

PURPOSE

The purpose of this directive is to establish and clarify the governing and operating policies of the CFB Petawawa Military Museums.

It will meet or exceed the requirements of the Department of National Defence as outlined in *Canadian Forces Museums – Operations and Administration A-AD-266-000/AG-001*. It will define the roles and responsibilities of the governing authority, staff, volunteers, advisory board(s) and friend’s societies.

STATUS

The CFB Petawawa Military Museums are official, NPF activities, accredited DND Museums and, as such, are the property of the Crown. Due diligence must be exercised in every facet of their operations, as they are operated for the betterment of mankind, and on behalf of the Canadian people, using public and non-public facilities, assets and funds. They are not private institutions. Staff, volunteers, and advisors are trustees and should govern themselves accordingly.

The Museums fall under the authority of the Directorate of History and Heritage, NDHQ, but the local authority is the Base Commander.

TERMS AND DEFINITIONS

The term, “CFB Petawawa Military Museums” refers to the Base Museum and the Canadian Airborne Forces Museum. It includes all collections and material on loan to the Museums for the duration of the loan.

MISSIONS

Base Museum

As an accredited DND facility, CFB Petawawa Military Museum is dedicated to the collection, preservation, interpretation and exhibition of objects that are historically significant to the history of CFB Petawawa and the Units and Regiments of CFB Petawawa.

Airborne Forces Museum

As an accredited DND facility, the Canadian Airborne Forces Museum is dedicated to the collection, preservation, interpretation and exhibition of objects that are historically significant to the history of Canada’s airborne forces.

The Museums achieve these missions by:

- Preserving and promoting the remembrance of our military past
- Recognizing the service of Canada’s military personnel in peace and war through the education of the public, with emphasis on Canadian youth
- Fostering of identity through the provision of training opportunities for military personnel
- Nurturing an understanding of Canada’s military forces and their role in national and international conflicts and humanitarian efforts

VISION

Professional community museums, which support and enhance the quality life for our personnel and their families, and our visitors, through the delivery of activities that promotes an understanding of the contributions and sacrifices of our military forces.

GOVERNING AUTHORITY

Base Commander

The governing authority for CFB Petawawa Military Museums will be the Base Commander, CFB Petawawa. He is responsible for ensuring the ??

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The B1 will be the administrative authority and will be responsible for the administration of the Museums, staffing, funding, planning and...??

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Base Museologist

The Base Museologist is responsible for the operations of the Museums. This includes, but is not limited to the development of policies and procedures in accordance with A-AD-266-000/AG-001 and various national and provincial museological associations, human resource, fiscal and collections management, public programming and exhibitions.

They will have direct and ready access to military personnel designated by the Base Commander to be responsible for staff supervision and administration. As the SME, the Base Museologist will plan the Museums' activities in support of the Base Commander's mission. The Base Museologist will operate responsibly within general guidelines. As the principle advisor to the Base Commander, he or she is consulted on all matters relating to the professional operation of the Museums, including recommendations on matters of Museums policy.

The Base Museologist is also the principle advisor to the Base Commander on matters relating to the history of the Base.

The Base Museologist will serve as a member of the advisory committee.

Collections Manager

The Collections Manager is responsible for the management of the collections, both artifact and archival. This includes accessioning and deaccessioning, loan management, storage and conservation, and file management.

They report to and take direction from the Base Museologist.

Weekend Staff

Weekend staff are responsible for ensuring the security of the building and exhibitions, and provided interpretation as docents.

They are NPF staff and are paid using NPF funds.

ORGANIZATIONAL CHART

See Annex A

ADVISORY COMMITTEE

An advisory committee will be formed. This committee will meet once annually or as required. Its purpose will be to:

- provide a venue for the communication of concerns, ideas and viewpoints of the various stakeholders and veteran associations;
- act as a friend's society, providing the ability to raise funds for Museums operations and therefore should be a registered charity;
- act as an historical advisor to the Base Museologist.

The advisory committee will consist of:

Chair – B1

Museums' Liaison – Base Museologist

Advisors - Airborne Associations (2 positions)

Canadian Guards Association

(1 position)

CMBG CWO

Base CWO

Military Community Representatives (2 positions)

Community/Town (2 positions)

Members of the committee will not receive any remuneration for their work.

The advisory committee will not be permitted to direct operations of the Museums.

OPERATING POLICIES

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PRIVATE, SUPPORTING OR COOPERATING ASSOCIATIONS

Private, supporting or cooperating associations cannot be in command and control of DND Museums. It is important that the operations of these groups, including fiscal management, are kept separate from the operations of the Museums.

Relationships between the Museums and the associations will be outlined in an MOU, duly signed by the Base Commander, Base Museologist and a representative of the association. Copies of the MOU will be retained by the Museums, the office of the DJAG and the association.

Private, supporting or cooperating associations may not develop or implement any separate Museums agendas, programs, or activities without prior written approval from the Base Museologist.

The Base Museologist will be an ex-officio member of the associations.

BUSINESS PLANNING

Business plan development is the responsibility of the B1 and Base Museologist.

Business planning will be done in a five-year cycle, using the performance measurement/balanced scorecard template.

