



Where do we begin?

Non-Profit Setup Guide

For New

Tourism, Heritage, Historical, and Museum Groups



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Introduction

This guide is intended to provide some assistance to newly formed tourism, heritage, historical and museum groups. Often new groups have an idea of “*what*” it is they wish to accomplish, but are unsure how to achieve their ideas, or where to start. This manual contains information on everything from training, organizational structure, funding sources to pertinent contact information. The goal of this guide is to assist these newly formed groups / organizations in the creation of a sound foundation from which they can achieve their goals and objectives, as well as identifying possible funding partnerships.

Determining Membership

Most individuals who decided to form a heritage, historical, or museum group do so because they all feel the need to preserve, promote, and protect their community culture and history for future generations. They are all interested in the communities past, its present and its future, and have a desire to see that it does not fade away, become forgotten, and lost. They do all this in the interest of the *public trust*.

“The public trust is the guiding principle of all public museums regardless of their size, type, or operating budget. It is the legal concept that binds the museum to act in the best interest of society and is executed in three ways:

- Governance – generally falls to a board of directors elected from the museum’s membership. It is the legal and administrative processes involved in managing a not-for-profit organization. This includes defining what the museum does, who operates it, and how they are held accountable through documents such as Mission Statements, Bylaws, Constitution and Policies.
- Fiduciary Responsibility – is the duty of the board to ensure the museum’s long term sustainability and responsible and accountable financial management. It is also the personal responsibility of directors to act accountable and honestly.
- Public Obligations – are the museum worker’s responsibilities to serve the public and its interests, present, and future, especially in respect to the collections’ care and accesses”¹

One of the most valuable assets that new heritage, historical, or museum group can have is a partnership with their local municipal government, and indeed most groups will begin as an “arm of council”, or as a standing committee. Generally, the local municipal government has identified the area of culture and tourism as an economic sector within the community strategic plan, and initiates the formation of a committee to develop and promote these by contacting individuals who have shown an interest in these aspects of the community. With the support of the municipal government these heritage, historical and museum groups will develop a “working” plan to preserve, promote and educate the local community on the need and benefits associated with the preservation of their tangible and intangible culture. However, as an “arm of council”, groups need to be aware that they can only act in an “advisory capacity” and all initiatives must be brought to council for discussion and approval. It is usually advisable to have a liaison person from council as part of the committee, thus ensuring an open line of communication with the Town Council, which is the governing body.

Perhaps the local Town Council has identified tourism and culture as sectors of their economy that need to be developed, but has not acted upon it. Individuals and groups interested in these areas need not wait to be approached by someone from the local government, but can consult with a municipal representative on the possibility of the formation of an organization under the Town Council “umbrella” to create a heritage, historical, or museum group. The municipal representative, if asked, will then be responsible to bring to matter forth to the Council for discussion and decision, and notification of the outcome given. Most Town

¹ Anne Hayward, Standard Practices Handbook for Museums. Second Edition (Edmonton: Museums Alberta. 2001) 31-32

Councils are only too happy to assist with the development of an organization dedicated to the promotion and preservation of the community's culture.

Recruitment of membership can be done in a number of ways. Sometimes the most effective is the simplest way, "word of mouth" or by inviting those with a like interest to participate. This does not mean those who do not have a direct interest cannot participate or give assistance. On the contrary, because when specific needs arise you will find many who are willing to take part on a "short term basis", as everyone likes to see improvements to their community, too see their community grow. It is also important to remember that partnerships within the various sectors of the community will not only enhance the organizations abilities, it will also enable new groups to meet one of the criteria that many funding agencies / programs look for in a proposal. Remember to include members from all generational age groups of the community residents. Local advertising through community newspapers and TV channels, personal contact, and heritage activities are other ways in which membership can be recruited.

By using partnerships, heritage, historical or museum groups will be able to acquire the means by which they can implement actions leading to the fulfillment of their goals and objectives. The use of multiple partnerships is often necessary due to budgetary constraints by both government and private funding agencies, meaning that no one funding partner is likely to provide all the necessary "monies" needed to complete a project.

Once the new heritage, historical or museum group becomes established they may wish change their status as an "arm of council" to one with a more independent legal identity. This will depend on the mandate of the organization, the membership and the growth of the organization, and its ability to be financially sustainable.

Volunteers and Liability

As a volunteer there are responsibilities and concerns around liability, and what it is that you can be held accountable for. As a volunteer board member and as members of a volunteer group there is a vague understanding of the legal consequences and responsibility that arise from decisions that are made, and whether or not you can be held personally liable.

There are three fundamental duties that a director must adhere to in the performance of his / her role of a volunteer “trustee”.

- “**DILIGENCE** to act reasonably, prudently, in good faith and with a view to the best interests of the organization and its members.
- **LOYALTY** to place the interests of the organization first and to not use one’s position as a director to further private interests.
- **OBEDIENCE** to act within the scope of the governing policies of the organization and within the scope of the other laws, rules and regulations that apply to the organization.” (1)

If a director fails to perform and fulfil the above duties they may be liable.

“The term ‘liability’ refers to the responsibility of directors and organizations for the consequences of conduct that fails to meet a pre-determined legal standard. Usually, the term “consequences” refers to damage or loss experienced by someone, and being responsible for such “consequences” can mean having to pay financial compensation.

Directors and officers may be held personally liable for claims arising from:

- Activities of volunteers and/or staff in the name of the organization
- Employee discrimination
- Wrongful dismissal
- Breach of duties as described previously

Claims may be made by:

- Volunteers
- Employees
- Government bodies
- Suppliers
- Customers
- General public

How to Minimize the Risk to Board Volunteers

The process of risk management is a simple three-part activity. It involves:

- Examining a situation and asking what can go wrong and what harm could result
- Identifying practical measures that can be taken to keep such harm from occurring; and
- If harm does occur, identifying the steps that can be taken to lessen the impact of harm and pay for any result damage or losses.” (2)

Many groups are formed as “arms of council” and, as such, fall under the municipalities liability insurance. Many municipalities carry “Director and Officer Liability Insurance (DOLI)” - which covers losses and liabilities that may occur because of the actions of the directors or the board.

For incorporated and unincorporated groups and organizations that are not “arms of council” insurance can be purchased to protect directors and their board against any personal liability. Volunteer Canada, has a national program that is available to all non-profit organizations who are members. Membership is one hundred dollars (\$100.00) per year.

Volunteer Canada
353 rue Dalhousie Street, 3rd Floor
Ottawa, ON, K1N 7G1
Tel: (613) 231-4371
Toll Free: 1-800-670-0401
Fax : (613) 231-6725
www.volunteer.ca
info@volunteer.ca

Strategic Planning

In today's busy world, volunteer time is one of the most important tools that non-profit organizations have. To use this resource to the fullest capacity, and not waste time on issues that are inconsequential to the mandate of the organization, it is highly recommended that strategic planning be undertaken early on so that clear goals and realistic objectives can be determined and a "blueprint" can be put in place which will guide the organization over a specific number of years. Generally, strategic planning will result in a document that states the overall initiatives (**strategic goals**) the organization has identified and resources and methods that will be used (**strategies**) to attain them. Strategic Plans are "living documents", meaning that they should be revised periodically for relevancy, goal status and priorities.

Importance

Strategic planning is a management tool and is important as it allows an organization to work through ideas and concepts that will ultimately define what the organization is all about, what it wants to do, and how it will do it. One of the things to remember about strategic planning is to keep things simple, and to **not** make it overwhelming by trying to include all possible undertakings right from the "get-go". Strategic planning allows all members of an organization to actively participate in the process which results in the creation of documents that gives a clear understanding and guidance as to the purpose of the organization, how it intends to achieve its goals and objectives, and a working timeframe to complete the strategies, thus leading to the fulfillment of the organizations mandate. It also allows for a more effective and efficient organization. It creates a "sense of ownership" among the general membership, and is the catalysis to implement a specific "plan of action" because it is focused, clear and realistic. Strategic planning is also important in that it allows for the monitoring and evaluation of objectives throughout the project process, and upon project completion. Strategic planning looks to the future, the long term goals and plans how to achieve them.

Process

The process of strategic planning is somewhat intimidating to most volunteers because it is a little known business tool that sounds technical and much too complicated for them to do. This is not so. Anyone can do strategic planning if they have been given, or learn the methods behind the concept. In many cases it is helpful to have an outside facilitator to guide and assist you through the process. The most important thing with strategic planning is to be forward looking and realistic at the same time. Goals and objectives have to have a purpose, sustainability, and be practical in achievement to benefit the essence and growth of an organization. The process is somewhat time consuming, however the end result will provide clarity to the organization's purpose, goals and objectives over the "long-term".

For newly formed groups the basic strategic planning process will involve determining what your "mission" (purpose) is. The "mission" will state what your organization does, and how it will accomplish this. A mission statement deals with the present-tense, and states what you want to accomplish. You will also create a "vision" of your organization, how you see its future, where it will ultimately be. It is often an idealistic description of a "desired outcome" inspiring the membership by creating a "picture" of the organization's future. It deals more with the "values" of the organization and is about what it would like to be in the future. The vision and mission statements must be endorsed by your executive / membership.

Before determining what your goals and objectives should be, a **SWOT** analysis (which is basically looking at your group's strengths, weaknesses – inside the organization; opportunities, and threats – outside the organization) is advisable. This will help to determine what is feasible, realistic and focused in the selecting and prioritizing of goals and objectives.

This process of analysing helps groups to make choices and decisions that fit with their vision and mission and to set guidelines that will ultimately be the “blueprint” for the future.

After you have defined and adopted vision and mission statements, you need to look at goals which will enable you to fulfill the “mission” and move your organization forward towards its vision. Goals are basic statements, generalized, and broad in scope, and are what needs to be accomplished in order to meet the “vision” of the organization. Once the goals have been identified, the strategies or means of achieving them will be worked out. These are the objectives. Goals can have one or many objectives, depending upon its purpose as well as have an unspecified or long time frame to complete them. Objectives are specific actions undertaken to achieve or make major steps towards completing a goal. Objectives have a limited time frame, are measurable, tangible and narrow in scope. Once an objective has been identified, then projects or action plans need to be developed with very detailed procedures on how they will be carried out, monitored and evaluated.

The final phase of the strategic plan process is to record and create a document, communicate, implement and evaluate the effectiveness of the plan. Once the strategic plan has been worked out it should be documented and circulated to all members so they know what it entails. This can also ensure a feeling “ownership” in it. Because the strategic plan is a three to five year plan, implementation of the goals will be over a period of time, and possibly be in stages. It is advisable to have designated people to oversee the implementation of the specific objectives, and have an evaluation process by which it can be determined if the project was successful or not. It is also advisable to review and evaluate the strategic plan as a whole because changing economic, social, and environmental factors may influence how the organization perceives its mission and vision as time goes by.

Types of Non-Profit Organizations

The majority of volunteer organizations are non-profit, can range between a small or large membership, and have an objective that benefits the “public good” rather than financial gain for the membership. Any monies that come into the organization are used solely for the purposes of that organization and are never distributed among the board or its membership. There are three main types of non-profit organizations:

- Unincorporated or Informal non-profit organization (Ad hoc)
- Incorporated non-profit organization
- Charitable non-profit organization

Unincorporated or Informal Non-Profit Organization

Volunteer organizations or groups who get together and form an association to achieve a common purpose, are also known as an unincorporated organization or association. This is the most common form of an organization in the volunteer sector. By definition an unincorporated association is:

*"...where two or more persons are bound together for one or more common purposes by mutual undertakings, each having mutual duties and obligations, in an organization which has rules identifying in whom control of the organization and its funds are vested, and which can be joined or left at will."*²

These types of organizations are not recognized as legal bodies by the law, and do not generally have to file an income tax form. If they have salaried personnel they will have to comply with the Income Tax Act and issue the mandatory T4 form to the employee(s). If requested they must file an income tax return. If assets or income exceed two hundred thousand dollars (\$200,000) then a Non-Profit Organization Form (T1044) has to be filed with the Canada Revenue Agency. This will most likely never apply to most small volunteer groups and organizations. “Because it has no legal identity of its own and in legal terms is only a collection of individuals, an unincorporated association can not:

- Start a legal claim
- Borrow money
- Enter into a contract in its own name
- Hold property”³

For individuals in an unincorporated organization the threat of the possibility of being sued is a worry because an unincorporated group cannot sue or be sued as a whole, but rather as individuals, which leads to a personal liability issue for membership.

For the purpose of newly establishing heritage / historical and tourism groups it is advisable to operate as unincorporated and as an “arm of municipal council” or “sub-committee” until such time as the organization can become a viable and a standalone entity. This will provide the membership the necessary protection against personal liability, under normal circumstances, and as relating to the policy guidelines.

² Conservative and Unionist Central Office v Burrell (inspector of Taxes) [1982] 1WLR 522. The definition was for tax purposes, but was expressed to be of general application.

³ www.netlawman.co.uk/info/unincorporated-associations.php

The unincorporated organization still needs a Board of Directors and terms of reference, or constitution and by-laws.

Incorporation Non-Profit Organization

The value of becoming incorporated lies in the fact the organization will become a legal body distinct and apart from the directors and membership as individuals. It is a standalone organization; with its own identity, and as such can enter into various transactions such as banking, property purchases, loans, etc. As an incorporated organization it will have recognized legal rights and responsibilities under our legal system, both provincially and federally. Incorporation also protects the organizations name from being used by others. In “Newfoundland and Labrador an incorporated non-profit is called a - corporation without share capital”⁴. Membership changes do not affect the status of the organization as a “legal body” and it continues working as originally set up.

