



# 2017 BOARD OF DIRECTORS MANUAL



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# **A GUIDE FOR BOARD MEMBERS FROM THE OFFICE OF MINNESOTA ATTORNEY GENERAL**

## **Introduction**

The Attorney General has prepared this Guide for Board Members to help directors understand their responsibilities as stewards of their organizations. Under Minnesota law, directors of a Minnesota nonprofit corporation are responsible for management of the business and affairs of the corporation. This does not mean that directors are required to manage the day to day activities of a corporation or to act in the role of an Executive Director. It does mean that directors must appoint officers and assign responsibilities to them so that the officers can effectively carry out the daily tasks of running the corporation. It also means that directors must supervise and direct the officers and govern the charity's efforts in carrying out its mission. In carrying out their responsibilities, the law imposes on directors the fiduciary duties of care, loyalty and obedience to the law. These duties are more generally described in this Guide.

Directors of Minnesota nonprofit corporations must discharge their duties in good faith, in a manner the director reasonably believes to be in the best interests of the corporation, and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

## **Duty of Care**

### **To Exercise the Proper Duty of Care:**

#### **Active Participation.**

A director must actively participate in the management of the organization including attending meetings of the board, evaluating reports, reading minutes, reviewing the performance of the Executive Director and so on. Persons who do not have the time to participate as required should not agree to be on the board.

#### **Committees.**

Directors may establish committees having the authority of the board and may rely on information, opinions or reports of these committees. However, the committees are subject to the direction and control of the board. As a result, directors are still responsible for the committees and should periodically scrutinize their work.

#### **Board Actions.**

A director who is present at a meeting when an action is approved by the entire board is presumed to have agreed to the action unless the director objects to the meeting because it was not lawfully called or convened and doesn't participate in the meeting, or unless the director votes against the action or the director is prohibited from voting on the action because of a conflict of interest.

**Minutes of Meetings.**

Written minutes should be taken at every board meeting. The minutes should accurately reflect the actions taken at the meeting.

**Books and Records.**

A director should have general knowledge of the books and records of the organization as well as its general operation. The organization's articles, bylaws, accounting records, voting agreements and minutes must be made available to members and directors who wish to inspect them for a proper purpose.

**Accurate Record Keeping.**

A director should not only be familiar with the content of the books and records, but should also assure that the organization's records and accounts are accurate. This may mean the director must take steps to require regular audits by an independent certified public accountant. At the very least, the director should be aware of what the financial records disclose and take appropriate action to make sure there are proper internal controls.

**Trust Property.**

A director has the duty to protect, preserve, invest and manage the corporation's property and to do so consistent with donor restrictions and legal requirements. Instituting proper internal controls will aid in the protection of the assets.

**Resources.**

A director must assist the organization in obtaining adequate resources.

**Charitable Trusts.**

A trustee of a charitable trust has a higher standard of care than a director of a nonprofit corporation. A trustee has the duty to exercise the care an ordinary person would employ in dealing with that person's own property. A trustee with a greater level of skill must use that higher skill in carrying out the trustee's duties.

**Investigations.**

A director has a duty to investigate warnings or reports of officer or employee theft or mismanagement. In some situations a director may have to report misconduct to the appropriate authorities, such as the police or the Attorney General. Where appropriate, a director should consult an attorney or other professional for assistance.

**Duty of Loyalty**

Traditionally, directors have an absolute duty of complete, undivided loyalty to the organization. This means that directors should avoid using their position or the organization's assets in a way which would result in pecuniary or monetary gain for them or for any member of their family. A director should put the good of the organization first and avoid engaging in transactions with the organization from which the director will benefit.

## **To Exercise the Duty of Loyalty:**

### **Conflicts of Interest.**

Under certain circumstances, a contract or transaction between a nonprofit corporation and its director or an organization in which the director has a material financial interest is acceptable. However, if the transaction is challenged, the director will have the burden of establishing that the contract or transaction was fair and reasonable, that there was full disclosure of the conflict and that the contract or transaction was approved by members or other directors in good faith.

