



## Association Heritage New Brunswick

Business Plan 2024-2029

Submitted by the Strategic Planning Committee

## Part I: AHNB Business Plan

### Mission Statement/Purpose of the AHNB

The Association Heritage New Brunswick (AHNB) is a membership organization that represents, supports, and promotes New Brunswick's museums, heritage industries, and community heritage organizations through education, public awareness, advocacy, and professional development.

Through these activities, the goal of the AHNB is to promote the conservation, preservation, interpretation, and appreciation of New Brunswick's diverse heritage resources.

### Value Proposition

AHNB is the central hub for all Museums and Heritage Places in New Brunswick providing support as a mentor, role model, and advocate to ensure the success of all cultural spaces.

The activities of the AHNB support two primary heritage sectors across the province: museums and those involved in the conservation of heritage places.

#### **Direct value to our members:**

By facilitating heritage educational opportunities for museum workers, heritage workers, and advocates, the AHNB assists in creating stronger museums, heritage organizations, and associated industries. Without the AHNB, individuals, smaller heritage institutions, and workers and volunteers in related industries would not have a voice that would act as a liaison between them and the provincial government. The association provides workshops, advice, advocacy, support, resources, and networking opportunities that otherwise would not be available to the heritage-minded in the province.

#### **Value delivered beyond our members:**

Museums and heritage places both play an important role in the economy in the areas of tourism, and the building renovation industry.

Museums, heritage organizations, and heritage industries make up a significant portion of the province's attractions and are therefore an integral part of the tourism economy.

From the **2019** Government of Canada Survey of Heritage Institutions, the revenue of New Brunswick museums and heritage sites was over \$15 million. Over \$4 million was earned through entrance fees, special programming, facility rentals, and other activities. Employment Characteristics: 70% are Female and 30% are Male workers. 88 are full-time, 356 are part-time, 67 are contract workers, and 1,731 are volunteers who worked 105,785 hours. **2,242** employees and volunteers make up the sector in NB.

In 2019, The New Brunswick Museum had 32,104 visitors, **up 21%** from the previous year; Kings Landing Historical Settlement had 35,568 visitors, **up 16%** from the previous year; Roosevelt Campobello International Park had 158,997 visitors, **up 14%** from the previous year, and Village Historique Acadian had 56,107 visitors, **up 5%** from the previous year.

Supporting built heritage awareness, appreciation, and ultimately, conservation creates a more engaged and informed public. Museums and heritage places can play an important role in reconciliation with Indigenous peoples and in creating a more inclusive and equitable society.

Better preservation leads to increased use of historic buildings for housing and community purposes, benefiting social cohesion and the environment. Neighbourhood improvements mean an increase in tax revenue for local governments.

A strong and financially sustainable AHNB will ensure that heritage institutions and industries throughout the province have a consistent and lasting support resource.

## Key Activities / Processes

The key activities and processes of the AHNB are associated with the four Pillars identified in the 2022-2025 Strategic Plan. \*The details pertaining to each Pillar are comprehensively documented in **Part II: AHNB Business Plan Table 2024-2029**.

### **Pillar 1 – Capacity-Building (Institution)**

The most effective activities are those directed towards heritage institutions or groups, as they represent and serve local and regional populations more directly. By increasing the capacity of these entities, the activities of the AHNB reach the community level.

### **Pillar 2 – Professional Development (Individual)**

The target audience of the AHNB has largely been museum workers and heritage conservation professionals. To successfully grow the reach and capacity of the AHNB, efforts will be made to include membership by individual heritage property owners and community heritage advocates. Attracting and maintaining memberships will be made possible in part by offering professional development opportunities.

### **Pillar 3 – Communication**

The AHNB will plan and execute a marketing strategy to raise awareness about heritage activities, as well as AHNB's supportive role in the community.

### **Pillar 4 – Advocacy**

The AHNB can give a platform for heritage entities to have their message heard at a provincial level. This role is made possible through strong connections with the Government of New Brunswick, the Archaeology and Heritage Branch, the New Brunswick Museum, and the various Museum Zones.

## Key Resources

The key resources that are required to deliver the value proposition involve strong governmental policies, excellent human resource management, province-wide community buy-in, and financial stability.

The following items are current resources that can be strengthened, as well as potential resources that need to be explored over the next 5 years:

- Increased memberships
- Added value for membership
- Government funding – Operational (museums) and staffing (AHNB)
- GNB Built Heritage Program
- NB Cultural Policy
- Heritage By-Laws and the New Brunswick Heritage Conservation Act
- Extra public and private sector funding by 2029. This would include approaching PETL, EECD, Canada Council, municipalities of Saint John, Moncton, Fredericton and Sackville, the McCain Foundation, Royal Bank of Canada, Norrie McCain, Clare Whelton-McCain, McKenna Family Fund

The main sources of funds currently are Archaeology and Heritage Branch, membership fees and the annual conference. The AHNB will be changing the name of the annual “conference” to “summit” to align better with potential funding from ACOA.

## Key Partnerships / Interdependencies

The ability of the AHNB to deliver its support and services is only possible through several key partnerships.