One of the benefits of becoming incorporated is the opportunity to greater availability of funding from various programs within government as well as from the private sector. An incorporated non-profit organization can make a profit from its activities; however this must be used for the activities and goals of the organization and not as payment for the membership. They must also file what is known as a “Corporation or Co-operative Income Tax Return with the CRA”, as well as provide updated information annually with the provincial or federal incorporation authority (Form G). Many funding agencies require that an organization have incorporated status. One of the first things to do when becoming incorporated is to decide on a corporate name, and then check the availability of the name on the Service NL website at:

<https://cado.eservices.gov.nl.ca/Company/CompanyMain.aspx>

There is a fee of ten dollars (\$10.00) to hold the name until the submission of incorporation documents. The application to become an incorporated non-profit organization can be downloaded from the Service NL website (http://www.gs.gov.nl.ca/forms/files/corp01a_art_inc.pdf) and are entitled *Articles of Incorporation Without Capital Share* (form 1A)⁵ The application form must also include the seventy dollar (\$70.00) registration fee.

The incorporated non-profit organization must also file a *Notice of Directors* (form 6) when becoming incorporated. When there is a change in directorship, such as Directors leaving or new Directors coming on board this form must also be filed with complete details of dates of changes, etc. This form is also available on the Service NL website, and has a ten dollar (\$10.00) fee. This form must be filed annually to maintain “in good standing” status.

A “Schedule A” form outlining the activities of the corporation / organization must be filed along with the original application documents, including the ten dollar (\$10.00) fee. When the physical location of the organization changes a *Notice of Register Office* (form 3) has to be filed and also has a ten dollar (\$10.00) fee. A “Schedule B” form has to be completed when an organization dissolves and has assets which must be disposed off. All of the necessary forms can be downloaded from the Service NL website (www.gs.gov.nl.ca/forms/files/index.html).

⁴ www.cliapei.ca/sitefiles/File/publications/nonprofit%20info.pdf

⁵ <http://www.gs.gov.nl.ca/forms/files/index.html>

Charitable Non-Profit Organization

To receive charitable status, an organization must register with the Charities Directorate of the Canada Revenue Agency.

“A registered charity is an organization established and operated for charitable purposes, and must devote its resources to charitable activities. The charity must be resident in Canada, and cannot use its income to benefit its members. A charity also has to meet a public benefit test. To qualify under this test, an organization must show that:

- its activities and purposes provide a tangible benefit to the public
- those people who are eligible for benefits are either the public as a whole, or a significant section of it, in that they are not a restricted group or one where members share a private connection, such as social clubs or professional associations with specific membership
- the charity's activities must be legal and must not be contrary to public policy

To register as a charity, the organization has to be either incorporated or governed by a legal document called a trust or a constitution. This document has to explain the organization's purposes and structure.”⁶

Further information on charities can be found on the Canada Revenue Agency web page: <http://www.cra-arc.gc.ca/chrts-gvng/chrts/chcklsts/bscgdlns-eng.html>

A non-profit incorporated registered charity organization will be able to issue tax receipts for donations made through its fundraising activities, and / or for monetary gifts received. This status also opens the door to greater “funding” opportunities because many of the private sector businesses support non-profit charitable organizations by way of project funding grants, as well as direct monetary donations. The non-profit charity is also exempt from paying taxes (but still must file a return using - Form T3010) and can qualify for a refund on HST /GST paid out. An annual financial audit has to be completed, and accurate bookkeeping of revenues and expenditures must also be maintained.

“If the nonprofit intends to seek registered charity status under the *Income Tax Act*, its bylaws are required to contain the following clause:

*No part of the income of the Society shall be payable to or otherwise available for the personal benefit of any director of the Society, and the Society shall not be operated for the **pecuniary** profit of any of its directors. Nothing herein shall derogate from the powers of the Board of Directors to grant **remuneration** to those staff and members engaged for the purpose of the Society pursuant to these bylaws.*

This means Board members should not profit from their position as a director.”⁷

⁶ www.en.wikipedia.org/wiki/Charitable_organization (? check)

⁷ www2.claiepi.ca/sitefiles/File/publications/nonprofit%20info.pdf

Terms of Reference, Constitution and By-Laws

Whether you are a sub-committee of a municipal council, an unincorporated non-profit organization, or an incorporated non-profit organization, your organization should have terms of reference or constitution and by-laws as its governing document. This document will state your organizations structure, the purpose of the organization, duties and responsibilities, and procedures. Your organization will most likely deal with financial matters, be it fund raising, funding or grant applications; applications that will **necessitate** the spending and handling of monies.

As a group you should have a formal governing body with the following:

- Chairperson / President
- Vice-Chair / Vice-President
- Secretary
- Treasurer
- A set number of Directors

The following are sample documents for terms of reference, constitution and by-laws.

Terms of Reference for the _____ Sub-Committee

I. Purpose:

The purpose of the _____ Sub-Committee of the Municipality of _____ is to promote, encourage and monitor all aspects of Tourism as it relates to economic and social development activities within the municipality.

II. Establishment:

Membership in the _____ Sub-Committee is open to all municipal residents. Members may represent themselves, a business, or an organization, as long as they have an interest in heritage and tourism.

III. Composition:

The _____ Sub-Committee membership will include one member of the Municipal Council and all other members and all other members will be residents of the municipality. Membership is not limited to a specific number and will remain open to allow for new members.

IV. Authority:

The _____ Sub-Committee is responsible to the Municipal Council. It has the authority to recommend a work-plan and budget, carry out the work-plan as authorized. The Sub-Committee may, from time to time, review its work-plan and suggest amendments to the Council if necessary.

V. Duties and Responsibilities:

- A. Prepare an action plan for programs and activities in the area of Heritage and Tourism including, but not limited to, marketing, packaging, education, communication, product, and service development, and public awareness.

- B. Implement Programs and activities authorized and assigned by Municipal Council.
- C. Encourage coordination and cooperation among individuals, organizations, and communities involved with heritage and tourism in the municipality.
- D. Develop and maintain a database of information with respect to heritage and tourism.
- E. Initiate and have input into proposals of the municipal Council relating to heritage and tourism.
- F. Enlist the aid of resource personnel when necessary to plan and implement initiatives relating to heritage and tourism (ie: Coast of Bays Corporation, Adventure Central, Hospitality Newfoundland and Labrador, Heritage Canada, Department of Tourism, Culture and Recreation, etc)

VI. Organization:

The _____ Sub-Committee shall elect a Chairperson, Vice Chairperson, Treasurer, and a Secretary from its membership who will serve for a period of two years. Vacancies in either of these positions will be filled by election as they occur and will be for the remaining portion of the term.

VII: Procedures:

- A. The _____ Sub-Committee will meet no less than ____ times per year at the call of the Chairperson, or as decided by the committee.
- B. The agenda will be prepared by the Chairperson and Secretary. The Secretary will be responsible for recording the minutes of the meetings.
- C. Reports will be made to the Municipal Council on a regular basis as agreed upon by Council and the Sub-Committee
- D. A minimum of 50% plus 1 voting member will be required for a quorum.⁸

Constitution of the _____ Heritage (or Historical / Tourism) Society

Article 1

Title: This organization shall be known as the Heritage Society of _____.

Article 2

Mandate:

- A) The Heritage Society of _____ will foster an appreciation and understanding of the past social and economic history through the preservation, exhibition and interpretation of our buildings, museum collections, and our oral history.
- B) The Heritage Society of _____ will be affiliated with the Provincial and Federal Heritage Associations.

⁸ Coast of Bays Tourism Sub-Committee

Article 3

- Objectives:**
- A) To collect artifacts and oral history that pertain to our area (or if a specific type of Society or collection, ie: Boat building, then your objectives would revolve more specifically around this topic).
 - B) To document and establish a visual collection of artifacts and archival materials.
 - C) To comply with national standards in the conservation and preservation of our collections.
 - D) To establish our place our place as a viable tourist destination with economic and social benefits.
 - E) To install in our community a sense of pride in our past and a commitment to our future.
 - F) To preserve our built heritage and geographical sites with historic significance

Article 4

- Membership:** Membership will be open to all residents of the communities of _____ on a volunteer basis. Members must abide by this constitution and decisions made by its governing body. Membership will be closed sixty (60) days prior to the AGM.
- Directors:** Shall be elected from the general membership

Article 5

- Structure:**
- A) The directors will consist of nine (9) members who shall be elected at a public AGM meeting to be held within the community of _____. The directors shall be elected by ballot or a show of hands for a term of two years with an option to return for one (1) more term if elected. If a position remains unfilled by an election then the board may appoint someone to the position. If a position becomes vacant during the term, this position may be filled by an election within the board or by appointment from the general membership by the Chair with approval of the board.
 - B) The officers of the Board shall be elected from the Board of Directors by the Board of Directors. The board of directors will consist of:
 - Chairperson
 - Immediate Past Chairperson

 - Vice Chairperson
 - Treasurer
 - Secretary
 - Three Directors – Members at large

- Membership Fees:** May be introduced as deemed necessary.

Article 6

- Duties:**
- A) The Chairperson shall be a voting member and preside at all meetings of the Heritage Society of _____.
 - B) The Past Chair shall attend all meetings of the executive committee and provide advice where required.

C) The Vice-Chairperson in the absence of the Chairperson shall perform all the duties of the Chairperson.

D) The Secretary shall keep accurate records of all regular and special meetings of the Heritage Society of _____ and such records shall be signed by the secretary and chairperson when passed. The minutes shall become part of the official record of the society.

E) The Treasurer shall keep accurate record of all monies received and disbursed by him / her and report regularly to the Heritage Society of _____ or at the request of the Chairperson. The books shall be audited annually by an independent source. An audited financial statement shall be presented at the Annual General Meeting.

F) The Board shall have the authority to hire staff, or to enter into any other contractual arrangements necessary to achieve the objectives of the Heritage Society of _____.

G) Any individual will cease to be a director as a result of a failure to attend three (3) consecutive meetings without providing the board with just cause; or expulsion for just cause provided such action is approved by seventy-five (75%) per-cent of the Board of Directors.

Power of the Directors:

A) The Board of Directors shall establish an executive committee which shall consist of :

- Chairperson
- Immediate Past Chairperson
- Vice Chairperson
- Treasurer
- Secretary
- Three Directors – Members at large (number depends on your membership numbers)

B) Act only in accordance with the constitution of the Heritage Society of _____.

C) The Vice-Chairperson in the absence of the Chairperson shall perform all the duties of the Chairperson.

D) The Secretary shall keep accurate records of all regular and special meetings of the Heritage Society of _____ and such records shall be signed by the secretary and chairperson when passed. The minutes shall become part of the official record of the society.

E) The Board of Directors may appoint any person from within or outside the region to committees as it deems necessary to address specific requirements or expertise the committee may require to complete its tasks. Any person so appointed shall enjoy all the rights and privileges of any other committee member, with the exception of those rights and privileges exercised as a member of the Board of Directors.

F) The Board shall have the authority to hire staff, or to enter into any other contractual arrangements necessary to achieve the objectives of the Heritage Society of _____.

G) The Board of Directors shall have the authority to dismiss any staff person for just cause.

H) All staff appointments, hiring consultants, and major purchases and contracts shall come into effect only after the Board of Directors employs generally accepted practices for conducting such business, including public competitions, tender calls, interviews, and qualifications analysis and evaluations.

I)The Directors shall serve without remuneration and no Director shall directly or indirectly or individually receive a profit from his / her position as such, provided that a Director may be paid reasonable travel and other authorized expenses incurred by him / her in the performance of his / her duties. The provincial Treasury Guidelines for travel shall be used.

Article 7

Accountability: A) The Directors shall convene an Annual General Meeting of Members for the purpose of:

- Providing a progress report to members
- Providing an audited financial statement to membership
- Presenting a budget and a work plan

B) It is the responsibility of the representatives on the Board of Directors to keep the constituency they represent informed of the proceedings undertaken by the Board.

Article 8

Meetings:

A) The Annual General Meeting shall be held once a year. The Board of Directors will take note of any concerns brought up by the general membership. It is to be held between the dates of February 28th to April 30th of each year. Elections to be held at this time to fill any positions on the Board now becoming vacant. All membership on the register must be notified by public notice at least two weeks in advance of any General Meeting of the Heritage Society, but the non-receipt of notice by any member shall not invalidate the proceedings at any meeting.

B) Each member of the Heritage Society of _____ shall have one (1) vote at the Annual General Meeting.

C) Ordinary meeting is to be held monthly at a date specified by the Board of Directors.

D) A simple majority of fifty per-cent plus one (50% +1)of Directors shall constitute a quorum at ant Board of Director meeting.

E) Each Director shall have one (1) vote. Directors shall not vote by proxy. In the case of a tie, the Chair shall cast the deciding vote.

F) At the request of any ten (10) members, the Board of Directors shall convene within thirty days an extraordinary general meeting to deal with specific requisitioned concerns.

Article 9

Power to use funds:

A) In addition to an annual audited statement the Treasurer shall provide the Board with a financial report at least each quarter, detailing the financial position of the Heritage Society of_____.