Business plans are due, at the Base level, by ??
Once approved, it will be submitted to DHH as part of the annual MDF submission.

HOURS OF OPERATION

Hours of operation are:

01 May – 30 September
Monday to Sunday
0900 – 1600 hours

01 October – 30 April
Monday to Sunday
1100 – 1600 hours

Closed Thanksgiving Day, 24 December – 01 January

Extended hours as required. Open Remembrance Week 0900 – 2100 hours.

Office hours are 0800 – 1600 hours, Monday to Friday.

Any changes to the hours of operation must be approved by the Base Museologist.

ADMISSION FEE

Admission to the Museums is by **suggested admission**:

\$5.00 per family
\$2.00 adult
\$1.00 child

Any changes to the admission fee structure must be approved by the Base Commander.

HUMAN RESOURCES

Staff

The Museums are operated using public and non-public staff (see governing authority for more information).

Training

Training is recognized as an integral and necessary element of ensuring a positive, safe and nurturing work environment.

Staff and volunteers will be given every opportunity to participate in training opportunities provided the opportunities relate to their employment and activities with the Museums, and funding is available.
The B1 will approve all training.

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Volunteer Programs

Volunteers serve to support the operations of the Museums. This can be done in various ways, including assisting staff in daily activities and fundraising.

Volunteers will be managed as per the Treasury Board of Canada's Volunteer Policy.

Volunteers will undergo an enhanced reliability security check prior to starting work with the Museums.

The Base Museologist or their designate will act as the volunteer coordinator. Private organizations and associations will not recruit or task volunteers to operationally related duties without the approval of the Base Museologist.

The volunteer coordinator will develop position descriptions and a training program. Incoming volunteers will have to complete this program before he or she is allowed to assume duties.

Records will be kept on volunteer hours, for the purpose of volunteer recognition and funding applications.

No reimbursement of any kind will be provided to the volunteers.

A volunteer recognition program will be developed by the Base Museologist.

Volunteers may act as tour guides, historical interpreters and clerical aides. Volunteers may not prepare exhibits, perform conservation treatments, catalog artifacts, or otherwise work with historical collections without the written approval of the Base Museologist and adequate training and qualifications.

Volunteers will not task staff.

Volunteers are expected to meet the same standards of professional behavior and conduct as paid staff. A two-month probationary period will be in effect.

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FINANCE

Public Funds

Public funds will be administered and accounted for as per Canadian Forces Administration Orders.

Financial year is 01 April – 31 March.

Budget submissions for the following FY are due in accordance with directions issued by the Business Planning Officer.

Non –Public Funds

Non-public funds will be administered and accounted for as per Canadian Forces Administration Orders, A-FN-105 and A-AD-266-000/AG-001

Financial year is 01 April – 31 March.

NPF funds are held in trust accounts within NPF.

MDF DHH Submissions

Submissions for MDF from DHH are due July of each year, and must be supported by a relevant 5 year business plan.

MDF submissions must be approved by the BComd.

Fundraising

Any fundraising initiative undertaken on behalf of the Museums will be approved by the Base Museologist, B1 or Base Commander.

Funds raised or solicited for a specific purpose must be used for that purpose.

Tax Receipts

The Museums are registered charities AND part of the Crown, and as such can issue tax receipts as a registered charity or under Section 118.1 of the Income Tax Act.

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The Base Commander is responsible to ensure that donation receipts are provided for all legitimate donations received by the CFB Petawawa Military Museums under the trust of the Base Commander.

In order to adhere to the Revenue Canada regulations, tax receipts for the donation of money or artifacts will only be issued by the Museologist or the Treasurer.

Charitable numbers will be used only for Museums activities and will not be transferred or used by outside agencies or associations.

Charitable numbers are not transferable between Museums (for example, the Airborne Museum cannot use the Base Museum's charitable return number).

Once a tax receipt is issued, the donated funds become the property of the Museums.

Use of PST/GST Numbers

The Base Museologist will authorize the use of PST/GST exempt numbers.

These numbers will be used only for Museums related activities and will not be transferred or used by outside agencies or associations

Charitable Tax Returns

The Museums must submit charitable tax returns to Revenue Canada by August of each FY for the activities of the previous FY.

A qualified public accountant will complete tax returns.

CONDUCT AND ETHICS

The governing authority, staff and volunteers will adhere to the "Ethics and Conduct Guidelines" promulgated by DND. This document will be made accessible to staff and volunteers.

Due diligence, objectivity and transparency in our activities is necessary to ensure public trust, which

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is the obligation to serve the public interest. There are four avenues of accountability:

- Governance – legal authority
- Fiduciary – the obligations of the public trust
- Public obligations – legal and ethical guidelines that govern museum staff and volunteers in fulfilling their daily responsibilities.
- Public service – how we ensure the public trust and serve the public. It is our justification for continued funding.

Staff and volunteers must endeavor to show professionalism in their activities relating to Museums' activities. Professionalism is marked by a number of qualities:

- Pursuit of knowledge of material culture and developing their technical expertise.
- Strive for excellence within their areas of specialty and understand their professional role within the total context of their museum.
- Cheerfully carry out their duties according to established regulations, instructions, policy and procedures under direction of their supervisor.
- Wholeheartedly and constructively cooperated with their colleagues in the furtherance of the goals and purpose of the Museums and National Defence.
- Respect for the opinions and expertise of others.