### **Written Policy.**

Boards should establish a written policy on avoiding conflicts of interest.

Loans. A nonprofit corporation may not lend money to a director or the director's family members unless the loan or guarantee may reasonably be expected, in the judgment of the entire board, to benefit the corporation.

### **Charitable Trusts.**

In charitable trusts, transactions which otherwise might constitute a conflict of interest are permissible if the conflict was clearly contemplated and allowed by the original settlor of the trust.

### **Corporate Opportunity.**

Directors of business organizations are under a fiduciary obligation not to divert a corporate business opportunity for their personal gain. A director of a nonprofit corporation is also subject to this duty. This duty means that a director may not engage in or benefit from a business opportunity that is available to and suitable for the corporation unless the corporation decides not to engage in the business opportunity and conflicts of interest procedures are followed.

### **Internal Revenue Code.**

Other prohibitions relating to the duty of loyalty are specified in the rules of the Internal Revenue Code regarding self-dealing. These rules apply to private foundations.

Directors have a duty to follow the organization's governing documents (articles of incorporation and bylaws), to carry out the organization's mission and to assure that funds are used for lawful purposes. Also, directors must comply with other state and federal laws that relate to the organization and the way in which it conducts its business.

## **Duty of Obedience**

### **To Exercise The Duty of Obedience:**

#### **State and Federal Statutes.**

Directors should be familiar with state and federal statutes and laws relating to nonprofit corporations, charitable solicitations, sales and use taxes, FICA and income tax withholding, and unemployment and workers' compensation obligations. They should also be familiar with the requirements of the Internal Revenue Service. Directors should see to it that their organization's status with state and federal agencies is protected.

**Filing Requirements.**

Directors must comply with deadlines for taxation, for filing with the Attorney General, for registering with the Secretary of State's Office, for making social security payments, for income tax withholding, and so on.

**Governing Documents.**

Directors should be familiar with their organization's governing documents and should follow the provisions of those documents. Directors should be sure proper notice is given for meetings, that regular meetings are held, that directors are properly appointed and that the organization's mission is being accomplished.

**Outside Help.**

Where appropriate, directors should obtain opinions of legal counsel or accountants.

This Guide is provided by the Minnesota Attorney General's Office to assist board members with the important responsibilities assumed when they volunteer their time. It is only a guide and is not meant to prescribe the exact manner that board members must act in all situations. For more assistance, there are a number of resources in Minnesota that provide, at little or no cost, information, direct assistance and materials for charities, their officers and directors. A list of these resources can be obtained from the

Charities Division

Minnesota Attorney General's Office

1200 NCL Tower

445 Minnesota Street, St. Paul, MN 55101-2130

Telephone: (651) 297-4613.

TDD: (651) 296-1410.

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**WISCONSIN  
DFI**

State of Wisconsin  
Department of Financial Institutions  
Division of Corporate and Consumer Services

**ARTICLES OF INCORPORATION – NONSTOCK CORPORATION**

Executed by the undersigned for the purpose of forming a Wisconsin nonstock corporation under Ch. 181 of the Wisconsin Statutes, repealed and recreated by 1997 Wisconsin Act 79:

Article 1. Name of the Corporation: Wisconsin Heritage Canoe Museum Inc.

Article 2. The corporation is organized under Ch. 181 of the Wisconsin Statutes.

Article 3. Name of the initial registered agent: Mike Johnson

Article 4. Street address of the initial registered office: PO BOX 365, 312 Front Street  
Spoooner, WI 54801

Article 5. Mailing address of the initial principal office: PO BOX 365, 312 Front Street,  
Spoooner, WI 54801

Article 6.