B) Any monies that accrue to the Heritage Society of _____ shall be used to further the objectives of the Heritage Society of _____, and no member shall receive monies except for services rendered to the Heritage Society of _____.

C) The Board of Directors shall approve a schedule of payments for business conducted on behalf of the center including:

- Travel expenses
- salary and benefits for staff, consultants, or other persons working on behalf of the board
- all major purchases, leases, rentals, etc.

D) The operation year for the Heritage Society of _____ shall end on March thirty-first (31st) in each and every year.

Article 10

Amendments: The constitution may be amended by special resolution at any General Meeting of the Heritage Society of _____ provided that thirty (30) days notice stating the intended amendment is given to the membership.⁹

This sample by-law shows the types of information that could be in a by-law to set up a municipal heritage committee.

**CORPORATION OF THE _____
OF _____
BY-LAW NUMBER _____
A BY-LAW TO ESTABLISH A MUNICIPAL HERITAGE COMMITTEE AND PROVIDE FOR
THE APPOINTMENT OF MEMBERS THERETO**

WHEREAS section 28 of the *Ontario Heritage Act*, R.S.O. 1990, CHAPTER O.18, provides that the council of municipality may, by by-law, establish a municipal heritage committee to advise and assist the council on all matters relating to Parts IV and V of the *Ontario Heritage Act*, R.S.O. 1990, CHAPTER O.18; and

WHEREAS the Council of the _____ of _____ deems it advisable to establish such a committee and provide for the appointment of members thereto;

THEREFORE the Council of the Corporation of the _____ of _____ enacts as follows:

1. A municipal heritage committee is hereby established, to be known as the " _____ Heritage Committee".
2. The committee shall consist of a minimum of five members. Members shall be appointed by Council.
3. The Council of the Corporation of the _____ of _____ may, by resolution, replace members as terms of membership expire, or appoint from time to time such new members as it considers desirable.
4. The municipal heritage committee shall, at its first meeting of each year, elect a Chairman from its membership.
5. The Council through the municipal treasurer shall establish separate records on behalf of the committee to be known as the "Heritage Committee Financial Records."
6. The terms of reference* of the committee shall be as follows:
7.
 - a) To establish criteria for the evaluation of properties of cultural heritage value or interest;
 - b) To prepare, evaluate, and maintain a list of properties and areas worthy of conservation;
 - c) To advise Council on means of conserving heritage properties and areas; and available funding sources;
 - d) To advise Council on current heritage conservation legislation and to assist Council in the preparation of municipal legislation to conserve heritage properties and areas;
 - e) To implement programs and activities to increase public awareness and knowledge of heritage conservation issues;

⁹ Milltown-Head Bay d'Espoir Heritage Society

- f) To advise and assist Council on all matters relating to Parts IV and V of the *Ontario Heritage Act*, R.S.O. 1990, CHAPTER O.18;
 - g) To advise and assist Council on any other matters relating to properties or areas of cultural heritage value or interest;
 - h) To prepare, before the _____ day of _____ each year, a report of the previous year's activities;
 - i) The municipal heritage committee should meet monthly, but at least once each four months.
8. This by-law shall come into force and take effect on the date of its passing (OR ALTERNATIVELY: on the _____ day of _____, 20____).

Dates of three readings:

(Signature of head of Council)

(Signature of Clerk)

* These terms of reference may be expanded or shortened as the council wishes.¹⁰

¹⁰ www.mtc.gov.on.ca/en/heritage/mun_heritage_committees_samplyby_law.shtml

Mission and Vision Statements

Today, organizations need to have both a mission (mandate) and a vision statement for two main reasons. First and foremost a mission statement gives a clear statement of an organization's purpose and demonstrates how that purpose will be achieved. A vision statement will state what you see as your organization's future, the end results of its actions. It is the inspiration to work towards the "preferred future", the picture of what your organization will look like as a result of achieving its mission. Today, these two statements are required by some funding agencies as part of the funding application.

Mission Statement

The mission statement is the mandate of the organization and will state its overall goals and how they will be achieved. The mission statement will be guided by what it is you want to do in practical terms, the reason **why** you have decided to form your organization. The mission statement is important because it defines the purpose of the organization and how you mean to achieve the overall goals and objectives. Your mission statement is your broad action plan, answering the questions of "what we do", "how will we do it", "whom we do it for" and "what will the benefits be".

Vision Statement

The vision statement is the idealized outcome of the organizations goals, what the organization will look like in the future. It is an inspiring statement of the organizations values, purpose and guiding principles. The vision statement concentrates on what it wants the future to be, and is positive and motivating in terminology. Vision statements are most effective when short and clearly stated.

Sample Mission (Mandates) and Vision Statements:

Milltown-Head Bay d'Espoir Heritage Society

Vision Statement:

"The Heritage Society of Milltown-Head Bay d'Espoir will foster an appreciation and understanding of our past social and economic history through preservation, exhibition and interpretation of our buildings and museum's collections. This will be achieved by:

- Having a unique collection of local artifacts through practicing appropriate conservation and preservation methods
- Having a visual documentation of our past
- Collecting and documenting the oral history of our area
- Establishing our place as a viable tourist destination with economic and social benefits
- Instilling in our community a sense of pride in our past and a commitment to our future
- Preserving our built heritage"¹¹

¹¹ Heritage Society of Milltown-Head Bay d'Espoir

Coast of Bays Tourism Sub-Committee

Mandate:

“The Coast of Bays Tourism Sub-Committee will provide input and direction to the Board of Directors regarding initiatives that will promote the growth of a sustainable tourism industry. The focus is to increase the opportunities and enhance the quality of experiences for the visitors to the Coast of Bays.”¹²

Central Destination Marketing Organization

Mission and Statement of Purpose:

“**The purpose of Central DMO is as follows:** The mission of the Central DMO is to increase tourism visitations and spending and lengthen stays throughout Central Newfoundland with the aim of creating economic benefit to the region.

The goals of the Central DMO are:

- To be the primary marketing agency for the promoting of tourism in central Newfoundland;
- To create marketing synergies and opportunities within the membership;
- To serve as a central “host” in providing information to tourists, meeting planners, tour operators. Travel agencies, travel media and transportation companies; and
- To be a support agency to all members of the Central DMO”¹³

Chester County Historical Society

Mission Statement:

CCHS is a not-for-profit educational institution whose mission is to promote an understanding of the history of Chester County and southeastern Pennsylvania by collecting, preserving, exhibiting and interpreting that history and its relationship to the region, and nation beyond, to audiences of all ages and interests.

Vision Statement:

The History Center of the CCHS will be a vibrant place where people may encounter, explore and learn about the past. With diverse audiences and Chester County’s unique heritage at its core, CCHS is an educational leader in the history community of the Delaware Valley.

In pursuit of this vision, CCHS will:

- Identify, collect, and exhibit significant historical materials related to Chester County and southeastern Pennsylvania.
- Provide leadership in the responsible preservation of, and public access to, these historical materials.
- Encourage excellence in research, documentation, and interpretation of historical materials.

¹² ©Coast of Bays Corporation

¹³ © Central DMO By Laws

- Present exhibitions that use historical materials to enrich public's understanding and appreciation for the history of Chester County and southeastern Pennsylvania.
- Foster an appreciation of the importance of historical materials to enrich public understanding of the past and present.
- Serve diverse audiences through a variety of learning formats.
- Promote pride in both individual and community heritage.
- Respond to the community's needs to explore and examine issues critical to its past and application to contemporary life.
- Provide support to historic preservation initiatives in Chester County.
- Maintain mutually beneficial relationships and alliances with educational institutions, the business community, government and other community organizations.¹⁴

Jones County Historical Society

Mission Statement:

The Jones County Historical Society mission is for heritage preservation focusing on the unique history of Jones County, Iowa; heritage education being a leader in the preservation of local history; and heritage tourism collaborating and working together with other historical and cultural organizations.

Vision Statement:

The Jones County Historical Society will be an educational resource, a leader in the preservation of local history, and an integral part of the community collaborating with other historical organizations in the area working together for mutual assistance and for the benefit of local history.¹⁵

School of Hospitality & Tourism Management

Vision Statement:

To be internationally recognized as Canada's premier teaching and research institution in the field of hospitality and tourism management.

Mission Statement:

To empower individuals and organizations with the applied research, professional skills and management necessary for exceptional performance. To achieve the above through fostering a School culture education based on innovation, strong service and qualified dedicated people.¹⁶

¹⁴ © <http://www.chestercohistorical.org/mission.php>

¹⁵ © <http://www.rootsweb.ancestry.com/~iajchs/jchs.html>

¹⁶ © <http://www.uoguelph.ca/hm/>

Training

It is important for new groups to get off on the “right foot”. The Coast of Bays Corporation has endorsed the provincial standards for museums as the “preferred” way to operate throughout the region thus promoting a unity of standards for all similar organizations within its boundaries. The provincial standards for museums / heritage / historical groups is followed and practiced by the Museum Association of Newfoundland and Labrador (MANL) which represents Museums and Societies that become members. This organization offers training for its museum and heritage / historical groups through the *Certificate Course in Basic Museum Studies*. This program covers four core topics which must be completed for certification:

- Museum Governance and Management
- Introduction to Collections Management
- Preventive Conservation
- Introduction to Exhibit Development

In order to obtain a certificate, four more elective courses will need to be completed. These are materials that will further elaborate on the core selections and can vary in a wide range of subject matter.

The certificate booklet can be located at the following web address:

http://www.manl.nf.ca/pdf/certificate_booklet.pdf

and the registration form at: http://www.manl.nf.ca/pdf/certificate_form.pdf

There are also training opportunities through the provincial Department of Innovation, Business and Rural Development (IBRD) under their *Capacity Building Program*. This department offer workshops on the following topics which can enhance the skills and knowledge of the membership of the non-profit organization membership and board of directors.

- Proposal Writing
- Project Management
- Organizational Governance
- Legal Issues (for the Volunteer)

To arrange for Capacity Building Workshops, non-profit organizations in the Coast of Bays are advised to contact the Coast of Bays Corporation for more information. To view a selection of training modules available for free to non-profit organizations visit the Newfoundland and Labrador Regional Economic Development Association (NLRDA) website: <http://www.nlreda.ca/>

The Community Sector Council of Newfoundland and Labrador also offers training for volunteers organizations. This training is developed by professionals and is centered on the operational needs and responsibilities of an organization. There is a fee for the training. For more information visit: <http://communitysector.nl.ca/>

They also have an Atlantic Canada Charities Learning website which offers webinars to assist organizations design effective fundraising events. The web address for further information is: <http://www.atlanticcharities.ca/>

Hospitality Newfoundland and Labrador offers a training program called “SuperHost Atlantic” which provides an interactive workshop targeted at improving the communication and customer service skills for members of organizations dealing with “the public”. More information is available at: http://hnl.ca/training/search-by-category/#program_list

Emerit also has an online training program specifically for heritage interpretation. The course will enable the participant to learn how effectively interpret cultural or natural history. The course is called Heritage Interpreter and more information about it is available at: <http://emerit.ca/en> under the heading training / training programs and resources.

Museum Association of Newfoundland and Labrador

The Museum Association of Newfoundland and Labrador, or MANL for short, is a charitable non-profit organization which represents institutions and individuals who are interested and dedicated in preserving and promoting the cultural heritage and natural heritage of the province of Newfoundland and Labrador. Cultural heritage includes both the tangible (buildings, artifacts, books, photographs, monuments, etc.) and the intangible (folklore, traditions, knowledge, etc.) and is often unique and irreplaceable. The natural heritage revolves around culturally significant landscapes the tangible significant landscapes (natural places with a cultural attachment / features), biodiversity (flora and fauna) and geodiversity (geological elements such as the Hermitage Fault in the Coast of Bays).

As members of MANL, organizations can avail of a number of services that can benefit their institutions. MANL has a resource centre with over 270 books on museum related topics as well as a huge (850) number of individual articles (publications) that members can borrow for a specific period of time. Their Professional Development Officer also provides advisory services to members on issues relating to their institutions, and training. They also offer a Certificate Course in Basic Museum Studies to members which gives them a general introduction to current theories, standards and best practices for museums. They also have a publication entitled “*Guidelines for the Operation of Community Museums in Newfoundland and Labrador*” which can be of value to new organizations. Members will also receive a quarterly newsletter that updates them on training opportunities, activities within the membership etc.

Another one of the major benefits of becoming a member of MANL is that it allows your organization to meet one of the funding criteria of the Department of Tourism, Culture and Recreation. The adherence to the **Best Practices** as set out by MANL is another of the funding criteria required by provincial and federal funding programs.

Information on the Museum Association of Newfoundland and Labrador can be found at the following web address: <http://www.manl.nf.ca/>

The membership application form can be found at the following web address:
<http://www.manl.nf.ca/images/stories/membershipform2011.pdf>

Potential Funding Sources

Funding is always a concern for non-profit community groups, and for new groups. Knowing where to look for funding programs can be a challenge. The federal and provincial governments offer numerous funding programs that can provide financial assistance to organizations that meet the criteria of the specific funding program. The amount of assistance varies anywhere from a ninety (90%) percent contribution to a fifty (50%) percent contribution. Most times the funding is issues in the form of grants. Local municipal governments will often provide some of the other needed funding as an “in-kind” contribution. There are also funding partnerships within the private sector for non-profit organizations, although most require the organization to have charitable status. It is advisable to check out the criteria for each possible partner to ensure eligibility. Many times multiple funding partners will be needed to achieve the financial funding of a project. This is where partnerships will be necessary, so it is highly important that the project funding be clearly rationalized and the sustainability and economic long term benefits be shown.