CONFLICT OF INTEREST

Real and apparent conflicts of interest must be avoided.

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Private collecting practices, especially those relating to military history and the mandates of the Museums must be declared or avoided.

Private business interests must be declared and the person must withdraw from any decision making which involves the purchase of goods or services.

Museums' resources will not be used to store or conserve personal collection items.

Staff and volunteers must never compete with the Museums for an object. The Museums must be given the first right of refusal.

COLLECTIONS

All collections are divided into two entities, the artifact collection, comprised of material culture, and the archival collection, comprised of informatic material.

Collections are owned by the Crown, and as such cannot be sold, traded or deaccessioned without the permission of the CDS or designate.

Staff and volunteers will use due diligence in the handling, care and management of the collection.

To ensure the safety of the collections, storage areas will be closed to all but authorized personnel. Approved visitors and work parties will be escorted by staff or authorized volunteers.

Acquisitions and Accessioning

Acquisition of any artifact must conform to the mission statements.

The decision to acquire shall be made by the Base Museologist in consultation with staff and if required, the B1 or Advisory Committee. The following points must be considered when acquiring artifacts:

- The **provenance** (history of use) must relate to the mission of Canadian Forces Base Petawawa Military Museums. If the artifact is not of

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interest to Canadian Forces Base Petawawa Military Museums, Canadian Forces Base Petawawa Military Museums reserves the right to refuse the gift, but may suggest alternate repositories.

- The **condition** of the artifact must be considered when acquiring artifacts. If the artifact is of historic interest but is in such fragile condition that Canadian Forces Base Petawawa Military Museums cannot provide adequate care, the donor will be directed to a suitable institution.
- Proof of **legal ownership** is of primary importance. All donors will be required to sign a certificate of gift stating that they are the rightful owners of the artifact(s), enabling the Canadian Forces Base Petawawa Military Museums to assume legal and valid title to, or custody of the artifact(s).
- The **cost for conservation, storage and display** must be considered when acquiring any objects. An object that may require significant monetary expenditure, or require exorbitant amounts of staff time and expertise, may be refused. If the object is of significant historic interest, the donor may be directed to another institution that may have the necessary abilities to care for the object.

This directive excludes artifacts of questionable historic value, those that may generate extraordinary public interest or artifacts that will require significant financial, conservation or security efforts to maintain. In these specific instances, approval for acquisition must be sought from the B1.

The Base Museologist will ensure that human and material resources are available to adequately

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document, preserve, exhibit, interpret and store an object according to accepted and approved museological standards prior to acquisition.

All objects to be considered for acquisition must have their value appraised to determine insurance coverage and to provide a fair market value for tax receipt purposes. For objects with a perceived value of less than \$1000.00, the Base Museologist will complete this appraisal. For objects with a perceived value exceeding \$1000.00, the services of a professional appraiser must be sought and paid for by the donor. All appraisals will be provided in writing. Volunteers will not make appraisals.

Collections will not be accepted from third parties without relevant source information. All collections will be documented. In cases where material has been acquired without the relevant information, the artifact will not be processed or accepted into the collection.

Artifacts will not be accepted for the purpose of trade or sale.

Artifacts will not be used as trade barter.

Volunteers will not accept donations of artifacts and will not make promises relative to the donation of artifacts.

The Base Museologist will ensure that all objects are acquired free and clear of restricting conditions as to use and future disposition, unless such conditions, placed in writing, are agreed to by all parties.

Objects must not be acquired under circumstances considered to be exploitative, unethical, illegal, or otherwise incompatible with DND regulations. Objects will be acquired in accordance with the laws of Ontario, Canada and international agreements between Canada and other countries.

The staff and volunteers of the Canadian Forces Base Petawawa Military Museums will adhere to directives governing conflict of interest.

Some form of written receipt must be provided for all artifacts acquired.

Trophies, plaques, presentation pieces and awards are not considered artifacts unless they, in themselves, define a watershed event, place or person in history, or have an intrinsic value in themselves, setting it apart from other similar objects. Such items will be reviewed on a case-by-case basis.

Material relating to private, cooperating and supporting associations, guilds or similar groups will not be accepted into the collection, unless the material supports the missions of the Museums. Such items will be reviewed on a case-by-case basis.

There are three accepted methods of acquisition; donation, purchase and transfer.

- **Donation** is the unconditional gifting of objects to the Museums by the legal owner or legal representative of the owner's estate. This is a voluntary transfer of property made without any expectation by the donor or benefit or advantage and can be made during life or by bequest. The gift must be given without promise or benefit. In the case of bequest, the Canadian Forces Base Petawawa Military Museums is under no obligation to accept the object.
- **Purchase** is the acquisition of objects through legal sale. The Base Museologist must approve all purchases prior to purchase. Any staff member or volunteer who purchases objects without prior consent shall not expect monetary or other types of compensation.
- **Transfer** is the acquisition of objects from an internal DND source to the Canadian Forces Base Petawawa Military Museums. Staff will ensure that, where applicable, objects are transferred to the applicable Canadian Forces Base Petawawa Military Museums Distribution Account.