The corporation will have members. OR  The corporation will not have members

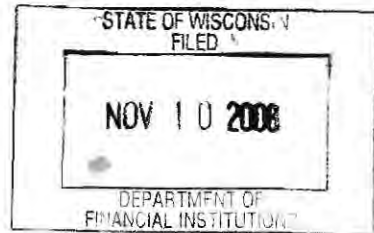
Article 7. Name and address of the initial directors (minimum of three):

Mike Johnson  
1401 Oakwood Drive  
Spoooner, WI 54801

Mort Dahl  
234 Walnut Street  
Spoooner, WI 54801

Branda Thwaites  
817 Walter Street  
Spoooner, WI 54801

Les Thornburg  
7164 W. Green Valley Road  
Spoooner, WI 54801



WI - DFI CORP  
FILE ID# ➔ W054233

Tom Bitney  
225 Walnut Street  
Spooner, WI 54801

Allan Craig  
C/O SOEI  
1411 Ellis Ave.  
Ashland, WI 54846

Jamie Dunn  
614 Franklin Street  
Spooner, WI 54801

Jamie Morales  
Johnson Bank  
526 River Street  
Spooner, WI 54801

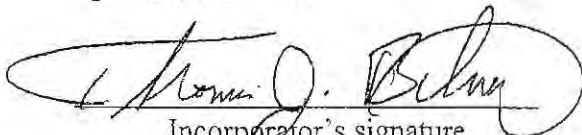
Jed Malischke  
W8864 Fox Road  
Spooner, WI 54801

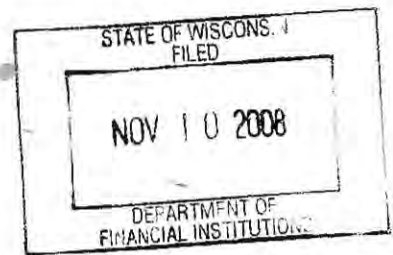
Article 8. The purpose or purposes for which the corporation is organized:

The corporation is organized exclusively for charitable, religious, educational, and scientific purposes including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future Federal Tax Code.

Article 9. Name and complete address of each incorporator:

Thomas J. Bitney  
225 Walnut Street  
PO BOX 488  
Spooner, WI 54801

  
Incorporator's signature



Article 10. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its member, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in above Article 8. No



substantial part of the activities shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code. Notwithstanding any other provision of these articles, this corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation.”

Article 11. Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

This document was drafted by Thomas J. Bitney, Bitney Law Firm, Ltd.

ARTICLES OF INCORPORATION  
Nonstock Corporation

Mike Johnson  
1401 Oakwood Drive  
Spooner, WI 54801

♦ **Your name, return address and phone number during the day: (715) 635-5129**

Ss. 178.50,  
180.0124,  
181.0124,  
183.0112  
Wis. Stats.

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State of Wisconsin  
DEPARTMENT OF FINANCIAL INSTITUTIONS  
Division of Corporate & Consumer Services



### ARTICLES OF CORRECTION

1. Wisconsin Heritage Canoe Museum Inc.  
(Name of the corporation, limited liability company, or limited liability partnership before any correction that may be affected by these articles of correction)  
Articles of Incorporation - Non
2. Stock Corporation filed with the Department of Financial Institutions on 11/10/2008 (date) was

- Incorrect at the time of filing (Complete items 1, 2, 3, 4 & 6)
- Defectively executed (Complete items 1, 2, 3 & 5)
- Defective in attestation, seal, verification or acknowledgment (Complete items 1, 2, 3 & 6)

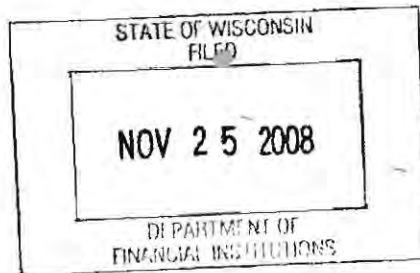
} (X) Check any that apply

3. Describe the defect(s): (Specify the incorrect statement and the reason why it is incorrect, or the manner in which the execution is defective.)

Article 1, the name of the Corporation was incorrectly stated as: "Wisconsin Heritage Canoe Museum Inc.", whereas the correct name of the corporation is "Wisconsin Canoe Heritage Museum Inc."

4. Enter the statement in its corrected condition:

Article 1. Name of the Corporation:  
Wisconsin Canoe Heritage Museum Inc.