Canadian Federal Government

Atlantic Canada Opportunities Agency

The Atlantic Canada Opportunities Agency (ACOA) is a Canadian federal government agency which is mandated to assist with the building of “economic capacity” in Atlantic Canada. The agency does this by working with provincial and municipal governments, as well as with communities, their organizations, businesses and institutions. The Atlantic Canada Opportunities Agency has a number of funding programs that can be utilized by community non-profit organizations provided they meet the program funding criteria and have a proposal that is viable and sustainable over the long term. For small community heritage / historical and museum groups the Building Canada Fund has a component that may provide a funding partnership opportunity. Under the “umbrella” of “strong and prosperous communities” is the category of culture. “*Building Canada* funding in this category is directed towards projects that:

Support arts and/or the preservation of designated heritage facilities;

Help communities express, preserve, develop and promote their culture and/or heritage.”¹⁷

ACOA provides a one third (1/3) of the total eligible costs for proposed projects, with the remainder of funding coming from provincial and municipal governments. With strong partnerships funding becomes much more attainable for projects that demonstrate a strong long term economic sustainability for the organization and its community.

Canadian Heritage

“Canadian Heritage is responsible for national policies and programs that promote Canadian content, foster cultural participation, active citizenship and participation in Canada's civic life, and strengthen connections among Canadians.”¹⁸ The department has a very diverse number of divisions that apply to the different aspects of preserving, promoting and participating in our cultural heritage. For the smaller and newly formed

¹⁷ <http://www.infrastructure.gc.ca/prog/bcf-fcc-categ-details-eng.html#comm7>

¹⁸ www.pch.gc/eng/1267728945673

groups there are perhaps two main components of interest. Heritage Objects and Spaces (Conservation and Prevention: Canadian Heritage Information Network / Cultural Spaces: The Canada Cultural Spaces Fund), and Holidays, Celebrations and Commemorations (Community Festivals and Anniversaries).

Heritage Objects and Spaces

This division deals with a number of sectors but only two are of relevance to the new groups and organizations. They are the Canada Cultural Spaces and the Canadian Heritage Information Network. Each of these have funding programs that can be of great value to applicants should they meet the necessary criteria. Following is a brief overview of the Canadian Cultural Spaces Program. The information on the Canadian Heritage Information Network, (CHIN) is dealt with as a separate section because it is much easier to access this program once small groups are firmly established, and due to the fact that they do not need a large monetary contribution towards this funding.

Canada Cultural Spaces Fund

This is a fund which “supports the improvement, renovation and construction of arts and heritage facilities, and the acquisition of specialized equipment as well as conducting feasibility studies.”⁽¹⁾ It is open to all non-profit, incorporated heritage organizations as well as provincial and municipal governments, and First Nations governments. Projects that are eligible may receive funding of up to fifty per-cent (50%), however the average funding is closer to thirty-seven per-cent (37%) due to the high volume of applicants. There is no specific application deadline, thus applications are received throughout the fiscal year for consideration under that year's budgetary allotments. The guidelines and application documents can be accessed at the following web address: <http://www.pch.gc.ca/eng/1267728945673#a1>

Please note that applicants **MUST** contact the Department's regional office before submitting an application.

Holidays, Celebrations, and Commemorations

This funding program helps Canadians celebrate their public holidays, historically important dates, community festivals and special anniversaries, national ceremonies and Royal visits. For the celebration of the cultural heritage at the grassroots level, the community level, the program component “Community Festivals and Anniversaries” is sub divided into two distinct funding areas. Under the sub-program “Building Communities Through Arts and Heritage” a number of individual components provide funding opportunities for local artists and groups to participate in the celebration of their community's history.

Building Communities Through Arts and Heritage

There are three separate sections to this funding program, each one targeting a specific type of event. They are:

- **Local Festivals** - provides funding to local groups for reoccurring festivals that showcase the work and performances of artists, artisans, and historical performers at the community level. It is for and open to the general public.

- **Community Anniversaries** - provides funding to local groups celebrating community anniversaries of one hundred years or greater; every twenty-five years (25), after the first one hundred (100) years. to celebrates a significant historic personality or event. Presents the work of local artists, artisans, and heritage performers. It actively involves community members and is open and for the general public.
- **Legacy Fund** – provides funding for community capital projects that celebrate a one hundredth (100) year anniversary or greater; every twenty-five years (25), after the first one hundred (100) years. It covers the restoration; renovation of local buildings with historic community significance. It celebrates a significant historic personality or event. It encourages activities in the arts and heritage sector of the community, and is for and accessible to the general public.

There are two application deadlines with this funding program, **April 1st** and **September 30th** of the fiscal year (April of one year to April of the next). More detailed information on all of the sections is available at: <http://www.pch.gc.ca/eng/1267799042836#h1>

Canadian Heritage Information Network

The Canadian Heritage Information Network (CHIN) is part of the Department of Canadian Heritage. The department of “Canadian Heritage is responsible for national policies and programs that promote Canadian content, foster cultural participation, active citizenship and participation in Canada's civic life, and strengthen connections among Canadians.”¹⁹ One of the biggest advantages in becoming members of CHIN for small museums and heritage groups is the access to a program under the Virtual Museum Investment Programs called Community Memories. This program allows users of the World Wide Web access to a virtual exhibit created by your museum, which in turn preserves, promotes and in a subtle way advertises your museum / group. (?) As a member of CHIN you can also upload selected artifacts to Artifacts Canada, a national database of museum objects that allows anyone to worldwide to see your artifacts. The artifacts become part of the database which increases your organizations online presence and gives you the ability to share your collection with other heritage groups, professionals, and interested parties.

“Canadian Heritage Information Network

Membership – Overview

More than 1,500 Canadian heritage institutions are members of the Canadian Heritage Information Network (CHIN). CHIN's members list ranges from world-famous destinations to small community museums.

Canada's Online Heritage

CHIN provides its Canadian member institutions with a range of products and services that enable them to engage Canadian and international audiences through innovative technologies.

Working together, CHIN's member institutions are creating, presenting, managing and preserving Canada's digital heritage content. This unique collaboration has resulted in the internationally-valued Professional

¹⁹ www.pch.gc.ca/eng/1266037002102/1265993639778

Exchange (<http://www.pro.rcip-chin.gc.ca/>) website and the highly successful Virtual_Museum_of_Canada (VMC - <http://www.museevirtuel-virtualmuseum.ca/>).

Who Can Join: Public, not-for-profit, Canadian museums and other heritage organizations are eligible for membership in CHIN.

Our Programs: Learn more about our programs (<http://www.rcip-chin.gc.ca/financement-investment/index-eng.jsp>)

Eligibility: Learn more about our eligibility (<http://www.rcip-chin.gc.ca/adhesion-membership/information/admissibilite-eligibility/index-eng.jsp>)

Benefits: Here are just a few of the benefits (<http://www.rcip-chin.gc.ca/adhesion-membership/information/avantages-benefits/index-eng.jsp>) available to CHIN members:

Membership is free.

Eligible CHIN members may apply for investment (<http://www.rcip-chin.gc.ca/financement-investment/index-eng.jsp>) to create online exhibits and other educational resources.

Members may showcase their collections to fellow professionals, and to Canadians and audiences worldwide.

All CHIN members receive technical support.

Eligible CHIN members may receive financial support for Internet access and/or Internet training.

Members may add job postings, events, suggested resources and other information to CHIN's Professional Exchange (<http://www.pro.rcip-chin.gc.ca/>).

Members can extend their educational outreach into classrooms across Canada through the Virtual Museum of Canada's (VMC) Teachers' Centre.

Membership - Eligibility

Public, not-for-profit Canadian museums and other Canadian heritage organizations are eligible for membership in the Canadian Heritage Information Network (CHIN).

If your organization is eligible, you may register at no charge in one of the following categories:

- Basic or Contributing Member
- Associate Member **Basic or Contributing Membership**

To become a Basic or Contributing Member, a heritage institution must be:

- public;
- not-for-profit;
- a permanent physical establishment;
- exempt from federal and provincial government income taxes;
- open to the public;

- administered in the public interest for the primary purpose of conserving and preserving, studying, interpreting, assembling and exhibiting objects and specimens of educational and cultural value. This includes artistic, scientific (whether animate or inanimate), historical and technological material;
- a museum, art gallery, art exhibit centre, botanical garden, zoological park, aquarium, planetarium, historical society museum, historical house, preservation project or site which meets the aforementioned requirements.

Requirements

Basic and Contributing Members must provide information about their institution, the scope of their collections and upcoming events through the *Your Institution* and *Your Events* online entry forms (either of which was formerly referred to as ‘the Guide’). The data contributed to *Your Institution* and *Your Events* is made available to the public through the Virtual Museum of Canada’s (VMC) Museums in Canada and Calendar of Events sections.

Contributing Membership

Basic Members become Contributing Members once they contribute collection records to Artefacts_Canada (<http://www.pro.rcip-chin.gc.ca/artefact/index-eng.jsp>). Canada’s national inventory of museum objects, Artefacts Canada is a database of several million records and images from Canadian museums. Records are also shared with the public through the VMC’s Image Gallery.

Associate Membership

Canadian, not-for-profit heritage organizations that are not open to the public may be eligible to become Associate Members.

Associate Members must provide information about their organization and its programs through the *Your Institution* and *Your Events* online entry forms.

Community Memories Program - Program Guidelines: Program Overview

In creating Community Memories exhibits, museums work with individuals and groups within their communities to explore particular aspects of their local history. Together, they engage in telling the stories about their community and in doing so, share their personal heritage with others. For the purposes of this program, a community is defined as being a group that shares a common history or interest and that may be situated in a specific location in Canada.

Community Memories exhibits present artefacts in the context of people and places. Individual exhibits should have a clearly defined subject. Examples include the main industry of a particular community, a significant historical event, traditional crafts or ways of life, early settlers, the impact of major world events or the experiences of immigrants. Storylines are also an essential part of an exhibit. It is through the storylines that the museum really gets to tell the community’s story and lead viewers along a specific path through the exhibit.

The exhibit tells a unique story rooted in time and place. It offers a glimpse into the events and the people that shaped a community. Exhibit storylines are an essential component in sharing a community's story. Like chapters in a book, each storyline is a smaller story of interest under the umbrella of the exhibit.

To create a Community Memories exhibit, museums must use the Community Memories software supplied by CHIN without charge. The software can be used to create an unlimited number of individual exhibits. Please note that the software is not a general Web authoring tool and cannot be used to create a Web site. Rather, it is a template specifically structured to ensure a common look and feel for the Community Memories exhibits.

To familiarize yourself with the software functions, please consult Community Memories software (http://www.rcip-chin.gc.ca/financement-investment/communaute_memoire-community_memory/gerer_investissements-manage_investment/logiciel-software-eng.jsp) on the CHIN website.

Museums that wish to take a more individual approach to the creation of virtual exhibits, or that are interested in the creating educational content are encouraged to respond to Calls for Proposals from the [Virtual Exhibits Investment Program](#) for the Virtual Museum of Canada (VMC).

A Community Memories exhibit draws on photographs and documents owned by individuals as well as objects and images that may be owned by the museum itself. It includes associated audio and text to bring the images to life. Museums may also include brief video clips that help tell the community's story. The Community Memories software that CHIN supplies to participating institutions makes it easy to integrate the various types of information. The Community Memories software also has features that will enable museums to run a "slide show" of the exhibit for local programming purposes.

The desktop software used to create the Community Memories exhibits cannot be used directly to display the exhibits on the World Wide Web. A special application for this purpose has been developed to run on CHIN's server, where all Community Memories exhibits will be hosted. Members can present their exhibits as part of their own Web sites, through a link to the CHIN server. Museums can also publish their own exhibit "Viewer" CD/DVDs which may then be reproduced and sold.

Community Memories exhibits are hosted by CHIN and presented on the VMC Website at: www.virtualmuseum.ca. Online visitors are able to view the exhibits individually and are also able to explore themes that are represented across multiple exhibits (e.g. the experiences of farming communities across Canada). Because the Community Memories software uses predefined terms to classify images and documents, these classified elements of Community Memories exhibits are automatically searchable in both English and French. Participating museums are not required to translate reminiscences or other textual material of their exhibits but may choose to do so to serve a wider audience.

Community Memories Program - Program Guidelines: Eligibility

Calls for proposals will be issued on an annual basis. To be eligible for consideration, museums submitting proposals must meet both of the following criteria:

- be public, not-for-profit museums that have demonstrated their commitment to work collaboratively with colleagues across the country by becoming Basic or Contributing

members of the Canadian Heritage Information Network and the Virtual Museum of Canada (VMC); and

- be institutions with no more than five full-time paid staff. (Institutions that are entirely volunteer-run or whose communities are not defined geographically are also eligible.)

CHIN member institutions with more than five full-time paid staff members may request a copy of the Community Memories software but are not eligible for financial investment under this program. Interested member institutions must submit a completed Community Memories proposal form during an open call. To obtain the necessary documents, please consult the Proposal Form (http://www.rcip-chin.gc.ca/financement-investment/communaute_memoire-community_memory/soumettre_proposition-submit_proposal/index-eng.jsp)

Decisions concerning the selection of proposals will be made by the Director General of CHIN based on advice from the *VMC Investment Programs* staff. It is important to note that due to the Program's limited budget, not all eligible proposals may be approved for investment. Priority will be given to proposals that have the strongest community partnerships and intergenerational participation in the creation of content.