### **Government of New Brunswick / Archaeology and Heritage Branch / Dept. Canadian Heritage**

- Since the inception of AHNB, operational funding has been provided by the Archaeology and Heritage Branch.
- Administratively, an employee of the Archaeology and Heritage Branch has participated as ex-officio at Board meetings. This reciprocal communication keeps the AHNB and the Archaeology and Heritage Branch informed of each others’ activities.
- In the coming years, a deeper partnership with the Department of Transportation and Infrastructure can only positively affect the conservation of such provincially owned assets as government buildings and covered bridges.
- AHNB has collaborated with the Canadian Museums Association and the Provincial and Territorial Museums Associations on various projects. This includes securing federal emergency

funding during the Covid-19 pandemic for New Brunswick Museums and making progress on a new National Museum Policy.

### **Museum Zones**

- Each museum zone has the capacity to reach the individual institutions within each region. Constant communication with the zones creates an efficient means of disseminating advocacy messaging, promotional material, and learning opportunities across the province.

### **National Trust for Canada**

- The National Trust for Canada has been an important partner for the AHNB. Through their yearly conference, webinars, and other learning opportunities, the National Trust consistently brings the provinces and territories together as a unified voice for heritage conservation.

### **Larger Provincial Institutions**

- For the AHNB to effectively grow as an organization, stronger partnerships will need to be developed with larger institutions such as the New Brunswick Museum, Kings Landing, Village Historique Acadien, Acadian Museum, the Centre for Acadian Studies Anselme-Chiasson and the Provincial Archives.

### **Educational Institutions**

- Succession planning for the future of heritage conservation is contingent upon engaging with the public as early as possible in their education. Ensuring that heritage education forms a part of the curriculum will increase exposure to heritage resources at an impressionable stage in development.

## **Clients / Client Relationships**

Clients of the AHNB include the following:

- Members of AHNB
- Conference attendees and special program participants
- Members of the public or industry who follow AHNB on social media and visit the website, and who might ultimately participate as members or supporters.

Ultimately, all of the strategic planning and actions of the AHNB are to serve the citizens of New Brunswick, whether they are members of the Association or not. However, the effectiveness of the Association and its Board is dependent on the amount of available human and financial resources. For

this reason, the target clients of the AHNB are those citizens and organizations that are actively involved in the museum and built heritage industries.

Over the next 5 years, it is the intention of the AHNB to not only increase our membership, but to rejuvenate and diversify it. Maintaining and growing a satisfied membership can only be achieved through good communication. Through surveys, Q&A sessions at conferences, and direct communication with individuals and institutions, the AHNB can offer the membership learning opportunities and resources that they require and will find useful in achieving their goals.

An effective and growing AHNB will be made possible through a fulfillment of expectations. The membership expects that the AHNB will appropriately collect feedback from them and, in turn, provide information, resources, and opportunities that reflect their needs.

### Cost Structure

The most significant costs related to the operations of AHNB are the following:

- Employees – salaries, tax, MERCs, benefits - **\$89,000**
- Office – rent, office equipment - **\$14,000**
- Translation - **\$6,500**
- Accountant/Bookkeeping - **\$5,000**
- Collective Access - **\$4,800**
- Web – website hosting, software, tools - **\$3,200**
- Expenses – travel, meetings, hotels - **\$3,000**
- Marketing - **\$800**
- Insurance - **\$545**
- Branding – business cards, logo - **\$200**

**TOTAL - \$127,045**

\*The budget above will need to be adjusted upon clarification of our role in relation to Collective Access.

A strong Executive Director (ED) is a human resource that dictates the overall effectiveness of the AHNB. In order to attract and retain good candidates for the position of ED, proper remuneration is essential. An increase in operational funding over the next 5 years will ensure that the AHNB not only has strong administrative leadership, but also that the ED has the proper tools to help in the execution of the association’s mandate.

### Board Recruitment- Board Matrix

A board matrix was created to demonstrate the strength of the board members and administration that currently make up the AHNB. The biggest strengths identified through this process were Board Experience, Museum Experience, Built Heritage, Outreach and Strategic Planning. Although these are invaluable assets to the AHNB’s board structure, the matrix shows weakness in the categories of

expertise in History, Archives, Research, Genealogy, and Legal. The demographic breakdown of the current board members and administration demonstrates a need for better representation from the French Acadian community, as well as other under-represented demographics in the province. As expected with a heritage organization, the age demographic favours older members. Bridging the generational gap will only be accomplished by attracting the 18-40 age group not only as members of the association, but as members of the Board as well.

Future recruitment efforts will need to acknowledge these deficient areas.

