informal (or formal) surveys at temporary exhibits

8. Monitoring and evaluation
- Outline an annual action plan, including reports to the board during planning, implementation and assessment stages
- Assign personal responsibilities for presentation and follow-up contacts with each prospect organization
- Periodic progress reports to board