Not-for-profit permanent establishments, exempt from federal and provincial government income taxes, open to the public and administered in the public interest, for the primary purpose of conserving and preserving, studying, interpreting, assembling and exhibiting to the public, for its instruction and enjoyment, objects and specimens of educational and cultural value, including artistic, scientific (whether animate or inanimate), historical and technological material. Museums thus defined include art galleries, art exhibit centres, botanical gardens, zoological parks, aquaria, planetaria, historical society museums and historical houses, preservation projects, and sites which meet the requirements set forth in the preceding sentence.²⁰

Government of Newfoundland and Labrador

Department of Advanced Education and Skills

The newly formed "Department of Advanced Education and Skills delivers a range of employment and training programs and services under the Canada-Newfoundland and Labrador Labour Market Development Agreement to:

- assist individuals to prepare for, find and keep employment;
- assist employers in accessing the workers they need;
- help ensure that communities and regions throughout Newfoundland and Labrador are well equipped to respond to labour market opportunities and challenges.²¹

For heritage, historical, and museum organizations the Job Creation Partnership Program can be utilized effectively to not only assist these groups in moving forward towards the achievement of their goals and objectives but provided a valuable opportunity to community members that might otherwise not exist.

²⁰ ©CHIN 2009. All Rights Reserved. | v2.0

²¹ <http://www.hrle.gov.nl.ca/hrle/lmda/default.htm>

Job Creation Partnership Program

The Job Creation Partnership program provides an opportunity for local communities and their organizations to sponsor economic development within various market sectors. The program contributes funding to projects of local municipalities and community organizations that offer employment opportunities to individuals who are in need of skills development and work experience. This is one way for heritage, historical and museum groups to address and meet the labour needs component of proposed projects. The organizations must submit project proposals that “support the objective of Job Creation Partnerships”, and “have defined start and finish dates and not be part of a sponsor's day-to-day operations.”²² There are three application intake dates throughout the year for organizations. Please be aware that the dates change yearly and thus it is advisable to check the website for the current deadline dates. Generally the dates are sometime towards the end of January, mid-April and late June / or early July. The web address is: www.gov.nl.ca/hrle/LMDA/jcp.htm

The funding will provide wage support for eligible participants and a project implementation cost of up to thirty percent (30%) for project materials. Project applicants must also contribute to the overall total cost of the project wither it be through a monetary contribution or an in-kind contribution. Project applications must include supporting documentation and forms which are available on the department’s webpage (<http://www.hrle.gov.nl.ca/hrle/lmda/jcp.html>) under, program guidelines for participants and project sponsors. It is important to read these guidelines very carefully to insure that the process runs smoothly and unnecessary delays can be avoided. The guidelines cover:

- “proposal deadlines;
- an outline of the program criteria;
- a description of the funding supports that are available;
- an overview of the application, assessment and approval process;
- a list of factors considered during proposal assessment; and
- commonly asked questions”²³

The applications should be submitted to the local Department of Advanced Education and Skills office, Labour Market Development branch, Grand Falls- Windsor, NL.

Department of Innovation, Business and Rural Development

The Department of Innovation, Business and Rural Development (IBRD) supports regional development in many ways. For new heritage, historical or museum organizations who are under the “umbrella” of a municipal council, or are incorporated as a separate entity there are a number of training seminars / workshops that can be of immense value in providing the building blocks which lead to a positive economic environment. The Department of Innovation, Business and Rural Development’s Community Capacity Building Program has a number of components which can facilitate the creating of a sound foundation from which the organizations can use to move forward. They are:

- Organizational Governance
- Project Management

²² <http://www.hrle.gov.nl.ca/hrle/lmda/jcp.html>

²³ <http://www.hrle.gov.nl.ca/hrle/lmda/jcp.html>

- Proposal Writing
- Strategic Planning
- Legal Issues

Organizational Governance

Organizational Governance is defined as: “*Governance determines who has power, who makes decisions, how other players make their voice heard and how account is rendered.*”²⁴ “Through participation in this workshop organizations will acquire the tools to insure “good governance principles, practices and policies to suit a specific needs and functions. Some of which may include:

- Defining roles and responsibilities
- Increased accountability
- Recruitment
- Formulating the organization’s structure (local, regional, provincial), size and context (geographic area, institutional, mandate etc.)
- Critical periods of the organization’s life
- Decision-making processes
- Balancing the need for stability versus the need to adapt to change”²⁵

Good governance will ensure a clear understanding of the roles and responsibilities within an organization and will ultimately ensure that the desired outcomes are achieved the “right way”, which in turn helps to establish trust and a positive attitude within the public sector for the work of the organization.

Project Management

Projects are a successful way of accomplishing some of the goals of an organization. However, if they are not managed effectively they can become a burden to the organization and have a negative effect on the moral and attitude of its members. There are a number of key components that will ensure project success.

- Clear understanding of the goals of the project
- Defining responsibilities and duties
- Value of good communication
- Support for the workers
- Risk management
- Human resource management
- Project Evaluation

The Department of Innovation, Business and Rural Development has a workshop specifically tailored to the non-profit organization’s volunteers and staff. The workshop explains the importance of project management, provides case studies as examples, as well as a hands on “working exercise” for participants. This workshop will deal with **why** projects fail, and how effective project management can reduce the possibility of poor and undesirable results.

²⁴ <http://iog.ca/en/about-us/governance/governance-definition>

²⁵ http://www.intrd.gov.nl.ca/intrd/regionaldev/Organizational_Governance.pdf

Proposal Writing

For organizations today, the largest issue is “where” and “how” to obtain funding for the many objectives that have been determined as necessary to carry out their mandate. As non-profit, and newly organized there are most times no “start-up” monies, and so these organizations must look for external sources of funding to accomplish their goals. They do not have the resources to “borrow” money, and so must apply to public and private sources of funding that basically provide a partial grant to accomplish the activity. In order for an organization to qualify for funding, they *must* submit a proposal, which outlines what they want to do, why they want to do it, how they plan to do it, and the cost of doing it. This is a simplified explanation of a proposal. However, it is much more than this, and to access the “money” the proposal *must* be clear, well written, and above all demonstrate that the need and organizational sustainability are directly tied to the project’s outcomes. Effective proposal writing includes many key components that funding partners need to see in order to determine who should receive the funding in question. The proposal writing workshop will enable new (and existing) organizations to learn how to create an effective and concise proposal that will lead to project funding. This is one of the most valuable tools an organization will use because their viability as an economic generator is directly tied to the projects they develop, undertake and maintain. Effective proposal writing will greatly assist organizations draft project applications that become a document that meets the required criteria of a funding agency. Although the specific qualifications may differ from funding agency to funding agency, the key factors are the same. The workshop helps to define:

- Importance of Partnerships
- Project Research
- Understanding the Criteria of the Funded Program
- Proposal Format
 - Title Page, Length, and Table of Contents
 - References
 - Appendices
 - Style
- Proposal Content
- Common Errors
- Submitting to Multiple Partners
- Proposal Submission

Many proposals fail because they are unclear as to the objectives, outcomes, and how these will be achieved. There is no rationale for success and sustainability, the application has vague or unrealistic expectations, and most of all, proposal guidelines from the funding body are ignored or only partially followed. Organizations must always keep in mind that funding bodies *do not* have a lot of time to spend on each proposal, so you need to make sure yours is concise, well documented, has realistic outcomes and meets the criteria set out by the funding agency.

Strategic Planning

Strategic planning is a management tool that will enable organizations to set a clearly defined path towards its future. Strategic plans “must be based on a realistic assessment of resources, include all stakeholders,

include ways to evaluate the plan's success, and lead to long-term commitment."²⁶ It allows groups to creatively think about their future, and results in a common "vision". For non-profit groups strategic planning is essential because it assists new groups in not only creating an action "blueprint", but also helps establish a workable time-frame of activities that can be useful when it comes to funding applications. The process of strategic planning can vary in length from a day to many days, depending on the nature of the organization, its purpose and its membership. Often times a facilitator is used to guide and assist groups through the process, keeping it "on track" and avoiding the pitfall of becoming sidetracked. A facilitator will also bring an outside perspective to the discussion and create a "thinking" environment in which issues,

ideas, and solutions can be sought. Strategic planning includes:

- Vision Statement
- Mission Statement
- SWOT Analysis
- Goals and Objectives
- Strategies and Action plans
- Prioritizing and Time-lines
- Evaluation and Monitoring

The Department of Innovation, Business and Rural Development offers a Strategic Planning training component under their Community Capacity Building (CCB) program. They are committed to ensuring that local, non-profit groups and organizations within communities have the tools which allow for advancement in "developing the capacity of communities to respond to their own challenges and opportunities."²⁷ The Department of Innovation, Business and Rural Development can provide a facilitator to work with local groups and assist them with developing a strategic plan.

Legal Issues (for Volunteers)

As volunteers legal obligations and accountability are often times not given much attention, the focus being directed towards the achievement of the organization's mission and vision. However, it is your responsibility to know and understand what the role and legal obligations and responsibilities are as a volunteer. Understanding the basics of organizational legalities as it applies to non-profit groups will ensure that no one is acting "outside" the boundaries of its "privileges and powers". There are other legal issues besides liability. Volunteers need to be aware of the difference and legalities of being either an incorporated body under the Newfoundland and Labrador Incorporation Act, under the Canadian Business Act, or as an unincorporated association. Non-profit organizations must also follow certain guidelines and provide necessary documentation to become an incorporated body. By learning the criteria, and obtaining the correct documentation, volunteers will build a solid foundation for their organization, which can provide the membership with a clearer understanding of what their organizations "legal status" is, and how it should function. Directors of the organization also have duties under both the Federal and Newfoundland Statutes (a statute is a written law by a legislative body of government) and need to be aware of them, especially when dealing with monetary matters. The Department of Innovation, Business, and Rural Development's training

²⁶ <http://www.intrd.gov.nl.ca/intrd/regionaldev/StratPlanGuide.pdf>

²⁷ <http://www.intrd.gov.nl.ca/intrd/regionaldev/capacitybuilding.html>

module on *Legal Issues* will help volunteers of non-profit organizations attain the knowledge and tools by which they can effectively perform their duties and responsibilities.

Department of Tourism, Culture, and Recreation

The area of heritage comes under the Department of Tourism, Culture and Recreation in the province of Newfoundland and Labrador. Part of the mandate of this department is to “support the development of sustainable economic growth in the tourism and cultural industries” and “preserve the province’s cultural heritage and historic resources”.²⁸ As such, the department has a number of divisions with specific responsibilities and programs to achieve this. The department works with groups, organizations and institutions “by supporting best practices and encouraging economic development”.²⁹

Cultural Economic Development Program

“This program is aimed at community heritage organizations such as museums, archives, and historical societies. Its purpose is to increase the sustainability of heritage groups by encouraging economic growth. Objectives include:

- Promotion of best practices in the sector
- Enhancement of the preservation and quality of heritage resources
- Encouraging professional research and interpretation
- Increasing the social and economic impact of heritage organizations

CEDP for Heritage is composed of two parts: Operational Support (formerly the Heritage Grants) and Heritage Projects”³⁰

Operational Support

Operational support gives support to the historical organizations (museums, trusts, societies, and archival) for the preservation and promoting of the provinces cultural heritage. The criteria to qualify for the operation support are:

- membership in MANL (Museum Association of Newfoundland & Labrador) ,
- be governed by an incorporated board of Directors who have been elected by the public (as an “arm of your municipal council you meet this criteria), and
- your mandate is the preserving and promoting the cultural heritage of the province and your community.

“Best Practices” for museums, heritage, historical and archival groups are used as part of the calculation process to receive the operational support funding. There are 12 “Best Practices”, which can in total add up to 20% of the funding received under this program.

²⁸ www.tcr.gov.nl.ca/tcr/heritage/index.html

²⁹ www.tcr.gov.nl.ca/tcr/heritage/index.html

³⁰ www.tcr.gov.nl.ca/tcr/heritage/cedp/index.html

The following items are considered of prime importance when funding is calculated and points will be based on them.

- Statement of Purpose
- 3-5 year Strategic Plan
- Annually prepared financial statements
- Standardized cataloguing system
- Staff/volunteer training

The deadline for applying for this funding is **April 1** of each year. More information on operational support is available at: http://www.tcr.gov.nl.ca/tcr/heritage/cedp/operational_support/index.html

Heritage Projects

This program also supports the economic development of the cultural heritage sector of the province of Newfoundland & Labrador. The organizations must be non-profit, incorporated, and have as its focus and main function the preservation and promotion of cultural heritage. The program encompasses “support for heritage projects, professional development and training, research, publications, and provincial sector organizations”.³¹

“To apply for Project Support, community and regional heritage groups must:

- Be active members of The Museum Association of Newfoundland and Labrador or The Association of Newfoundland and Labrador Archives
- Have as their primary purpose the preservation and promotion of the cultural heritage of the province. Eligible groups will normally be limited to museums, archives, historical societies and historic trusts (preservation of built heritage)
- Be governed by an incorporated, non-profit board of directors elected by a membership open to the general public
- Eligible organizations may be committees of town councils or other incorporated bodies, or they may be independent of any such bodies.