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Insert conflict of interest guidelines

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Staff and volunteers will follow accessioning procedures as outlined in the document *Collections Management Procedures*.

Deaccessioning

Deaccessioning can be defined as the selective disposal of an accessioned object from a Museum's collection.

No item shall be deaccessioned and disposed of without the written approval of the Base Commander. Objects listed on Distribution Accounts and therefore deemed public property will require the permission of DDSAL. Deaccessioning must conform to the following criteria:

- An object that **does not relate to the mission** of the Canadian Forces Base Petawawa Military Museums may be deaccessioned from the collection.
- The Base Museologist may wish to deaccession **duplicate** items from the collection. The primary consideration for elimination of duplicate artifacts is the conservation of storage space. As a rule, the Museums should hold no more than three identical objects, unless they are significant to the history of CFB Petawawa or any individual or units having served there. Duplicate deaccessioned items may be considered for placement in the interpretative collection.
- An object may be deaccessioned from the collection if its **history of origin and use are unknown**. For this reason, acquisition of artifacts through purchase is not recommended unless provenance can be demonstrated and authenticated by the vendor.

- An object may be deaccessioned if it is **not authentic** and proven to be a reproduction, fabrication, or fake.
- Any object of **sacred or ritual significance** to Aboriginal peoples, foreign governments or religious entities may be considered for deaccessioning. The concerned parties must provide evidence of the validity of their claim. Canadian Forces Base Petawawa Military Museums will assist in a responsible and compassionate manner in the repatriation of these objects.
- An object that has been **accidentally lost, stolen or irreparably damaged** may be deaccessioned from the collection. If a theft has occurred or where illegal wrongdoing is suspected, the MP will be immediately notified.
- An artifact may be deaccessioned if its **physical condition is decayed or decomposed** beyond reasonable use or conservation. If an historically significant artifact requires care to a degree greater than Canadian Forces Base Petawawa Military Museums can provide, it should be deaccessioned and donated to an institution that can provide the necessary care.
- An artifact may be deaccessioned if it is a **physical hazard** to humans or may cause damage to the remainder of the collections.

Accession numbers will be removed from the deaccessioned artifact before disposal.

Artifacts purchased with public funds and/or listed on the Distribution Account (DA) may be deaccessioned but must be disposed of through Crown Assets, following DND procedures.

There are three avenues of disposal that may be pursued: donation, sale or destruction. It is not necessary to pursue these avenues in the specific

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order, provided that the best possible outcome for the artifact is considered. As all artifacts held by the CFB Petawawa military Museums are public property, all regulations pertinent to the disposal of Crown assets must be adhered to.

- The artifact may be **donated** to a Museum that has a vested interest in the artifact and can prove adequate resources to care for it.
- Canadian Forces Base Petawawa Military Museums may wish to place the artifact up for sale by **public auction**. All proceeds will be used for the care of the remainder of the collection. The donor will be notified of the intent to sell and the time and place of the auction. The donor's name shall be associated with the deaccessioned artifact at the auction, provided they agree in writing, in the following manner:

“This object has been acquired by Canadian Forces Base Petawawa Military Museums through the generosity of ...”

- Any artifact which may have the possibility of being used for wrongdoing, or which may pose a hazard can be **destroyed**. Permission to proceed with destruction must be sought by the Base Commander by the Base Museologist. This avenue of disposal must be considered as a last resort.

Proceeds raised through the deaccessioning of artifacts will be used toward the prudent management of the remainder of the Museums' collections.

A written record of the deaccession will be maintained.

The donor will be notified in writing of the intention to deaccession.

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Deaccessioning of firearms, vehicles and serialised equipment require the approval of the Base Commander and DDSAL.

Firearms

Staff and volunteers must be aware of the serious implications of collecting firearms. For detailed information on the management, exhibition, storage, handling and transportation of firearms pls reference NDSI or NDSP.

Museums established by the Chief of Defence Staff (CDS) are considered “approved” Museums. Staff of these Museums are permitted to possess, import or acquire restricted or prohibited weapons for the purposes of exhibition, storage, repair, restoration, maintenance or transportation without the otherwise required permits.

Staff of Canadian Forces Base Petawawa Military Museums should be aware that the collections and records can and will be inspected by Military Police at any time and that should MP find cause for concern, the collection may be confiscated, our ability to collect weapons revoked and a police investigation may be undertaken.

Staff will report any loss, destruction or theft, suspicious behaviour, activity or any undue interest in the collection to MP for immediate investigation.

Upon the physical handover of the weapon, it shall be proved safe. During all subsequent handling and handovers, the weapon will be proved safe.

When a firearm is acquired from a private source (individual or corporate), the military police will be notified. Military police will make a preliminary investigation into the validity of ownership (CPIC check), transfer the federal registration of the firearm and conduct any secondary investigations that may be required.