Part II: AHNB Business Plan Table 2024-2029

Pillar 1 - Capacity-Building (Institution)			
Goal	Measure (quantifiable)	Outcome	Value/Benefit Statement
<b>Financial sustainability of AHNB</b>	<p>Ongoing</p> <ul style="list-style-type: none"> <li>- Make applications for funding to ACOA, RDC, and MAP</li> </ul> <p>2024-25</p> <ul style="list-style-type: none"> <li>- Finalize the Membership growth strategy.</li> <li>- Optimize the online membership signup process.</li> <li>- Finalize the 5-year financial strategy.</li> </ul> <p>2025-26</p> <ul style="list-style-type: none"> <li>- Increase summit 2023-24 attendance by 20%</li> <li>- Establish Grant<sup>1</sup> &amp; Fundraising<sup>2</sup> Committee</li> <li>- Develop an AHNB fundraising strategy.</li> </ul> <p>2026-27</p> <ul style="list-style-type: none"> <li>- Increase summit sponsorship by 10%</li> </ul> <p>2027-28</p> <ul style="list-style-type: none"> <li>- Increase membership by 25% (25 new members)</li> </ul> <p>2028-29</p> <ul style="list-style-type: none"> <li>- Increase sponsorship levels for conference by 10%</li> <li>- Increase membership fees by 15%</li> <li>- Increase non-affiliated memberships overall by 10%</li> <li>- Facebook friends 2023-24 (1,439) increased by 15%.</li> <li>- Increase 2023-24 membership by 40% (40 new members)</li> <li>- Make “member only content” available on website</li> </ul>	<p>Annual funding will reach \$150,000 by 2025-2026 and \$165,000 by 2028-29</p>	<p>The AHNB can continue providing new and existing programs and services to their membership.</p>
<b>Key partnerships are maintained, and new ones are developed</b>	<p>Ongoing</p> <ul style="list-style-type: none"> <li>- Host annual meeting for Museum Zone chairs/representatives, AHNB, and THC to communicate resources, advocacy messaging, promotional material, and learning opportunities across the province, etc.</li> <li>- Participate in 50% of Museum Zone Meetings per year.</li> <li>- Attend at least one Face-to-Face Zone meeting with members per year.</li> </ul> <p>2024-25</p> <ul style="list-style-type: none"> <li>- Finalize MOU between AHNB and Archaeology and Heritage Branch</li> <li>- 5-year business plan finalized</li> <li>- Meet with THC to discuss potential collaborative projects Outlined in the MOU <ul style="list-style-type: none"> <li>o Public education, data collection, collections, repatriation</li> </ul> </li> <li>- Outreach to Museums/Historical Sites in dormant Zones.</li> </ul> <p>2026-27</p> <ul style="list-style-type: none"> <li>- Update on Zone Activities and success are shared in all AHNB Newsletter</li> </ul> <p>2027-28</p> <ul style="list-style-type: none"> <li>- Quarterly meetings with Zone Chairs.</li> </ul>	<p>Roles and responsibilities between AHNB and THC clarified.</p> <p>Collaboration with Tourism Heritage Culture on projects of mutual interest.</p> <p>AHNB gains firsthand understanding of key issues and why some Zones are struggling and/or have little participation.</p> <p>Zone representatives have opportunities to share successful projects and provide feedback on current issues within their regions.</p>	<p>AHNB works collaboratively with stakeholders on identified projects that are mutually beneficial and support the learning and engagement of the heritage sector.</p>



	<p>2028-29</p> <ul style="list-style-type: none"> <li>- Establish an annual award the Zone with Outstanding Marketing Achievement.</li> </ul>		
<b>Pillar 2 – Professional Development (Individual)</b>			
<b>Repatriation (internally and for membership)</b>	<p>2024-25</p> <ul style="list-style-type: none"> <li>- AHNB Staff and Board to participate in training on the history of Indigenous peoples in Canada</li> <li>- Develop an outreach plan for Indigenous engagement.</li> </ul> <p>2025-26</p> <ul style="list-style-type: none"> <li>- Provide access or information on training on the history of Indigenous peoples in Canada to members</li> </ul> <p>2028-29</p> <ul style="list-style-type: none"> <li>- Develop a repatriation policy template (and resources) for NB museums/hist. societies in consultation with First Nations, THC, and other interested provincial institutions (e.g., NBM, Kings Landing, Village Historique Acadien)</li> </ul>	<p>AHNB staff and board members have confidence to engage with First Nations leaders respectfully.</p> <p>NB museums develop internal policies and procedures to address their responsibilities regarding any artifacts or material belonging to an Indigenous community of another country that may be in their collections.</p>	<p>AHNB can provide NB museums with advice regarding repatriation issues and guide them to appropriate resources.</p>
<b>Diversity, equity, inclusion, and accessibility</b>	<p>2024-25</p> <ul style="list-style-type: none"> <li>- AHNB to become Rainbow Registered in 2024-2025</li> <li>- DEIA training to be offered to AHNB staff and board members</li> </ul> <p>2025-26</p> <ul style="list-style-type: none"> <li>- Establish list of Marginalized Groups in NB with contact information.</li> </ul> <p>2026-27</p> <ul style="list-style-type: none"> <li>- Diversity, Equity, Inclusion, Accessibility (DEIA) Committee established.</li> <li>- Finalize outline for DEIA Best Practices for NB Museums and shared with marginalized groups for feedback.</li> <li>- DEIA resources shared on website</li> </ul> <p>2027-28</p> <ul style="list-style-type: none"> <li>- DEIA Best Practices for NB Museums finalized</li> <li>- AHNB to deliver DEIA training to museums</li> </ul> <p>2028-29</p> <ul style="list-style-type: none"> <li>- Establish an annual award for Organizations that have taken concrete steps toward an inclusive environment based on specific requirements.</li> </ul>	<p>AHNB staff and board members will have the knowledge and internal policies in place to provide a safe and welcoming work environment.</p> <p>AHNB will have capacity to develop and deliver an overview of DEIA and how it applies to museums.</p>	<p>AHNB can lead NB museums in implementing DEIA practices within their own organizations.</p>
<b>Institutional capacity-building and individual professional development</b>	<p>Annually</p> <ul style="list-style-type: none"> <li>- By 2025-26, offer a minimum of 1 per year, workshop/webinar on topics related to DEIA.</li> <li>- By 2025-26, offer a minimum of 1 per year, workshop/webinar on topics related to built heritage.</li> <li>- By 2025-26, offer a minimum of 1 per year, workshop/webinar on topics related to museums</li> </ul> <p>2024-25</p> <ul style="list-style-type: none"> <li>- Create/update list of built heritage and museums experts on website</li> <li>- Develop a repository of bilingual templates for the museum sector (e.g., collections management) and built heritage (e.g., condition assessment checklist)</li> </ul>	<p>The AHNB’s online resources and annual conference will provide relevant and practical information for the sector.</p> <p>AHNB will be a go-to resource for the heritage sector for education and training.</p>	<p>AHNB offers high value to their membership and the sector.</p>