All project applications are reviewed by the Working Committee for the Cultural Economic Development Program. In reviewing applications, the following criteria will be considered:

- professionalism of approach and use of best practices
- positive track record of financial and project management
- priorities identified in the Provincial Heritage Interpretation Framework
- positive track record as a tourism attraction, relative to the potential of the area
- track record of participation in professional development opportunities”³²

Projects are defined as having a definite start and end date. Applications will be received for an April 1st date; however there is no deadline per say, but competition is heavy, so apply early. A ten (10%) per-cent

³¹ www.tcr.gov.nl.ca/tcr/heritage/cedp/heritageprojects/index.html

³² www.tcr.gov.nl.ca/tcr/heritage/cedp/heritageprojects/index.html

contribution is required for all applications. More information on this program is available at: <http://www.tcr.gov.nl.ca/tcr/heritage/cedp/heritageprojects/index.html>

Aboriginal Cultural Heritage Program

“This program supports Aboriginal projects that involve the safeguarding of traditions and culture, including language; traditional knowledge and skills; storytelling, music, games and other pastimes; knowledge of the landscape; customs, cultural practices and beliefs; food customs; and living off the land.”³³ The department encourages projects that deal with the following areas of native culture.

- “Documenting and inventorying cultural traditions
- Passing on cultural knowledge through teaching, demonstrations, publications, websites and other educational and awareness-raising activities
- Recognizing and celebrating traditions, and those with traditional skills, through awards and special events
- Identifying and supporting cultural enterprises that employ aspects of traditional culture (for example, craft production and cultural tourism)
- Professional Development for cultural workers, educators and knowledge holders”³⁴

The deadline for this program is April 15th with a maximum allowable funding of fifteen thousand (\$15,000) dollars. More information, guidelines and application form available at: http://www.tcr.gov.nl.ca/tcr/heritage/aboriginal_cultural_heritage_program.html

Provincial Historic Commemorative Program

This program is for the recognition, interpretation, and honouring of the people, places, institutions and intangible culture, of historic significance within the province of Newfoundland & Labrador. This program allows the everyday Newfoundlander & Labradorian to nominate people, places, etc, that they feel are culturally significant to the province and deserve this acknowledgement. There are five areas under which a nomination can be made. They are:

- Exceptional People from the Past
- Outstanding Historic Events
- Unique Places
- Distinctive Cultural Traditions and Practices
- Traditional Bearers

More information on this program is available at: http://www.tcr.gov.nl.ca/tcr/heritage/commemoration_program.html

Department of Municipal Affairs

The Department of Municipal Affairs is responsible for communities and their municipal affairs. This department has four sectors under which it provides financial assistance by way of program / project funding

³³ www.tcr.gov.nl.ca/tcr/heritage/aboriginal_cultural_heritage_program.html

³⁴ www.tcr.gov.nl.ca/tcr/heritage/aboriginal_cultural_heritage_program.html

to improve and increase community and municipality infrastructure needs. Many times heritage, historical, and museum groups need help with improvements to their “tangible” heritage. This can take on many aspects from building renovations and expansions, to repairs for public safety issues, to the acquisition of a “workforce”.

Employment Support Branch

Many rural community groups need a “workforce” for their projects. Often times funding must be combined with many partners in order to ensure all aspects of a project get covered. One of the biggest obstacles after monies for materials is a “workforce” to carry out the day to day activities of a project. The Department of Municipal Affairs has a program which assists workers in communities that have a high unemployment rate and need hours in order to qualify for their Employment Insurance (EI). This program is known as the *Community Enhancement Employment Program* and provides “funding towards projects that contribute to tourism development, economic development, community / municipal infrastructure, and community services.”³⁵ This program is a short term employment (up to a maximum of 420 hours per worker) program under which local municipalities and non-profit organizations can utilize an available workforce to provide labour for their projects. This program operates in the fall and winter months and does not commence before October 1st. “Relevant projects could include, but are not limited to:

- **Tourism Development/Economic Development:** infrastructure development (e.g., *improvements to museums*, arts facilities, libraries, *heritage sites*, tourist trails), agriculture development, etc.
- **Community Services:** Supports for municipal government or established not-for-profit groups including:
 - Assistance for tourism/cultural-related services (e.g., *museum interpretation*, *cataloguing*, costume design, tourism research)
 - Cultural product development (e.g., craft development)
 - Other operational activities”³⁶

Projects should be within a reasonable budget due to the fact that the monies are divided up between approximately two hundred (200) to three hundred (300) provincial projects a year. There is an application deadline (in 2011 it was July 29th), and applicants can also claim twenty-five per-cent (25%) of the actual labour total for materials expenses. Further information is available at: http://www.ma.gov.nl.ca/ma/emp_support/ceep.html

Municipal Government

When looking for funding, organizations often do not think of their municipal governments as a source of possible monies when it comes to project funding. Although many local municipal governments have very tight and limited budgets, they can and do provide what is commonly known as “in-kind funding”. In-Kind contributions have a monetary value and may be in the form of manpower resources, heavy duty equipment / machinery, office space and supplies, services and administrative staff. The in-kind contributions must be necessary to accomplish the objectives of the project proposal, and the dollar value of these resources would

³⁵ http://www.ma.gov.nl.ca/ma/emp_support/ceep.html

³⁶ http://www.ma.gov.nl.ca/ma/emp_support/ceep_application_guide_2011_12.pdf

be included as an “in-kind” contribution to the total overall cost of a project budget. For organizations that are an “arm of council” this in-kind contribution can add up to the percentage needed as their portion of the required funding when submitting an application to another funding partner / program for the remaining monies needed to finance the project. As an “arm of council”, the project applicant would be the local municipal government, and as such all project proposals must be passed and submitted through them.

For incorporated organizations, local municipal governments can also be of assistance as a partner / sponsor and their in-kind contribution will contribute to the total cost of the project funding necessary to achieve the project goals and objectives, as other funding programs do not give one hundred percent (100%) funding.

Fundraising

Fundraising is a necessity for most non-profit organizations, whether it be ongoing, or a onetime activity. Fundraising for heritage, historical and museum groups in the Coast of Bays area is most commonly associated with local activities, though it can also be done on a wider scale, depending on the activity, and sponsorship. There can be corporate sponsors, as well as philanthropic or private sponsors who make grant donations to causes and projects that fit their specific beliefs, ideologies, or mandates.

Because many heritage, historical, and museum groups do not have a “budget” in the formal sense of the word, and may not have any actual cash reserves, fundraising is a way to achieve some of their goals and objectives at the local level. Many times fundraisers are done for “short term” periods of time as a way to achieve an immediate and necessary objective, or done with perhaps a longer term goal as the final outcome. Organizations need to have a fundraising plan that is clear, concise and well communicated to their targeted prospective donors. There are five key factors that can lead to successful fundraising. They are:

- “knowing what motivates individuals/groups to donate;
- knowing your project;
- being aware of potential sources of funding;
- developing a strategy;
- being familiar with your organization and its resources”³⁷

There are many ways by which funds can be raised. One option is special event or activity based fundraising. These methods work best when the objective is clear, doable, and foreseeable. These types of fundraising activities are generally immediate “money generators”, and are excellent opportunities for positive public interaction. Some of the most common “short term” and “quick” methods are:

- fifty / fifty ticket draws
- morning coffee’s
- bingo’s
- concerts
- gift basket / quilt / item ticket draws
- garage sales / auctions

There are some pitfalls with this type of fundraising, the biggest issue being that “everyone” is doing it. So be creative, and remember to also give that “bang for the buck” to ensure continued support for future events. Fundraising activities can also be done on a “one to one” basis such as door to door canvassing or through mail-outs and telephone calls. These types of activities are time consuming, and often not well accepted and do not generate much income.

Bingos, ticket sales, etc, all require a “permit to operate” and this application can be acquired through the Service NL website (<http://www.gs.gov.nl.ca/lotteries/index.html>), under the heading of Online Services (eServices), Lotteries. There are a number of different lottery categories so it is important to visit the website and familiarise yourself with the classifications, rules, etc. When applying for a ticket lottery licence a

³⁷ <http://communitysector.nl.ca/voluntary-sector-resources/funding-and-fundraising/tips-effective-fundraising>

sample ticket will need to be submitted with the application. Lottery proceeds can be utilized for “charitable purposes”, meaning that they must be used for the betterment of a non-profit community based organization, such as a tourism, heritage, historical, or museum group that is working for the “public good”. It is important to remember that a final report *must* be submitted at the end of some lottery activities. “If you are required to submit a Financial Report you are also responsible to pay a Licensing fee. The method of calculating the fee is listed on the front of each Financial Report, generally it is 1% of your prize payout, \$5 per wheel or game and or \$10 per box of break-open tickets.”³⁸ The various lottery application forms can be downloaded from the following web address: <http://www.gs.gov.nl.ca/forms/index.html#lot>

When looking for corporate or philanthropic sponsors, be aware that your project must meet the prospective donor company or foundation’s vision and mandate. Often times these types of donations have been budgeted into their overall yearly fiscal plan and are “media and public relations” generators for the donor. Generally, this type of donation is made to groups and organizations that have charitable status.

It is important to have a plan or strategy when raising funds, and often times the formation of a committee to deal with this specific issue is necessary. Depending on the objectives, it is usually a multi-activity undertaking and will require time and discussion dedicated entirely too fundraising. Some of the things to consider when planning your “fundraising strategy are:

- **Timing.** Urgency for requirement of funds should be considered. If cash not needed immediately, you may ask for a pledge.
- **Amount of funding required.** The size of expected donation should be relative to size of project. Ask for a specific dollar amount and be realistic.
- **Available resources.** Number of volunteers, costs involved and time available to conduct a fundraising campaign.
- **Profile of project.** Person or business contributing to project in many cases must be offered tangible and intangible returns (e.g. public relations or direct individual benefits) – identifying profile of project will help to determine geographic boundaries of campaign.
- **Environment.** Availability of funding from some sources may be conditional on economy.
- **Sequence.** If more than one source is being considered, (e.g. event fundraising used in conjunction with another source), individual contributions may be affected by prior “donations” through special events fundraising.
- **Values.** The organization must be supportive of the method being used to raise funds. Some types of fundraising activities may not meet with approval of organization or community (e.g. lotteries, sponsorship by certain companies).³⁹

By prioritizing your potential donors, researching them and developing a proposal tailored to meet their requirements you will have a greater chance of success. Remember as well, that all donations do not necessarily have to be monetary in nature, and many companies, organizations and individuals will gladly assist in other ways. You may need a planner, an engineer, or a professional opinion. There are many ways in which potential donors can help project achievement other than provide actual dollars. Projects with many

³⁸ <http://www.gs.gov.nl.ca/lotteries/index.html#q4>

³⁹ <http://communitysector.nl.ca/voluntary-sector-resources/funding-and-fundraising/tips-effective-fundraising>

partners that have a sound rationale and objective have a much better chance of finding the “dollars” than those that concentrate on a single funding avenue.

Funding Links

In Canada, there are many foundations, businesses and individuals who annually make donation to “worthy” causes, as well as funding programs available through the federal, provincial, and municipal governments. The following links include funding opportunities that are applicable to heritage, historical and museum groups, but are not solely limited to these types of organizations. They are:

Private Sector Funding: This is funding provided by businesses, families or individuals in the private sector and the main qualifying criteria is that proposed project applications must fit within the scope of the business corporate ideology or the philanthropic interests of a donor family (or individual). This money is generally in the form of a grant. The following web address has a list of private funding sources.

<http://www.envision.ca/tools/links2.asp?linksid=1&sourceid=3>

Foundation Funding: “A foundation (also a charitable foundation) is a legal categorization of nonprofit organizations that will typically either donate funds and support to other organizations, or provide the source of funding for its own charitable purposes.

This type of non-profit organization differs from a private foundation which is typically endowed by an individual or family”.⁴⁰ The following web address has a list of foundation funding sources.

<http://www.envision.ca/tools/links2.asp?linksid=1&sourceid=4>

Government of Newfoundland and Labrador Funding: The provincial government has a number of programs that contribute funding towards community and organizational projects that meet specific criteria. The following web address has a list of provincial funding sources

<http://www.envision.ca/tools/links2.asp?linksid=1&sourceid=2>

Government of Canada funding: The Canadian Federal government supports the development of communities through a number of funding programs targeted at specific sectors of the economy and society. The following web address has a list of federally funded programs.

<http://www.envision.ca/tools/links2.asp?linksid=1&sourceid=1>

⁴⁰ [http://en.wikipedia.org/wiki/Foundation_\(non-profit\)](http://en.wikipedia.org/wiki/Foundation_(non-profit))

Marketing

The term “marketing” has long been associated with the selling of goods, or products; consumer consumables that we buy at our local supermarkets, malls and online stores. Marketing has come to be symbolized by the fast paced advertisements we see on television. Thus, non-profits rarely think of themselves and marketing at the same time, believing that the organization will “sell” itself because of what it represents, that it is working for the “public good”, therefore, support and assistance will be forthcoming inasmuch that they are doing something for the betterment of their community. However, many times the majority of community member do not know, or have a very vague understanding of just “what” an organization is all about, why it became established, and what it plans to do. If these things are not communicated to the “public at large”, then the success of the organization becomes much more difficult to achieve because the needed support is not there. Plain and simple, if we don’t know what you do, how can we help you, how can we take advantage of what you offer. Marketing is about good communication. It creates awareness and support within the public about your organization, your vision and your mission.