Upon the Museums taking possession of the weapon, the artifact will be accessioned into the collection using standard accessioning procedures. If the weapon(s) is part of a larger collection of artifacts, the firearm will be the first artifact listed

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in that accession. In addition to the standard accessioning procedures, staff will ensure the Weapons Register is completed. The register will include a detailed description of the artifact including serial number, DA number, NATO stock number, barrel length, calibre, shots, model and make.

Attaching the accession number to the artifact will be completed using the standard method for metals. The number will be placed on the left-hand side of the weapon. As an extra precaution, an accession tag will be attached to the trigger guard.

After accessioning, registration and cataloguing, the firearm will be stored in its permanent storage location. All records will reflect that location and any subsequent changes in location.

An accession file will be created for the collection. It will contain all pertinent records, forms and documentation. Weapons files will be marked with a red "Avery" dot on the file folder header for quick and easy access.

Firearms will be stored in the weapons vault. Firearms will not, under any circumstance, be left unattended in staff or public areas.

Access to the vault is severely limited to authorized personnel only. Visitors (including military personnel and contractors) to the vault will be escorted and will not be permitted to remain in the area unattended.

A two-person access system will be used.

The vault alarm will be armed when not in use. Under no circumstances will access codes be given to unauthorised Museums staff, military personnel, volunteers, or members of the public.

Firearms will be stored in secured steel cabinets by type, (revolver, automatic, etc.) and alphabetically by manufacturer (Enfield, Webley) in specially created storage mounts. It is recognised that because of the variance of size and complexity of the types, this will not always be possible. Every

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effort will be made, however to follow this directive.

A listing of each cabinet's contents will be posted on the inside of the cabinet door for quick and easy reference. When an artifact is removed or moved to a new location, all files and documents will reflect that move.

A physical inventory verification will be completed quarterly by a staff member who is not the DA holder. This verification will be approved by the Base Museologist and forwarded to Base Supply. Any discrepancies will be reported immediately to the military police.

A security system test (key verification and possession, review of key register, alarm system test) will be undertaken yearly or as required.

Ammunition

Under no circumstances will the storage and display of ammunition hinder the Museums' ability to provide a safe working environment for staff or jeopardize the safety of visitors. This policy applies to all items either stored or displayed.

All ammunition received by the Museums will be inspected by the Base Ammunition Cell upon receipt. No items will be placed on exhibition until the inspection is completed.

Weekend and volunteer staff will not be permitted to accept ammunition for donation or any other purpose. Persons wishing to donate ammunition should contact the Base Museologist during office hours. A business card should be provided to the prospective donor for that purpose.

A safe area within P-51 will be designated by the Base Museologist, in conjunction with the Base Ammunition Cell, as a holding area until the ammunition is inspected and certified as safe by the Base Ammunition Cell.

Staff will maintain an Ammunitions Register of all ammunition held in the Museums' collection. This register will include a detailed description of the

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artifact including accession number, serial number, manufacturer marks, the date of inspection and the particulars of the individual who certified the ammunition as being safe. All ammunition will be logged into this register, including ammunition on loan from other institutions or individuals

All ammunition not on display will be stored in a single location and an up to date list will be maintained clearly identifying its location. This list will be posted on each storage cabinet or rack.

Radioactive Material

The Museums contain a small number of artifacts that contain radioactive material. Normally this is not a cause for concern, as the radioactive substance is contained. However, in rare circumstances where the artifact has been damaged and containment is no longer possible or is suspect, or where an suspect artifact has been donated, radiation is an issue and may be a cause for concern.

Staff, volunteers and advisors will follow the DND Nuclear Safety Instructions. Under no circumstances will the NSI be violated.

The Base Museologist, Base Radiation Safety Officer or the regional DHH Radiation Safety Officer will be notified immediately upon receipt of suspect artifacts or in case of contamination.

Loans

The Base Museologist must approve all loans (incoming and outgoing).

Loans may be made for the purpose of exhibition, reproduction, research and replication.

All incoming loans must be for a specified purpose, which conforms to the Museums mission statement, and will be initiated by Canadian Forces Base Petawawa Military Museums.

All loans must be documented through the use of the applicable (incoming or outgoing) loan form. Staff should closely examine the intent of each loan

and whether or not it will support the mission of the Canadian Forces Base Petawawa Military Museums and will be of benefit to the Department of National Defence.

Loans to private individuals or private institutions or companies will not be permitted.

Loans in excess of six months will be discouraged. In event that a long-term loan is required, the loan will be renewed on a six-month basis. The loan period may be extended, provided all parties are in full agreement of conditions. Each extension will be documented.

Permanent loans will not be accepted.

All loans will be agreed to by all parties with due consideration of all safeguards.

Loaned objects will not be lent to a third party without the advance written permission of the lender.

Photography or reproduction of incoming and outgoing loans may not be done without the advance written permission of the lender. The lender will be credited in all publications and exhibitions associated with the loaned objects.

Canadian Forces Base Petawawa Military Museums will ensure that a condition report is completed for incoming and outgoing loans. This condition report will detail the condition of the artifacts at the time of the loan, specifying any prior damage (wilful or otherwise).

Loans of firearms, vehicles, artifact containing radioactive substances, and serialised equipment require the approval of DDSAL.