	<ul style="list-style-type: none"> <li>- To address the top three identified training needs of the sector, we will offer at least one webinar/workshop per year and offer a minimum of two summit training sessions.</li> <li>- Offer webinar on NB Heritage Bylaws</li> <li>- Host Built Heritage Community Event during Summit</li> <li>- Provide summary of Built Heritage publications, tools, and reports produced in other provinces, nationally and internationally deemed to assist in preserving and promoting heritage places on website.</li> <li>- AHNB will provide a list of grants available to community museums and the built heritage sector on the website</li> </ul> <p>2025-26</p> <ul style="list-style-type: none"> <li>- Provide a guide on how to use <i>The Standards and Guidelines for the Conservation of Historic Places in Canada</i> on the website.</li> <li>- AHNB will provide one training session in both languages related to developing successful fundraising campaigns</li> <li>- AHNB will organize and coordinate a network of volunteers to provide support for various grant applications</li> <li>- Tips on Grant Writing added to website</li> </ul>		
<b>Museum collections management</b>	<p>2024-25</p> <ul style="list-style-type: none"> <li>- AHNB staff to receive training on using and troubleshooting Collective Access</li> </ul> <p>2025-26</p> <ul style="list-style-type: none"> <li>- Collaborate with THC and other interested Provincial Heritage institutions to develop a collections policy and disseminate information/resources to community museums</li> <li>- The Museum Steering Committee will perform a jurisdictional scan of how other museum associations support Collective Access users</li> <li>- AHNB staff to provide back-up support for training and troubleshooting issues for Collective Access</li> </ul>	<p>Museums will improve their collections management standards to a provincial level.</p> <p>Museums will be supported in learning how to use their database and implement best practices.</p>	AHNB plays a key role in delivering and supporting Collective Access and promoting collections management best practices.
<b>Pillar 3 – Communication</b>			
<b>Communications</b>	<p>Annually</p> <ul style="list-style-type: none"> <li>- Provide minimum 6 updates to members per year</li> <li>- Showcase 12 NB experiences, stories, and testimonials on website/Facebook per year</li> <li>- By 2025-26, deliver 2 AHNB newsletters per year</li> <li>- By 2027-28, post a minimum of 24 social media posts per month.</li> <li>- Provide updated museum Hours of Operation in website.</li> <li>- Add one new community to the Inventory project</li> </ul> <p>2024-25</p> <ul style="list-style-type: none"> <li>- The Communications &amp; Advocacy Committee will develop a Communications Policy/Strategy for AHNB</li> <li>- Website improvements related to functionality and accessibility of information</li> <li>- Revised newsletter template and content</li> <li>- Implementation of <i>AHNB At Work</i> conference session</li> </ul>	<p>AHNB will have internal practices in place to effectively handle media requests in a way that best represent the organization, its members, and its partners/stakeholders.</p> <p>AHNB will be able to effectively communicate with their membership in a timely manner.</p> <p>AHNB will hold themselves accountable to their membership and stakeholders.</p> <p>AHNB will be able to understand and respond to the current and changing needs of the sector.</p>	The membership and public rely on the AHNB for the most current information regarding the sector.