In today’s fast paced world marketing is more than just an ad in the paper, or a poster stuck up in the local grocery store. Marketing has become a multi-faceted tool used for everything from fundraising to public awareness to educational purposes, and all aspects in between. Most non-profit organizations give little thought to marketing, and how to best utilize this tool for the advancement of their goals. Non-profit organizations tend to see marketing in terms of specific activities, most relating to fundraising events. Because these organizations are often times focused on getting the “dollars” to achieve their goals, they spend little time with the creation of the needed awareness within the public on an ongoing basis. Even the most successful organizations would slip out of view if it were not for continuous marketing campaigns.

When devising a marketing campaign it will help if a number of things are kept in mind:

- Identify who it is that you are trying to reach, your “target audience”
- Plan a marketing strategy, develop a communication timeline (could be weekly, monthly, quarterly, twice a year, etc.)
- Create a visual presence (logo, brochure, etc) and make sure it is visible to the public in numerous locations, use it repeatedly
- Slogans or “catchy” phrases used repeatedly in conjunction with the organizations persona
- Create an “identity” for the organization and associate it with positive actions you undertake.
- Used different forms of “media” to get the “message” out.

Effective marketing can ensure that you reach your intended audience, motivating them to respond positively. It will also help you “stand out” from the crowd, and define your purpose to potential donors, supporters and volunteers, thus enabling the organization to become more successful, building needed resources to reach the organizational mission.

The first step in marketing is to “set the goals”, which will decide what direction you want the marketing plan to take. For non-profit organizations two primary marketing goal types are “action goals” and “image goals”. Action goals produce measurable results; they are specific and concrete, while image goals deal in perceptions, and involve creating or changing an image. “The goals you set should strike a balance between what you ideally want to accomplish and what is possible. It’s important to set your sights high as well as respect down-to-earth limitations of time, resources, and outside factors beyond your control. The bottom

line on marketing goals is to further your organization's mission. Whether you are out to attract people, attract attention, raise funds, or raise a fuss, it's all done to advance the cause.”⁴¹

There are a number of “marketing tools” available to local non-profit groups that are free, cost effective and widespread. Today we have many avenues of “social media” at our fingertips and a multitude of searchers looking for a good story, a good deal, a good cause. There are “blogs” such as LiveJournal and WordPress. “A blog is a type of website or part of a website ... with regular entries of commentary, descriptions of events, or other material such as graphics or video. Although not a must, most good quality blogs are interactive, allowing visitors to leave comments and even message each other.”⁴² The main avenues of social networking sites today focus on relationship building and the sharing of information between “friends” and for organizations, between it and its “fans”. Two of the more popular are Facebook and Google+, which provide a free platform for interaction and information sharing between people with similar interests, etc. Lastly there are now microblogging sites like Twitter, Tumblr and Google Buz to name a few. Microblogging is similar to the traditional “blog”, however it is done on a smaller scale and has limitations as to the size of information transferred / sent. With the click of a button you can reach far beyond the confines of your community’s physical boundary.

Facebook. We’ve all heard about it, many of us use it, and it’s the second most popular website on the planet. If you have not yet become a user think about this:

- “More than 350 million users are active on Facebook
- 50% of active users log in on any given day
- The average user spends 55 minutes a day on Facebook
- More than 1.6 million active Facebook fan pages have been created”⁴³

Facebook for non-profit organizations offers a communication opportunity like no other. It allows organizations to connect with as many “fans” (followers) as they can actively engage, all for free. Facebook has what they like to call “fan pages” which are public profiles and these have an unlimited number of “fans” (unlike personal profiles which cap friends at the five thousand (5,000) mark) who will automatically become informed about anything “happening” (posted) on your fan page.

It is important to designate someone within the heritage, historical, or museum group to be the administrator of the new “fan page”. It is also recommended to have more than one administrator with access to the fan page because as volunteers we have many other outside obligations, and this will ensure that the page does not “get lost” should the primary administrator leave or be unable to continue contributing information. The primary administrator should be someone who can devote time specifically to this activity. When you create your “fan page” start with an interesting description of the organization, what it does, why it does it, and what it hopes to accomplish. Include photographs, logos, videos, and most importantly, hours of operation and contact information. Once the basics are completed and the page is “up”, then you can start to collect “fans” by asking friends, acquaintances, etc to “like” your page, thus creating the “fan base” for the new page and your organization. Encourage friends to share the page with their friends, as well as with others acquaintances. Continue to identify and solicit new fans as interest in your page develops and people begin

⁴¹ <http://www.charityvillage.com/cv/research/rfmk47.html>

⁴² <http://en.wikipedia.org/wiki/Blog>

⁴³ <http://www.toprankblog.com/2010/01/facebook-marketing-fan-pages/>

interacting with the information you “post” (enter / write in the status bar) on the “wall” of your page. It is important to “post” on regular bases and to interact with fans. Holding a contest or asking questions are two of the best ways to generate activity on the facebook fan page. People are interested in visual information, and photographs and videos are excellent ways to generate a “conversation” between fans.

The “Non-Profits on Facebook” fan page is a “resource” for other like organizations, providing knowledgeable reference guides to assist your group; it can “help non-profit organizations join the conversation, share their stories, and build a meaningful dialogue with their supporters and volunteers”.⁴⁴ This information is available at the following web address: <http://www.facebook.com/nonprofits>

Another excellent marketing tool for non-profits is “Twitter”. There are “over 300 million users as of 2011”.⁴⁵ With this application it’s all about the “tweet” and how well you can say your message in one hundred and forty (140) characters or less. Twitter allows you to communicate messages to a group of people you have invited to “follow” you. These can be friends or just persons with a similar interest or who participate in related businesses or organizations, or follow the same topics as you do. It can be a group, a product brand / business, a celebrity, a well known cause, the choice is endless and you are free to choose as many or as few “followers” as you wish. Twitter will send your message to all your followers, thus eliminating the task of your having to send individual messages. It also allows followers of your contacts to see your message, depending on the security options they choose. With twitter, you can select which “followers” will appear in your “feed” (ongoing stream of messages on twitter), allowing you control over which messages you receive. One thing to remember about twitter is that it is fast and information gets “buried” quickly, so you have to maintain constant updates around the topic (an event, or place you want people to visit, an issue, etc) to generate alot hype or “chatter” by way of “tweets”. Twitter will also give you the option of directly messaging a follower, so that only that contact sees the message. Another nice thing with Twitter is the messages are instant and can be seen on mobile devices (cell phones, etc) as well as computers.

The use of “hashtags” in messages allows the grouping of subject matter by what is commonly known as “themes” and all tweets relating to a specific topic or category that are prefaced by the hastag symbol (#) will show in the search results. Hashtags are clickable links allowing you to view everything relating to the topic by clicking on the hastagged word in the tweets (ie: #tourism). This can help you target a specific audience by hashtagging the subject matter in your tweets. . One important thing about hashtags is that multiple word topics should not have spaces between the words (social media would be #socialmedia). No spaces enable all live feeds relating to the topic with the hashtag to be seen.

Twitter has a FaceBook “widget” (software tools) that allows for the integration of both applications so that messages on one will appear on the other. You can also share photos using TwitPics, and link other web addresses using a program called “Bitly” (bitly.com) which shortens the url address so it can easily “fit” into the one hundred and forty characters allowed for messages.

Some tips for first time non-profit users are:

- Stay with it, it takes time and practice to learn the “ins and outs”
- Be professional

⁴⁴ Building your presence with Facebook Pages: A guide for non-profit organizations; pg 2

⁴⁵. <http://www.bbc.co.uk/news/business-12889048>. Retrieved 28 March 2011.

- Invite and follow others, your followers will come
- Try to relate your tweets to the organization, what it does, etc
- Remember to retweet, it's all about having a say, and retweeting is another way to do it
- Always have something of value to say, don't become a spammer
- Promote your own activities, etc, but make sure your tweets are not always about you
- Always thank those who follow you if possible

The following two web addresses have great explanations on twitter and how to use it:

- <http://www.slideshare.net/franswaa/twitter-101-for-nonprofits>
- <http://www.jhische.com/twitter/>

Another excellent marketing tool is the use of brochures. For many people the use of “print” materials to advertise your organization, your product, your message reflects just how much validity and worth you have; it equates that your group is “real”, and has substance. Brochures offer a way to connect with the targeted audience that is both innovative and lasting. Brochures are great marketing items that allow you to “tell your story”, however to be effective you must remember to follow some simple guidelines. First and foremost you need to decide what your message or topic is, and then creates a *theme* that will convey this. For example, *Visits by Captain James Cook to the Coast of Bays* would be the theme of a brochure that told the “where” in the Coast of Bays Captain Cook visited and stories related to these visits.

The next point to develop will be the brochure objectives, the “what” it is you want to accomplish. Objectives are measurable, and in this type of marketing there are three basic types of objectives:

- learning objectives
- emotional objectives
- behavioural objectives

With the learning objective people will be able to relay the benefits they gaining from visiting the attraction, the hours of operation, cost and services, and what the building / facilities were like. The emotional objective will make people “feel” the experience prior to actually going, it will create a sense of enjoyment, excitement, or adventure. This is done by careful selection of visual materials, generally photographs. Think of all those great travel brochures to exotic places. The behavioural objectives are things that you want the visitor to do at your museum or event. Things such as visit the museum or event, go on tours, buy souvenirs, eat at the restraint, tell others about you and return again themselves. Once you have your objectives in place, you need to focus on “who” your target audience or market is. It could be families with children of certain ages, families on holiday, special interest groups, tourists with unique hobbies, older travellers, and so forth. Generally the target market is a mixture and so understanding this mix will help you identify what kinds of information to present, what to offer them, and how to distribute the brochure.

Once all these things have been “hashed out” and refined the next step is to plan the brochure contents and layout. Visitors it is said, remember ten percent (10%) of what they hear, thirty percent (30%) of what they see, fifty percent (50%) of what they read, and ninety percent (90%) of what they do.

- The Cover: First impressions ate everything. Does the brochure cover “grab” you? Can you tell within the first five to fifteen seconds what the topic is, who the targeted market is, does it convey “benefits” reasons to explore further, does it create a “feeling”. This is the chance

capture and to draw the audience in. A point to remember is that only the top one third of most brochures are visible, so does yours “grab” attention and make it stand out.

- **Design:** Compare brochures that are available to you and select the ones that stand out. Take note of the aspects of font and type point size used. Sometimes you will have to use creative editing to allow for a large font size. Remember the target audience; information is useless if they cannot see it! Do not use too many diverse fonts and lettering sizes, the information should flow and fit together, the elements of formatting complimenting each other. Sometimes a drastic difference will be effective, but again it depends on what you are trying to convey. Remember to always include your organizations Logo somewhere in your design, and it’s prominence will depend on the brochure’s purpose
- **Folds and Paper Types:** Brochures are often times folded to a specific size so that they “fit” into a display unit. Do the contents; text information and photographs or diagrams, suite the folds of a brochure. Do the folds help to highlight certain aspects of the brochure or divide it? Paper is important for a number of reasons. The type and finish will depend on what your purpose is. There is no point in using a very shiny finish if the intended purpose is for outdoor activities like a map because the sun will reflect off it making it difficult to see. Also, the weight of the paper is important. Remember it must stand up against the “elements”. Both indoor and outdoor conditions can affect the brochure, such as making them “weep”. We have all seen racks with brochures bent over, and this is very unattractive, and no one can see your “product” right away. Research paper weights and texture and tailor these to meet the purpose of the brochure.
- **Text Presentation:** The use of text will make or break your brochure. Too much crowded into a limited space is as bad as not enough information. A good rule of thumb to remember is people do not want to read a huge amount of information. So be concise, but use your words effectively, making each one count. The use of “bullets” to highlight important information is pleasing to the “eye” and does not need to be complete sentences to convey the message you want to get across. It is ok to use multiple font styles, but again do not go overboard.
- **Photographs and Illustrations:** A picture can say alot about a topic, a picture can be worth a “thousand words”, if it’s the right picture. So choose wisely with your message in mind. Sometimes one large photography has more “punch” that numerous small ones. Again, keep in mind the brochure’s technical aspects when selecting your graphics. No point in a wonderful picture if it is cut in half by a fold. Use activity photos to convey the message of fun, great experiences if the purpose of the brochure is to get visitor participation in the attractions you offer. Try to balance out your photos with the informational text, remember you just need to “wet” the visitor’s appetite to see or do more; you do not have to tell them your entire story in your brochure.
- **Dry Run:** Once you have gathered all of the information, determined the styles, selected the photographs and illustrations, it is advisable to do a “mock up” version or dry run to see that

everything “works”. You may want to test it on a few people to see what the effect is, and if necessary make changes.

There is no way to predict a successful brochure. What works for one will not necessarily work for the other. Remember your target market needs to identify with the brochure; do they have a reason to “pick up” your brochure, is it easy to read, does the visitor feel like he is getting full value for his time and dollar. Remember **who** you are trying to attract and **why**, as well as what makes you unique and stand out from the crowd and you will be on the way to creating a successful brochure.

Resource Materials

There are a number of publications and resource materials that can help newly formed heritage, historical, and museum groups in their planning and daily activities. Below is a short list of some that can assist you.