**FILING FEE** - Business corporation, limited liability company or limited liability partnership - **\$40.00**;  
Nonstock (including non-profit) corporation - **\$10.00**. See instructions, suggestions and procedures on following pages.  
DFI/CORP/53(R02-10-03) Use of this form is voluntary.

BYLAWS of Wisconsin Canoe Heritage Museum, Inc.

PREAMBLE

These bylaws shall supersede all previous bylaws and amendments thereto and shall be consistent with the provisions of Chapter 181 and s. 44.03 of the Wisconsin Statutes and with the articles of incorporation and all subsequent restatements and amendments thereto filed with the Department of Financial Institutions under which this organization is incorporated as a non-stock, non-profit corporation affiliated with the Wisconsin Historical Society and shall govern the administration and activities of this organization. Furthermore the provisions of Chapter 181 and s. 44.03 of the Wisconsin Statutes and Robert's Rules of Order shall govern the proceedings of this organization not provided for herein.

ARTICLE I. NAME

The name of this organization shall be Wisconsin Canoe Heritage Museum, Inc. and its headquarters shall be in the city of Spooner, Wisconsin.

ARTICLE II. MISSION

The mission of the organization shall be the acquisition, preservation, and dissemination of materials and information relating to the history and heritage of canoe building, canoes, and canoeing.

More particularly, its objectives shall be:

- a. To locate and acquire any material that may help establish or illustrate the history of canoe building, canoes, and canoeing. These materials shall be acquired, preserved, and exhibited in accordance with all laws and regulations that may apply to the acquisition, possession, and exhibition of such materials.
- b. To disseminate historical information to any interested persons, groups, and institutions and to arouse interest in canoe building, canoes, and canoeing by any of the following means: publishing historical materials either in print or electronically; holding meetings featuring workshops, lectures, or informative programs; conducting historic tours; marking or restoring historic buildings and sites; operating a museum or historic site; and/or any other related activity the organization may choose to undertake.
- c. To make this material available for the appreciation, enjoyment, study, and research of individuals, scholars, and the general public at large.
- d. To accomplish these goals through the establishment of clearly defined and generally accepted acquisition, conservation, and interpretation policies and procedures.
- e. To ensure that all programs, functions, and events of the organization, including membership, shall be made available to anyone regardless of race, color, age, national origin, marital status, disability, religious or political affiliation, sex, or sexual preference.
- f. To the extent practicable, make its facilities accessible to the public.

- g. That this organization shall have the power to own property, apply for and receive grants, accept bequests, and establish and maintain an endowment fund for carrying out the above-stated purposes.

### ARTICLE III. MEMBERSHIP

#### Section 1. Qualifications.

- a. Any person, partnership, association, corporation, or other organization may become a member of this organization upon payment of the dues stipulated for the classification of membership for which the applicant applies.
- b. Membership shall terminate automatically for non-payment of dues 30 days following the date on which payment is due, and that date shall be December 31. Memberships terminated for nonpayment of dues shall be reinstated as of the date payment is made.

#### Section 2. Classification and Dues.

Membership classifications and dues for each class shall be set by the board of directors.

#### Section 3. Voting and Privileges.

Each member shall be entitled to a vote of one at all meetings of the membership and shall be entitled to such benefits and privileges as shall be set forth in the regulations and proceedings of the organization.

### ARTICLE IV. BOARD OF DIRECTORS

#### Section 1. Composition of the Board.

- a. The total number of members on the board of directors shall be no fewer than 9, and no more than 11. A change in the number of directors may be made by resolution at an annual meeting of the members, or at a special meeting of the members called and noticed for that purpose, but no reduction in the number of directors shall shorten the term of any director then in office.
- b. Elections to the board shall be in accordance with the provisions of Article VII of these bylaws.

#### Section 2. Powers of the Board.

The board of directors shall have the power to conduct the affairs of this organization including, but not limited to, the appointment of standing or special committees; the approval and authorization of the expenditures of the organization; the engagement and termination of staff members; and the creation and implementation of policies for the development, operation, and maintenance of the organization's programs and facilities. The board may delegate any of these powers unless prohibited by these bylaws.