	<p>2025-26</p> <ul style="list-style-type: none"> <li>- Website is mobile compatible.</li> </ul> <p>2028-29</p> <ul style="list-style-type: none"> <li>- Create AHNB podcast on Built Heritage and Museums</li> </ul>		
<b>Public engagement, education, and awareness</b>	<p>Annually</p> <ul style="list-style-type: none"> <li>- Partner with media agency(ies) to publish 2 heritage focused stories per year.</li> <li>- Present LYCBD</li> <li>- Research and document all sites on the Endangered Places List including a condition assessment, character-defining elements, current and archival photographs and/or 3D scanning, oral histories, etc.</li> </ul> <p>2024-25</p> <ul style="list-style-type: none"> <li>- Increase number of sponsors for LYCBD to 3</li> <li>- Increase participation in LYCBD by 50%</li> </ul> <p>2025-26</p> <ul style="list-style-type: none"> <li>- Develop resources/campaign on the importance of Built Heritage and provide tools/resources for property owners.</li> </ul> <p>2027-28</p> <ul style="list-style-type: none"> <li>- Meet with representative from the Department of Early Education and Childhood Development to discuss heritage focused educational opportunities.</li> </ul> <p>2028-29</p> <ul style="list-style-type: none"> <li>- Classroom presentation/activities developed and offered to Francophone and Anglophone school districts</li> </ul>	<p>AHNB will contribute meaningfully to the promotion of heritage organizations and events across the province and leverage their resources to share significant heritage stories with a broader audience.</p> <p>Heritage sites will be conserved through documentation and shared with the public/available publicly.</p>	<p>The heritage sector relies on the AHNB to help promote and market their offerings to the public.</p>
<b>Pillar 4 - Advocacy</b>			
<b>Advocacy</b>	<p>Annually</p> <ul style="list-style-type: none"> <li>- Attend/Participate in meetings with CMA, PTMAs, National Trust for Canada, and the Dept. of Canadian Heritage.</li> <li>- Update and share Bylaws Report with membership</li> </ul> <p>2024-25</p> <ul style="list-style-type: none"> <li>- Develop an AHNB Advocacy Policy and Strategy</li> <li>- Identify top-priority issues within the sector and work with partners to propose solutions (e.g., new Canadian National Museum Policy, Museums Assistance Program, adaptive re-use programs).</li> </ul> <p>2025-26</p> <ul style="list-style-type: none"> <li>- Complete jurisdictional scan on adaptive reuse of heritage structures in Canada and globally.</li> </ul> <p>2026-27</p> <ul style="list-style-type: none"> <li>- Deliver Community Museum webinar session on successful advocacy campaigns.</li> </ul>	<p>AHNB can clearly define their role in advocating for the sector and the opportunities/methods that fit within their capacity.</p> <p>AHNB will be able to speak concisely and with confidence to stakeholders regarding the most pertinent issues within the sector and how they can best be addressed.</p>	<p>The heritage sector relies on the AHNB to understand their unique issues and bring forward solutions.</p>

## Notes

### 1. **Grant Committee**

Provide essential research on available grants (Heritage Places and Museums) to be made available on the AHNB website.

Build a network of mentors from members who have written successful grant proposals.

#### **Composition**

At least 3-6 volunteer members comprised of the following:

- Board members (Committee Chair should be a Board member)
- At Large AHNB members who have an interest in or experience in writing and/or available Grants.
- Executive Director

#### **Roles and Responsibilities**

- Research available grants (Museums & Heritage Places).
- Report/summarize available grants for the website.
- Recruit/find potential mentors for guidance in grant writing best practices (Federal, Provincial, Other).

### 2. **Fundraising Committee**

Offer guidance, oversight, and support for all major donor and sponsor planning, development, management, and reporting.

#### **Composition**

At least 3-6 volunteer members comprised of the following:

- Board members (Committee Chair should be a Board member/Treasurer).
- At Large AHNB members who have interest in or experience in non-profit fundraising.
- Executive Director.

#### **Roles and Responsibilities**

- Determine AHNB's fund development plan (including an annual development budget).
- Participate in annual special events and other fundraising activities. Look for ways to improve the Summit's fundraising potential.
- Research/Seek prospective donors, funders and/or corporate sponsors and then develop individualized strategies to cultivate or strengthen those relationships.

- Along with the Executive Director, meet with current and prospective major donors and funders (foundations and corporations).
- Tap respective networks for potential donors' time and/or in-kind support.
- Monitor & support fundraising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.
- Provide reports during Board meetings (Chair), i.e., track and report progress toward fundraising goals to the Board.
- Annually review all previous year fundraising activity and make recommendations for improvements for the new fiscal year.

# Appendix A

## Board, Staffing and Volunteer- Structure, Roles and Responsibilities

The AHNB Board of Directors is elected by its members during its Annual AGM to ensure New Brunswick's Museums and Heritage Places interests are advanced through education, public awareness, advocacy and professional development. The Association promotes professionalism and adherence to established standards. Services delivered include the following:

- Voting privileges at the AHNB Annual General Meeting;
- Networking opportunities at our Annual Summit;
- Awards program;
- Subscription to our *Alerte (AHNB Updates - Regular updates on events, grants, tips, and any other heritage trends affecting the cultural profession)*;
- Presentations by national heritage experts;
- Free full-page website listings, including contact information for your museum, and a link;
- Facebook presence;
- Members discount to join the National Trust for Canada;
- Professional advice, referrals, and access to local and regional resources;
- Representing interests and concerns of members to provincial governments, associations, and the general public.

The affairs of the Association Heritage New Brunswick (AHNB) are managed by the Board of Directors consisting of a maximum of fifteen members. All the directors are volunteers from across the province and include an ex-officio member from the Archaeology and Heritage Branch, Department of Tourism, Heritage and Culture. The AHNB employs a full-time Executive Director and, by contract, a Heritage Project Coordinator.

### AHNB Board roles and responsibilities

The AHNB Board is made up of five Executive Members, including a President, 1<sup>st</sup> Vice President, 2<sup>nd</sup> Vice President, Treasurer, and Secretary, as well as up to 7 Regular Board Members and the Past President. The President presides at all meetings of the Board, provides leadership to the remaining board members, speaks on issues of concern to the community, and is accountable to all AHNB Members. In the absence of the President, the 1<sup>st</sup> Vice President shall act in place of the President.