The temporary return of artifacts to regiments, units and squadrons that have loaned the Canadian Forces Base Petawawa Military Museums the artifacts in question will be documented through the use of an outgoing loan form. This serves to protect all parties from future disputes of possession, intent and ownership.

Borrowers will be made aware (both in writing and verbally) that they will be liable for the full replacement cost of the artifact(s) should it be damaged, lost or stolen.

Under no circumstances will the borrower attempt to have artifacts cleaned. The items will be returned to CFB Petawawa Military Museums, where staff shall arrange for proper cleaning services at the expense of the borrower.

All costs associated with the loan will be borne by the borrower. This will include cleaning of interpretative uniforms, repair, transport, packing, insurance and security.

The borrower will not, under any circumstances, attempt any repair or conservation treatment or enter into any contract for repair or conservation treatment without the written consent of the Base Museologist.

The Canadian Forces Base Petawawa Military Museums retains the right to demand the immediate return of artifacts. If the demand is not met within 30 days, legal and/or disciplinary action will be taken through civilian and/or military channels.

Incoming loans will be treated with the same degree of respect and consideration as given the collections of Canadian Forces Base Petawawa Military Museums.

It is the responsibility of Canadian Forces Base Petawawa Military Museums to contact the owner to extend the loan period (for no more than 12 months per loan period) or to arrange for the return of the artifacts. It is the further responsibility of Canadian Forces Base Petawawa Military Museums to pack the artifacts in the same or more suitable manner in which they were received, and complete an inspection and include a written inventory of all artifacts prior to transportation. Where possible, representatives from both institutions should be present during unpacking and packing.

It is the responsibility of the owner to notify Canadian Forces Base Petawawa Military Museums of change of ownership of the artifacts on loan. If

this occurs, the loan agreement becomes null and void, and the lender must inform Canadian Forces Base Petawawa Military Museums immediately. Canadian Forces Base Petawawa Military Museums will then either negotiate a new loan agreement or return the objects to the owner.

Property on a prior long-term loan to the Canadian Forces Base Petawawa Military Museums for a period specified in provincial abandonment law, and for which no written loan agreement exists, and to which no person has made claim according to the records of Canadian Forces Base Petawawa Military Museums, is considered abandoned and subject to conditions of ownership by the Canadian Forces Base Petawawa Military Museums.

It is the responsibility of the owner to inform Canadian Forces Base Petawawa Military Museums of any changes to contact information such as name, address and phone number(s).

Incoming loans will not be stored with the collections of Canadian Forces Base Petawawa Military Museums, but will be housed in a separate designated storage area. As incoming loans should be made for a specified purpose and returned to the owner immediately after that purpose is fulfilled, storage requirements should be minimal.

Incoming loans will not be accessioned into the collections. All documentation will refer to the owner's accession or inventory number.

Loans from private individuals will be discouraged unless the object is of vital historical importance and the loan will be of benefit to the Canadian Forces Base Petawawa Military Museums and its visitors.

PRESERVATION AND CONSERVATION

The preservation of the collections is one of most important facets of museums activity. The collections belong to people of Canada, and therefore due diligence and care must be taken to

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prevent loss, damage, or destruction of historical artifacts or archival material.

The deterioration of historical artifacts and archival material will be minimized through the use of good preservation and conservation practices according to prescribed museums standards. Conservation encompasses that which preserves or prolongs the life of museum objects. Preservation or preventive conservation prevents further deterioration by stabilizing the environment and controlling the causes of deterioration.

Historical artifacts and archival material must be maintained in a stable environment.

Temperature will be maintained at 63 degrees Fahrenheit or 18 degrees Celsius (within a range of 2 degrees plus or minus)

RH will be maintained at 50 percent (within a range of plus or minus 5 percent).

The maximum acceptable visible light levels for objects on display are 50 lux (5-foot candles) for highly sensitive objects (silk, some textiles, watercolors, and paper artifacts); 150 lux (15-foot candle) for sensitive objects (oil paintings; leather; some textiles; horn; wood that is painted; stained or varnished; plastics; and metals that are painted or varnished); 300 lux (30-foot candles) for insensitive objects (metal, glass, and ceramics).

The acceptable ultraviolet light level for historical artifacts and archival material on exhibit will be less than 75 microwatts per lumen. Filters will be used to control UV radiation.

Historical artifacts and archival material will be stored in total darkness as far as practical.

Collections will be maintained in a pest (insect and animal) free environment. The environment will also be free from microorganisms (mold and fungus) and other similar agents of deterioration. The environment will also be free from plants and other pest attracting agents.

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All incoming artifacts and archival material will be inspected for infestation before storage or exhibition.

If an infestation is discovered, isolate all affected items. Monitor the exhibition or storage area for further infestations. Implement control procedures as needed in compliance with appropriate safety requirements. Record infestations and methods of control on artifact records and on condition reports. Contact PMED.

Collection storage and exhibition areas will be maintained free of dust and particulate matter and other gas pollutants.

All historical artifacts and archival material will be handled in such a way to preclude mechanical damage of any type.

Historical artifacts, no matter how sound their condition appears, will no longer serve their original function and will suffer fair wear and tear through consumptive use. Therefore, historical clothing will not be worn, historical aircraft will not be flown, historical vehicles will not be operated, and historical weapons will not be fired.