Roberts Rules of Order – used to govern meeting protocols; found in most libraries or book stores

Heritage Planning Guide for Natural and Cultural Heritage Projects in Newfoundland & Labrador– used to assist with the development at the community level sustainable Heritage endeavours; available online at <http://www.ahinl.ca/ahinl2/> ,or a hard copy can be purchased through same web address.

A Guide for Municipalities in Preserving our Past ~ Planning Our Future Newfoundland & Labrador- begins by asking why municipalities should get involved in Heritage. It provides useful information and tools that can be put into practice. Available online at <http://www.ahinl.ca/> as the **Municipal Planning Guide**

Guidelines for Community Museums in Newfoundland & Labrador - pertinent aspects of museum operation are covered including museum management and public programming. Available for purchase from MANL at <http://www.manl.nf.ca> under the heading -publications.

Heritage Foundation of Newfoundland & Labrador – has information on restoration standards and guidelines. Available at <http://www.heritagefoundation.ca/restoration-resources.aspx>

Community Memories Program – allows the online development of a community museum exhibit through the process of a proposal submission. More information available at http://www.rcip-chin.gc.ca/financement-investment/communaute_memoire-community_memory/index-eng.jsp

Intangible Cultural Heritage – information on the province of Newfoundland & Labrador’s “living heritage”; resource materials on preserving and safeguarding it. Available at <http://www.mun.ca/ich/home/>

Aboriginal Cultural Heritage Guidelines – information on the “safeguarding” of the intangible cultural heritage of the aboriginal peoples of Newfoundland & Labrador. Available at http://www.tcr.gov.nl.ca/tcr/heritage/ACH_Program_Guidelines.pdf

Aboriginal Heritage and Traditions – listing of documents and publications on the Aboriginal Canada Portal. Available at <http://www.aboriginalcanada.gc.ca/acp/site.nsf/eng/ao26711.html>

Federation of Newfoundland Indians – provides information on culture and cultural activities and links to resources related to this topic. Available at <http://www.fni.nf.ca/mikmaqculture.asp> and <http://www.nlmikmaq.com/english/culture.htm>

Contacts

Federal Government of Canada

Atlantic Canada Opportunities Agency:

Central-West Newfoundland Office
16 High Street
P.O. Box 3000
Grand Falls-Windsor, NL
A2A 1C0
Tel: 709-489-6600
Fax: 709-489-8711
Web: www.acoa.ca

Development Officer
Scott Dawe – Tel: (709) 489-6600
E-Mail: scott.dawe@acoa-apeca.gc.ca

Canadian Heritage:

Atlantic Region
1045 Main Street, Moncton
New Brunswick, E1C 1H1
Tel: (506) 851-7066
Fax: (506) 851-7079
Toll Free: 1-866-811-0055

Newfoundland
10 Barters Hill, St. John's
Newfoundland and Labrador, A1C 5X4
Tel: (709) 772-5364
Fax: (709) 772-2275 / 772-2940
Toll Free: 1-866-811-0055

Canadian Heritage Information Network – CHIN:

Canadian Heritage Information Network
15 Eddy Street, (15-4-A)
Gatineau, Quebec
Canada K1A 0M5
Tel: (819) 994-1200
Toll-free: 1-800-520-2446 (Canada and the U.S.)
Fax: (819) 994-9555
Email: service@chin.gc.ca

Virtual Exhibits Program Officer
Adele Meloche – Tel: (613) 934-5018

Community Memories Program Officer
Marie-Helene Myre Tel: (613) 934-5020

Provincial Government of Newfoundland and Labrador

Department of Advanced Education and Skills:

P.O. Box 559
42 Hardy Avenue
Grand Falls-Windsor, NL A2A 2J9
1-888-632-4555

Job Creation Program
Wage Subsidies
Employment Assistance Services
Labour Market Partnerships

Department of Innovation, Business and Rural Development - Central Region:

Regional Office

230 Airport Boulevard
P.O. Box 2222
Gander, NL
A1V 2N9
Fax: (709) 256-1490
Regional Director - Percy Farwell
Tel: (709) 256-1438
Secretary – Wanda Dooley
Tel: (709) 256-1480

Field Office

St. Alban's
Resource Centre
P.O. Box 430
St. Alban's, NL
A0H 2E0
Fax: (709) 538-3479
Economic Development Officer(s)
Gail Hoskins (709) 538-3796
Email:ghoskins@gov.nl.ca

Department of Tourism, Culture, and Recreation:

P.O. Box 8700, St. John's NL
A1B 4J6
Tel: (709) 729-0862
Fax: (709) 727-0870
Email: tcrinfo@gov.nl.ca

Intangible Cultural Heritage Development Officer

Dale Jarvis
Tel: : (709) 739-1892 ext. 2
Fax: (709) 739-5413
Tel: 1-888-739-1892 ext. 2
Email: ich@heritagefoundation.ca

Central Regional Office

P.O. Box 2222
Gander, NL
A1V 1N9
Chris Tuck - Tourism Dev. Officer
Tel:(709) 256-1479
Fax: (709) 256-1008
Email: christuck@gov.nl.ca

Commemorations Program

Kate Wolforth
Tel: (709) 729-6901
Email: katewolforth@gov.nl.ca

Cultural Economic Development Program

Aboriginal Cultural Heritage Program

Lucy Always
Tel: (709) 729-1409
Email: lucyalway@gov.nl.ca

Department of Municipal Affairs

Employment Support Programs Division
Department of Municipal Affairs
Government of Newfoundland and Labrador
P.O. Box 8700
St. John's, NL A1B 4J6
Tel: Fax: (709)729.2019
Toll Free: 1-866-508-5500

Regional Office – Central

Ed Goodyear
Manager
Tel: (709) 256-1061
Fax: (709) 256-1060
Email: EGOODYEAR@gov.nl.ca

Coast of Bays Municipalities

St. Alban's Town Council

P.O. Box 10, St. Alban's
NL A0H 2E0
Tel: (709) 538-3132
Fax: (709) 538-3683
Email: st.albans@nf.aibn.com

Town Clerk:

Genevieve Tremblett

Milltown-Head Bay d'Espoir Town Council

P.O. Box 70, Milltown
NL A0H 1W0
Tel: (709) 882-2232
Fax: (709) 882-2636
Email: townofmill@bellaliant.com

Town Clerk:

Kimberly Kendell

Conne River Band Council

P.O. Box 107, Conne River
NL A0H 1J0
Tel: (709) 882-2470
Fax: (709) 882-2292 / 2241
Email: abenoit@mfngov.ca

Assistant to Chief:

Alma Benoit

St. Jacques-Coombs Cove Town Council

P.O. Box 102, English Harbour West
NL A0H 1M0
Tel: (709) 888-6141
Fax: (709) 888-6102
Email: mtaylorbdc@hotmail.com

Town Clerk:

Joan Sheppard

Belleoram Town Council

P.O. Box 29, Belleoram
NL A0H 1B0
Tel: (709) 881-6161
Fax: (709) 881-6161
Email: stewardmayo@hotmail.com

Town Clerk:

Evelyn Savory

Harbour Breton Town Council

P.O. Box 130, Harbour Breton
NL A0H 1P0
Tel: (709) 885-2354
Fax: (709) 885-2095
Email: bernice@harbourbreton.com

Town Clerk:

Bernice Herritt

Gaultois Town Council

P.O. Box 101, Gaultois
NL A0H 1N0
Tel: (709) 841-6546
Fax: (709) 841-3521
Email: townofgaultois@hotmail.com

Town Clerk:

Sylvin Rose

Hermitage-Sandyville Town Council

P.O. Box 126, Hermitage
NL A0H 1S0
Tel: (709) 883-2343
Fax: (709) 883-2150
Email: j.simms@nf.sympatico.ca

Town Clerk:

Josie Simms

Pool's Cove Town Council

P.O. Box 10, Pool's Cove
NL A0H 2B0
Tel: (709) 665-3372
Fax: (709) 665-3137
Email: d_bwilliams@hotmail.com

Town Clerk:

Sharon May

Rencontre East Town Council

P.O. Box 33, Rencontre East
NL A0H 2C0
Tel: (709) 848-3171
Fax: (709) 848-4194
Email: tabc@nf.sympatico.ca

Town Clerk:

Barbara Caines

Seal Cove, Fortune Bay Town Council

P.O. Box 69, Seal Cove,
Fortune Bay
NL A0H 2G0
Tel: (709) 851-4431
Fax: (709) 851-6174
Email: junior.abbott@bellaliant.com

Town Clerk:

Emily Loveless

St. Joseph's Cove & St. Veronica's Service District Area

P.O. Box 65, R.R. 1
St. Joseph's Cove
NL A0H 2E0
Tel: (709) 538-3733
Email: tonymcdonald@hotmail.com

Contact:

Anthony McDonald

McCallum Service District

General Delivery
McCallum,
NL A0M 1L0
Tel: (709) 846-3511
Fax: (709) 846-3481

Contact:

Everett Durnford

Morrisville Town Council

P.O. Box 19, Morrisville
NL A0H 1W0
Tel: (709) 882-2263
Fax: (709) 882-2831
Email: karl.kendell@nf.sympatico.ca

Mayor

Helen Kendell

Other Organizations

Coast of Bays Corporation

P.O. Box 310 St. Alban's
NL A0H 2E0
Tel: (709) 538-3552
Fax: (709) 538-3627
Toll Free: 1-800-205-0799
Email: coastofbays@persona.ca
Web: <http://www.coastofbays.nl.ca/>

Executive Director
Conrad Collier - (709) 538-3552 ext 2

Economic Development Officer
Cory Foster - (709) 538-3552 ext 3

Museum Association of Newfoundland and Labrador – MANL

P.O. Box 5785, St. John's
NL A1C 5X3
Tel: (709) 722-9034
Fax: (709) 722-9035
Email: manl@nf.aibn.com

Professional Development Coordinator
Danielle Rundquist ,Tel: (709) 722 9034
Email drundquist@nf.aibn.com

Executive Director
Ken Flynn
Email: kflynn@nf.aibn.com

Milltown-Head Bay d'Espoir Heritage Society

P.O. Box 44 Milltown
NL A0H 1W0
Tel: (709) 882-3039
Fax: (709) 882-2326
Email: mhbmuseum2009@live.com

Chairperson
Wayne Hallett -Tel: (709) 882-2841
Email: whallett@nf.sympatico.ca

Hermitage-Sandyville Historical Society

P.O. Box 160 Hermitage
NL A0H
Tel: (709) 883-2343
Fax: (709) 883-2150
Email:

Chairperson
Lora Hollett - Tel: (709) 883-2427
Email: lorahollett@hotmail.com

Heritage Foundation of Newfoundland and Labrador

P.O. Box 5171, St. John's
NL A1C 5V5
Tel: (709) 739-1832 / 739 -6592
Fax: (709) 739-5413
Email: info@heritagefoundation.ca

Municipal Outreach Officer - Ms. Andrea O'Brian
Email: andrea@heritagefoundation.ca

Association of Heritage Industries

Association of Heritage Industries
P.O. Box 2064, Station C
St. John's, NL A1E 2W1
Tel: (709) 738-4345
Email: ahi@nfld.net
Web: www.ahinl.ca

Executive Director
Ms. Kim Shipp
Email: ahi@nfld.net

Sunny Cottage Heritage Centre

P.O. Box 634
Harbour Breton, Newfoundland
A0H 1P0
Tel: (709) 885-2425 (Sunny Cottage)
Tel: (709) 885-2354 (Town Hall)
Email: doug.wells@nf.sympatico.ca
Web: www.sunnycottage.harbourbreton.com

Chairperson
Doug Wells - Tel: (709) 885-2948
Email: doug.wells@nf.sympatico.ca

Historic Sites Association of Newfoundland and Labrador

5th Floor, 10 Barter's Hill,
P.O. Box 5542 St. John's,
NL A1C 5W4
Tel: : (709) 753-9262
Fax: (709) 753-0879
Toll-free: 1-877-753-9262

Elliot Premises

Management Committee
Town of Harbour Breton
Tel: (709) 885-2885
Fax: (709) 885- 2095
Email: harbourbreton@nf.aibn.com

Economic Development Officer
Tanya Rogers
Tel: (709) 885-2885
Email: tanyarogers_edo@hotmail.com

Gaultois Tourism Association

P.O. Box 151
Gaultois,
NL A0H 1N0
Tel: (709) 841-4141
Fax: (709)841-4141

Contact:
Jane Pitfield

Some Non-Profit Organizations in Coast of Bays Region

Bay d'Espoir Ambulance Service

Bay d'Espoir Association for Independent Living

Coast of Bays Corporation

Community Youth Network

- Harbour Breton
- Bay d'Espoir

English Harbour Lions and Lioness Club

Fortune Bay North Shore Ambulance Service

Gaultois Fire Department

Gaultois Lions Club

Gaultois Tourism Association

Harbour Breton Ambulance Service

Harbour Breton Lions Club

Hermitage Ambulance Service

Hermitage-Sandyville Fire Department

Hermitage-Sandyville Lions Club

Historical Society of Hermitage-Sandyville

Milltown-Head Bay d'Espoir Fire Department

Milltown-Head Bay d'Espoir Heritage Society

Milltown Lions Club

Royal Canadian Legion

- Branch 53 St. Alban's
- Branch 61 Milltown

St. Alban's Fire Department

St. Alban's Heritage Society

St. Alban's Lions Club

St. Alban's Recreational

Sunny Cottage Heritage Centre

United Church Women's Association of Pool's Cove