The AHNB by-laws lay out the role of the President and all elected Board Members. The key role is for the Board to work together for the betterment of New Brunswick Museums and Heritage Places.

### OFFICERS & DIRECTORS

The President, 1<sup>st</sup> Vice President, 2<sup>nd</sup> Vice-President, Secretary and Treasurer: shall be elected by the members of the Association at an Annual General Meeting. These individuals so elected shall constitute the Executive of the Board. The immediate Past President may be an ex-officio member of the Board and an officer of the Association.

Directors at Large: The Directors at Large shall be members of the Association, elected by nomination at an Annual Meeting or Special Meeting who, as determined by Board Policy from time to time are found to meet the needs of the Association.

Non Voting Director: A designated Representative of the Province of New Brunswick Department which deals with museums shall be a non voting member of the Board.

#### DUTIES OF THE OFFICERS

(a) The President shall be the Chief Executive Officer of the Association and shall, when present preside at all meetings of the members and of the Board and shall be charged with the general supervision of the business and affairs of the Association, subject to the authority of the Board.

(b) The 1<sup>st</sup> Vice-President during the absence or inability of the President shall assume all the powers and duties of the President. The Vice-President shall also perform such duties and exercise such powers as the President and/or the Board may, from time to time prescribe.

(c) The 2<sup>nd</sup> Vice-President during the absence or inability of the Vice-President shall assume all the powers and duties of the President. The 2<sup>nd</sup> Vice-President shall also perform such duties and exercise such powers as the President and/or the Board may, from time to time prescribe.

(d) The Secretary shall give or cause to be given all notices required to be given to the members directors, auditors and members of committees; he shall attend all meetings of the Directors and of the members and shall enter or cause to be entered in the books kept for that purpose minutes of all proceedings at such meetings; shall be the custodian of the device used for affixing the corporate seal of the Association and of all books, papers, documents and other instruments belonging to the Association; and shall perform such other duties as may from time to time be prescribed by the Board.

(e) The Treasurer shall ensure full and accurate books of account in which shall be recorded all receipts and disbursements of the Association and, under the direction of the Board shall control the deposit of money, the safekeeping of securities and the disbursement of the funds of the Association; shall render to the Board at the meetings or whenever required by the Board an account of all transactions as Treasurer and of the financial position of the Association; shall keep all monies received with a Chartered Canadian Bank, Trust Company or other financial institution as designated by the Board in the name of the Association. All monies received shall be recognized by an official receipt signed by the Treasurer. The Treasurer shall perform such other duties as may from time to time be prescribed by the Board.

(f) Past President: The immediate Past President shall serve in an advisory capacity as a member of the Board and shall have full voting and other powers as any other member of the Board. The Past President may be appointed as head of the Nominating Committee.

#### ELECTION AND TERM

The Board of Directors: At the first Annual General Meeting after these by-laws come into effect, one-half of the Board members at large shall be elected for a one (1) year term and one-half of the members shall be elected for a two (2) year term. At all subsequent Annual General Meetings, the Board members shall be elected for a two (2) year term. However, any director may be nominated to serve additional terms to a maximum of three (3) consecutive 2-year terms subject to the following exception. The maximum term will be waived for executive members (i.e. the 2 Vice-Presidents and President) to allow these individuals to complete their terms, if required. It is recognized that this special condition ensures

continuity for the organization by permitting a Vice-President to serve two years followed by 2 years as President, followed by two years as Past-President. The election may be by a show of hands or by resolution of the members unless a ballot is demanded by any member present and eligible to vote.

All members will be asked to sign a code of conduct that addresses:

- The values to which members are expected to adhere;
- The behavior of the members toward other board members, employees and the heritage community at large;
- The use of AHNB property, resources and services;
- The use of communication tools and social media by members.

### Summary: Board of Directors

- **Role:** The Board of Directors is responsible for overseeing the organization's overall direction and ensuring it fulfills its mission. They provide governance and strategic guidance.
- **Responsibilities:**
  - Setting policies and objectives.
  - Approving budgets and financial plans.
  - Evaluating the performance of the Executive Director.
  - Ensuring legal and ethical integrity.
- **Composition:** A group of volunteers with diverse backgrounds and expertise of up to fifteen individuals.

### Executive Director

- **Role:** The Executive Director is the senior-most executive responsible for the day-to-day management of the organization. They implement the Board's policies and strategies.
- **Responsibilities include:**
  - Leading the organization and managing staff.
  - Supporting AHNB Committees' work.
  - Developing and executing operational plans.
  - Managing AHNB resources i.e. grant management and fundraising.
  - Reporting directly to the Board of Directors.
  - Representing AHNB in collaboration with the President nationally, provincially, and in public.

### AHNB Contract Employees

- **Role:** All contract employees work under the direct supervision of the Executive Director. They are hired for specific projects or tasks requiring specific or specialized skills.
- **Responsibilities include:**
  - Completing all required tasks in a professional and timely manner.



## AHNB Committees

AHNB Committees have been established to meet specific goals and targeted needs of its members.

The 5 AHNB Committees are as follows:

1. Strategic Planning Committee
2. Heritage Places Committee
3. Museum Steering Committee
4. Communications and Advocacy Committee
5. Summit Committee

## Committee Structure, Roles and Responsibilities

### 1) Strategic Planning Committee (SPC)

#### Strategic Planning Committee Mandate & Terms of Reference

Create a current list of strategic priorities for the Association to implement in order to achieve its mission and enhance the services it provides to its members.