Historical integrity of an artifact is essential to the preservation of the material culture of CF. This integrity will not be compromised by alteration in any form to include demilitarization.

The Museums will produce a summary of the proposed treatment and retain a copy of that proposal in the accession file.

Photographs will be taken before, during and after any conservation or restoration work.

Conservation and restorations will be accomplished only by personnel qualified to do the work and to the level of their capability.

Restored artifacts will be authentic in color, markings, and finish.

MISSION, SCOPE AND STORYLINE

OPERATING POLICIES

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The Museums will have their missions approved by the Base Commander. The Base Museologist will be responsible to ensure that all activities support the missions.

Scope-of-collections statements will be developed for each Museum, based on the mission statements. These statements, which outline the type and amount of artifacts and art that the Museums are seeking to carry out their missions, and prevent nonmission objects from being acquired. Based on these statements, each Museum will prepare a collection content or artifact requirement statement, which will list artifacts needed to fill specific gaps in the collections.

The Base Museologist is responsible for preparing a detailed storyline by which the subject area of the Museums will be presented. It will include a comprehensive survey of the topics to be covered, the approach and its objective, and the main references and authorities from which the storyline was prepared.

ACCESS

Collections are the *raison d'être* of museums; without collections they would not be museums. In the past collections were made largely for their own sake, but today it is recognized that collections are acquired for the knowledge they encapsulate as well as any aesthetic value. Providing access to their collections and knowledge is thus a fundamental duty of every museum.

Our collections exist for the advancement of knowledge, an ethos only achievable if objects and objects are made available for research, education, exhibition, loan and photography.

We hold collections in trust for the public, access and use of which is not only for the present, but also for future generations. Access and use must therefore be consistent with the conservation, care and security needs of the object(s) or specimen(s) to ensure their long-term survival.

It is our policy to make our collections accessible to all within the reasonable constraints of resources, conservation and security.

Access To and Use of Collections

Access to collections involves providing physical proximity to objects and intellectual use of the information held concerning them.

Physical access is provided through display, temporary exhibitions, loans, and access to study and reference collections. Access is available subject to our criteria for care and management of collections being satisfied and in accordance with our requirements given in our *Conservation and Preservation Policy*, and through the loan of objects, detailed in our *Loan Policy*.

Intellectual access involves making available information about objects through exhibitions, catalogues and other publications in manual and/or electronic formats, photographic media and access to supplementary information about the collection.

Members of all sectors of the community are encouraged to access and use artifacts or information in our collections.

We are committed to providing longer-term and temporary exhibitions of objects in our collections.

We will identify artifacts from amongst its collections that can be handled unsupervised. We will also seek to acquire objects for this purpose.

We will offer physical and/or intellectual access to collections through outreach programmes, events, activities and lectures.

Maximizing Access

Exhibitions will be advertised widely in publicity material, our website address, the local and national press and other media.

We offer facilities for the study and use of collections. These facilities are open to all, within the normal constraints on access and use.

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We make no discrimination for access on the basis of physical, sensory or intellectual ability, cultural origin, age or social status, and will seek to widen general access and social inclusion.

Limited Access

Access and use must be balanced against the conservation, care and security of the artifacts to ensure their long-term survival. Any request for access that might jeopardize the long-term future of any artifacts may be refused, with full reasons offered. However, the opportunity to examine a photograph or replica of the artifact concerned will be granted whenever reasonably possible.

In some cases, access to particular artifacts of particularly high value, fragility or sensitivity (for instance, type objects or human remains) will be restricted to students, scholars and others with a demonstrable need to see the material.

Access to collections specific cultural significance will not be granted when there is reason to suspect that there is intention to trivialize or sensationalize the objects.

It may be necessary to restrict or to keep confidential information regarding the acquisition of an artifact (for instance, in order to protect vulnerable sites or in order to respect an individual's request for confidentiality). The Freedom of Information Act will be duly considered and recognized.

Access to notes resulting from research carried out by or on behalf of the Museums will be made available within defined periods.

Access may be restricted by conditions of donation or of loan, and we shall advise enquirers of this.

Service Charges

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Access to or use of longer-term and temporary exhibitions and educational facilities may be subject to charges being levied in accordance with DND policy.

Access to or use of the study and reference collections and loans is normally free, unless this is required for commercial purposes (for example filming or photography). In such circumstances the Museums reserve the right to levy a fee.

Provision of information about collections (for example photographs) may also be subject to charges.

EXHIBITIONS

Exhibitions will follow an approved storyline, except in the case of temporary or traveling exhibits. They will present the topics in a logical and unbiased manner for a wide-range of audiences.

They will be effective, demonstrating good design, color, effective lighting, form and so forth.

Labels and text will be effective, incorporated into the exhibit design and visually accessible to the visitor. Reading level will be Grade 8, and limited to 200 words per main text panel. All text will be presented in both of Canada's official languages.

Ensure good space utilization and effective traffic flow.

Historical accuracy, both implied and implicit, will be scrupulously maintained, and misrepresentations will be avoided both in content and in presentation. Artifacts will be accurately identified, displayed and appropriate to the exhibit in which they appear.