Section 3. Duties of the Board.

- a. The board of directors shall make a report of its actions and recommendations at the annual meeting of the members.
- b. The board of directors shall adopt and enforce policies for indemnification of and conflicts of interest for board members, officers, and staff members of the organization.

ARTICLE V. Elected Officers

Section 1. Classification of Officers.

- a. The principal officers shall be a president, vice-president, secretary, and treasurer and such officers shall perform the duties traditional to their offices and in conformity to state statute and Robert's Rules of Order and may assume such other duties as the board may request, among which may be the chairmanship of special or permanent committees. However, no two principal offices may be combined with the exception of secretary and treasurer.
- b. Other officers such as archivist, curator, or historian may be elected or appointed as the board of directors may determine.

Section 2. Removal; Vacancy.

- a. Any elected or appointed officer may be removed, with or without cause, by vote of the directors then in office.
- b. Upon the death, resignation, or removal from office of any elected or appointed officer, the vacancy created may be filled for the unexpired term by the board of directors.
- c. Directors may be removed by action of the membership in accordance with the Wisconsin statutes governing non-stock corporations.
- d. Directors may be removed by action of the board of directors for failure to adhere to meeting attendance requirements established at or before commencement of the director's term.
- e. Upon the death or resignation of a director, the vacancy created may be filled by the board of directors until the next annual meeting of members, at which time any remainder of the unexpired term shall be filled by election by the membership.

Section 3. Duties.

- a. **Duties of President.** The principal duties of the president shall be to preside at all meetings of the board and the executive committee and-- except when another officer is authorized to do so or the duty of signing such documents has been delegated to another-- to sign all documents which call for execution on behalf of the organization.
- b. **Duties of Vice-President.** The vice-president shall undertake any special assignments

given him or her by the president or the board. During the absence or disability of the president, the vice-president shall carry out the duties of the president to the extent determined by the board. Following the resignation, removal from office, or death of the president, the vice-president shall assume that office.

- c. **Duties of Secretary.** The secretary shall keep appropriate records of the meetings of the organization, the board, and all of its committees and undertake any special assignments given him or her by the president or the board. The secretary shall be the custodian of all corporate records of the organization, including such fiscal records, or copies thereof, as originate or are filed with the organization.
- d. **Duties of Treasurer.** The treasurer shall ensure that all financial assets and income of the organization are fully accounted for and that all of its disbursements are authorized and made consistent with law, board policies, or the specific requirements of a particular fund. The treasurer shall be responsible to the board in matters of financial policy and shall make reports at each board meeting.
- e. **Other Duties.** The officers shall perform such additional or different duties as may from time to time be prescribed by law or required by the board.
- f. All officers and directors shall familiarize themselves with these bylaws and the articles of incorporation upon their election or appointment, and it shall be the duty of the secretary to distribute such copies to the individuals involved.

## Article VI. COMMITTEES

### Section 1. Executive Committee.

- a. **Executive Committee.** Between meetings of the board, the affairs of the organization may be conducted by an executive committee composed in the manner provided in this section. The committee shall possess all powers of the board when the latter is not in session, except that it shall not be authorized to fill a vacancy created by the resignation, incapacity, or death of a board member. The committee shall report all actions taken by it to the next succeeding meeting of the board.
- b. The executive committee shall be established by resolution of the board, which resolution shall determine the size and composition of the executive committee, provided that the executive committee shall be composed of at least 3 persons, and further provided that all members of the executive committee shall be members of the board. The board may abolish the executive committee by resolution adopted at a meeting called and noticed for that purpose.
- c. The executive committee shall meet on call of the president, or the president's designee, or whichever available officer is senior in rank, should the president be unavailable or the office vacant.

Section 2. Nominating Committee.

The Nominating Committee. Every year the president shall appoint a nominating committee of three (3) or more voting members to nominate members for election to the board of directors. The president, or the president’s designee, shall provide a written notice either in print or electronic form at least 30 days in advance of the annual meeting which is readily accessible to all the organization’s members. Such a notice will notify the organization’s membership of the possibility of nominating individuals for consideration by the nominating committee and the process for which nominations can be made.