Develop a current Yearly Strategic Plan to be approved by the Board of Directors for implementation.

Review, monitor, update, and report the progress of the current AHNB Strategic Plan.

#### A. Membership and Terms of Office

The Association Heritage New Brunswick Strategic Planning Committee (AHNB SPC) will be composed of:

- Chair to be a current member of the Board of Directors of AHNB;
- At least two members are to be current AHNB members;
- The committee to contain no more than six members, no less than four.  
The length of term for members of the SPC shall be determined by AHNB  
The Chair will be selected from the membership of the SPC and will serve for a term of two (2) years.

#### B. Member Roles and Responsibilities

SPC members will have sufficient authority in, or on behalf of AHNB, to:

- 1) Develop the Strategic Plan for AHNB on behalf of the members of AHNB;
- 2) make (or facilitate the making of) decisions;
- 3) make recommendations for goals, plans and actions in the Strategic Plan;
- 4) report to the Board on the level to which the Board's activities, communications and use of resources adhere to the Strategic Plan.

SPC members will:

- participate regularly in and actively contribute to AHNB SPC meetings;
- ensure that communication flows in both directions between AHNB and AHNB SPC;

- ensure that AHNB SPC engages in an evaluative framework and promotes a culture of accountability including annual reporting.

### **C. Meetings**

AHNB SPC meetings may be held face-to-face, by telephone, web conference or other electronic means.

AHNB SPC meetings shall be held at least once per month. AHNB SPC members are required to be fully prepared for each meeting, having read the documentation in advance and shall make every reasonable effort to attend each meeting. A designate may be sent and will have authority to vote on behalf of the member in exceptional situations only.

Decisions of the AHNB SPC will be made consensually at a duly called and constituted meeting; or, by a resolution in writing to all members of the AHNB SPC and physically or electronically signed by at least a quorum of the SPC members.

## **2) Heritage Places Committee (HPC)**

### **Mandate and Terms of Reference**

To promote and provide leadership and assistance in the conservation of New Brunswick's buildings and sites of a historic, architectural, or cultural nature as a valued and dynamic legacy that contributes to our sense of identity, supports an understanding of our past, meets affordable housing needs, is environmentally sustainable and invigorates local economies.

### **KEY RESPONSIBILITIES AND CURRENT PRIORITIES**

Develop and manage ongoing initiatives: Love Your Covered Bridge Day, New Brunswick's Endangered Places, Inventory Project, Directory of Professionals

Build effective relationships with municipal and local heritage organizations and other organizations and individuals, active or with an interest in the preservation of our province's Heritage Places to determine what provincial activity can assist them, to share information, to collaborate on issues and undertake joint projects.

Develop and deliver training on all facets of heritage conservation, and events to promote and assist in the preservation of heritage buildings and sites.

Assist the Advocacy Committee in identifying buildings at risk of demolition or inappropriate change, and in developing an appropriate response.

Develop relationships with related professions such as planners, architects, developers, and realtors.

Promote Heritage Places, and the reasons and means of conserving it on our website, through social media and other means.

## **A. Membership and Terms of Office**

The Association Heritage New Brunswick Heritage Places Committee (HP Committee) will be composed of:

- Chair to be a current member of the Board of Directors of AHNB or an AHNB member with a background and experience in built heritage issues;
- At least two members are to be current AHNB members;
- The committee is to contain no more than seven members (not including the Executive Director and AHNB President who are ex officio members), and no less than five;
- Potential members will express their interest in serving on the committee and will be appointed by the AHNB Executive.

The Chair will be selected from the membership of the HP Committee and will serve a minimum two (2) year term.

## **B. Member Roles and Responsibilities**

HP Committee members will have sufficient authority in, or on behalf of AHNB, to:

- 1) represent the goals and objectives of the Built Heritage sector in New Brunswick;
- 2) make (or facilitate the making of) decisions;
- 3) make (or facilitate the making of) resource commitments.

Committee members will:

- participate regularly in and actively contribute to AHNB meetings;
- ensure that communication flows in both directions between AHNB and the BH Committee;
- identify opportunities for built heritage promotion and conservation projects and activities;
- encourage AHNB in built heritage projects and activities as appropriate;
- find, and partner to acquire resources for BH Committee;
- ensure that BH Committee engages in an evaluative framework and promotes a culture of accountability including annual reporting.

## **C. Meetings**

HP Committee meetings may be held face-to-face, by telephone, or via ZOOM.

HP Committee meetings shall be held at least once per month. Members are expected to be prepared for each meeting, having read the documentation in advance and to attend each meeting if possible.

Decisions of the HP Committee will be made consensually at a duly called and constituted meeting; or, by a resolution in writing to all members of the HP Committee and physically or electronically signed by at least a quorum of the HP Committee members.

## **3) Museum Steering Committee**

### **AHNB Museum Steering Committee Mandate**

Provide leadership, assistance, and support to museums in New Brunswick in areas such as governance, collections management, and public programming to meet basic professional standards.

Facilitate training, coaching, and guidance to NB museums to achieve key/essential museum standards.