Museums standards for the preservation and conservation of historical artifacts will be maintained and will not be compromised for the sake of display or private agendas.

The environment will be monitored and maintained.

Exhibit cases, fixtures and object supports will be chemically and physically museum safe for objects

OPERATING POLICIES

on exhibit. Furniture and mounts for artifacts must provide adequate support. Inert barrier materials will be used to prevent contact between hostile surfaces.

Cases will be constructed of high-quality materials to avoid deterioration and will be constructed to meet or exceed physical security requirements (see NDSI and NDSP).

Museum staff and volunteers whose duties include working with artifacts must be adequately trained in basic care and handling of objects.

Maintenance of exhibits must be programmed during the planning phases of the exhibit.

A walk-through inspection will be conducted at least once each duty day to identify potential security/preservation/conservation problems.

Artifacts will be exhibited in enclosed cases or frames.

Only a portion of the collection will be exhibited at one time. Artifacts will be rotated in and out of exhibits on a regular basis to prevent deterioration.

No mount or support will damage, stress, or in any way alter the artifact being displayed.

Artifacts will not be altered in any way.

Fireproof materials will be used in accordance with fire regulations. Any exceptions will be authorized by the Fire Chief and will be documented. Artifacts will not be made fire retardant.

Vehicles may remain on long term exhibition, provided a vehicle preservation and restoration plan is in place. Vehicles will be welded shut or padlocked to prevent unauthorized access, and to ensure public safety and the preservation of the artifact in such a manner that will not detract from public display or destroy the historical integrity.

Effort will be made to exhibit large items indoors or under protective cover. Vehicles will be covered from 15 October to 01 April each year.

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Items on outdoor exhibit will not be painted or polished for purely cosmetic reasons.

Items on exhibit will be painted in correct colors and will be appropriately marked in accordance with documented research.

Signs will be installed to notify visitors not to climb on exhibits or damage historical and nonhistorical property.

SECURITY AND PUBLIC SAFETY

Twenty-four hour physical security for the Museums and their collections will be provided. A physical security plan or SOP will be developed by the Base Museologist that outlines the following:

- Response roster in event of a security or fire alarm.
- Key control, codes and combination rotation procedures.
- Security checklist for routine staff inspections of Museums galleries and other areas as applicable.
- Backup security arrangements in the event of a natural disaster, fire, loss of electricity, or other situations, when the Museums are both open and closed.
- Coordination procedures and familiarization program for base security and fire personnel regarding the special needs of the Museums and their collections.

The following minimum security levels or systems will be provided:

- Security of the galleries during hours of operation.
- Fire suppression and smoke detection systems in the galleries, storage areas, workshops and offices with a central alarm to the base fire hall.

OPERATING POLICIES

Fire drills and evacuation procedures will be established and reviewed regularly.

Portable fire extinguishers will be inspected monthly.

Intrusion detection systems will be installed in the Museums, Museums workshops and storage areas, with a central alarm at the base security office. Equipment will be inspected regularly.

Emergency battery-powered lighting systems will be installed in public and other appropriate areas. Equipment will be tested regularly.

Security measures will not alter or harm the integrity of any historical artifacts.

Hazardous materials will be stored away from the artifact areas. The handling and storage of hazardous materials will be done in accordance with all regulations.

Appropriate safety equipment must be available in workshop areas.

The Museums will comply with safety regulations.

The Museums will have fully stocked first aid kits on hand. These will be located in the main office, workshop and storage areas.

Staff and volunteers will hold current CPR and First Aid qualifications.

PUBLIC PROGRAMMING

Education is one of the main activities of a museum. To this end, our Museums will endeavor to offer relevant, fun and educational to persons of all ages.

School programming will be tied to the school curriculum.

Programming will be offered at no cost, to ensure access is provided to all socio-economic levels of our community.

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Programming can be held on-site or off-site. Off-site programming can include staff visiting specific locations (seniors residences for example) or through the provision of traveling kits.

REFERENCES

The following references were either used in the formulation of this document or are listed as recommended reading:

CMA Guidelines for Museum Trustees, CMA, 2004

Canadian Forces Museums – Operations and Administration (A-AD-266-000/AG-001), DND, 2002

Standard Practices Handbook for Museums, Museums Alberta, 2001

Collections Management Course Package, University of Victoria, 2004 (collection of various articles)

Army Museums, Historical Artifacts, and Art, U.S. Army Regulation 870-20, U.S. Army Centre for Military History, 1999

Museum Registration Methods, Dudley and Wilkinson, AASLH, 1989

The Life of a Document: A Global Approach to Archives and Records Management, Couture and Rousseau, 1987

Interpreting our Heritage, Tilden, 1977

Exhibit Labels: An Interpretive Approach, Serrell, 1996

CCI Notes, Canadian Conservation Institute, 2002

Department of National Defence:

National Defence Security Instructions

National Defence Security Policy

NPF AFN 105

Petawawa Admin Instructions

CFAOs, DAODs and QROs as applicable

Nuclear Safety Instructions

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CFB PETAWAWA MILITARY MUSEUMS

ORGANIZATION CHART