Recommend templates, toolkits, and resources for NB museums to be made available on the AHNB website.

Work with museum professionals to develop a Museum Evaluation Program. A

#### **A. Membership and Terms of Office**

The Association Heritage New Brunswick Museum Steering Committee (AHNB MSC) will be composed of:

- Chair to be a current member of the Board of Directors of AHNB;
- At least two members are to be current AHNB members;
- The committee to contain no more than seven members (including the Executive Director), and no less than five;
- Interested members will be voted on, based on their application.

The Chair will be selected from the membership of the Steering Committee and will serve for a minimum two (2) year term.

#### **B. Member Roles and Responsibilities**

Steering Committee members will have sufficient authority in, or on behalf of AHNB, to:

- 1) represent the goals and objectives of the museum sector in New Brunswick;
- 2) make (or facilitate the making of) decisions;
- 3) make (or facilitate the making of) resource commitments.

Steering Committee members will:

- participate regularly in and actively contribute to AHNB MSC meetings;
- ensure that communication flows in both directions between AHNB and AHNB MSC;
- identify opportunities for museum projects and activities;
- encourage AHNB in AHNB MSC projects and activities as appropriate;
- find, and partner to acquire resources for AHNB MSC;
- ensure that AHNB MSC engages in an evaluative framework and promotes a culture of accountability including annual reporting.

#### **C. Meetings**

AHNB MSC meetings may be held face-to-face, by telephone, or via ZOOM.

AHNB MSC meetings shall be held at least once per month. AHNB MSC members are required to be fully prepared for each meeting, having read the documentation in advance and shall make every reasonable effort to attend each meeting.

Decisions of the AHNB MSC will be made consensually at a duly called and constituted meeting; or, by a resolution in writing to all members of the AHNB MSC and physically or electronically signed by at least a quorum of the Steering Committee members.

### **4) AHNB Communications and Advocacy Mandate**

## **AHNB Communications and Advocacy Committee**

Communicate, promote, and support the activities, news events and public image of AHNB.

Advocate on behalf of New Brunswick's Museums and Built Heritage to emphasize their fundamental importance to our province and its people.

Identify issues provincially and nationally that touch on the built heritage and museum field that requires action from the AHNB.

### **A. Membership and Terms of Office**

The Association Heritage New Brunswick Communications and Advocacy Committee (AHNB CAC) will be composed of:

- Chair to be a current member of the Board of Directors of AHNB;
- At least two members are to be current AHNB members;
- The committee to contain no more than seven members (including the Executive Director), and no less than five;
- Interested members will be voted on, based on their application.
- The CAC Committee must include equal members interested in Museums and Heritage Places to create a balanced communications and advocacy strategy for AHNB.

### **B. Member Roles and Responsibilities**

Communications and Advocacy Committee members will have sufficient authority in, or on behalf of AHNB, to:

- 1) identify Built Heritage and/or Museum issues that potentially require advocacy.
- 2) collect data and to develop a balanced AHNB advocacy strategy.
- 3) make (or facilitate the making of) resource commitments.
- 4) ensure that AHNB's public communications align with AHNB's advocacy strategy.

Communications and Advocacy members will:

- participate regularly in and actively contribute to AHNB CAC meetings;
- ensure that communication flows in both directions between AHNB and AHNB CAC;
- identify opportunities for communications or advocacy initiatives;
- encourage AHNB in AHNB CAC projects and activities as appropriate;

## **5) Summit Committee**

### **AHNB Summit Committee Mandate:**

Ensure that a well-balanced, high-quality agenda of topics is organized and presented at the conference following AHNB Board approval;

Ensure that all expenditures remain within a proposed budget;

Ensure all programming and presenters are professional, relevant, and meet the current needs of NB Museums and Built Heritage professionals and volunteers.

#### **A. Membership and Terms of Office**

The Association Heritage New Brunswick Summit Committee will be composed of:

- The Chair of the Museum Zone will lead zone members in collaboration with the Executive Director and under the guidance of the Board of AHNB to host the annual summit/conference;
- At least one member is to be a current AHNB Board member;
- The committee is to contain no more than seven members (not including the Executive Director and AHNB President who are ex officio members), and no less than five;
- The Summit Committee must include equal members interested in Museums and Heritage Places to create a balanced program for concurrent sessions.

The Chair will serve a one-year term.

#### **B. Member Roles and Responsibilities**

Summit Committee members in collaboration with the Executive Director will:

- Select the venue in advance of the event and ensure that it's properly set up and the registration goes smoothly on event day;
- Select and coordinate with food, beverage, and technology, and create and maintain the event budget;
- Identify and secure session speakers;
- Create a program that meets the needs of members based on survey results;
- Help market the event including the silent auction;
- Identify opportunities for promotion and growth;
- Write to possible partners and sponsors to increase resources for the Annual Summit;
- Participate regularly in and actively contribute to meetings;
- Ensure that communication flows in both directions between AHNB and the Summit Committee.

#### **C. Meetings**

Committee meetings may be held face-to-face, by telephone, or via ZOOM.

Committee meetings shall be held at least once per month.

Decisions of the Summit Committee will be made consensually at a duly called and constituted meeting; or, by a resolution in writing to all members of the Summit Committee and physically or electronically signed by at least a quorum of the Committee members.