Section 3. Other Committees.

The board of directors may appoint such committees as are deemed necessary for the efficient operation of the organization, and the chair of each such committee may select the persons to serve on the committee. Committee members may serve for a specified or for an indefinite term consistent with the nature of their duties as determined by the committee chair. Committees of the board shall be composed of 3 or more board members. Other committees may include directors, officers, regular members, or nonmembers, provided that nonmembers may not constitute a majority of any such committee.

ARTICLE VII. ELECTIONS

Section 1. Directors.

Terms of board members. Directors shall be nominated in accordance with the provisions of Article VI, Section 2 of these bylaws. All directors shall be elected by the members at the annual meeting of members. A director’s term commences at the adjournment of the annual meeting of members at which the director is elected. The term for directors shall be three years.

Section 2. Officers.

- a. Principal officers--president, vice president, secretary, and treasurer--shall be elected by and from the board of directors at a meeting of the board immediately following the annual meeting of members to serve for a period of one year or until their successors are elected and qualified.
- b. Other officers as specified in Article V, section 1, paragraph b, shall be elected or appointed by the board of directors at a meeting of the board to specified or indefinite terms consistent with the nature of their duties and as determined by the board.

## ARTICLE VIII. MEETINGS

### Section 1. Meetings of the Board of Directors.

- a. The board of directors shall meet at least quarterly. Special meetings of the board may be called by the president or by any 3 members of the board, and each director shall be notified in person, by mail, or by email as to the time and place of such meeting.
- b. A simple majority of the sitting board of directors present and eligible to vote shall constitute a quorum at any regular or special meeting of the board.

### Section 2. Meetings of the Membership.

- a. The date of the annual meeting shall set by the board of directors. Notice of the meeting will be provided to members at least 30 days in advance of the meeting.
- b. Special meetings of the membership may be called by the president on the instruction of the board of directors or upon the written request of 5 members in good standing of the membership. When a special meeting of the members is called, each member shall be notified in person, by mail, or by email as to the time, place, and purpose of the meeting at least 5 days in advance of the meeting.
- c. The board of directors shall determine the number of the membership present or represented by proxy that shall constitute a quorum at any annual, regular or special meeting of the membership.

## ARTICLE IX. AFFILIATION WITH THE WISCONSIN HISTORICAL SOCIETY

### Section 1. Authority for Affiliation.

- a. This organization is an affiliate of the Wisconsin Historical Society by virtue of incorporation as prescribed by s. 44.03 of the Wisconsin Statutes, and shall accordingly receive such benefits and meet such responsibilities as are stipulated therein and as may otherwise be defined through mutual consent and through action by the Board of Curators of the Wisconsin Historical Society.
- b. As an affiliate, this organization is an institutional member of the Wisconsin Historical Society and of the Wisconsin Council for Local History. A representative of the affiliate organization is entitled to a vote of one at all the general meetings of the Society and the Council.
- c. This organization may terminate affiliation through restatement or amendment of its articles of incorporation and amendment to its bylaws. The Wisconsin Historical Society may terminate affiliation by formal resolution of the Board of Curators, a copy of which shall be deposited with the Department of Financial Institutions.
- d. The following shall be causes for termination of affiliation by the Wisconsin Historical



Society, but extenuating circumstances shall be taken into account before action to terminate affiliation is taken by the Board of Curators:

- (1) Failure to hold annual elections for three consecutive years.
- (2) Failure to submit annual reports to the Wisconsin Historical Society for three successive years.
- (3) Consistent failure to hold meetings for the membership as set forth in Article VIII, section 2, paragraph a, of these bylaws.
- (4) Failure to maintain state non-stock corporation and federal tax-exempt status.

#### Section 2. Responsibilities.

- a. It shall be the responsibility of this organization to submit an annual report to the Wisconsin Historical Society, which shall include the results of annual elections, the names and addresses of all officers and directors, and such other information as may be requested at given times for the purpose of accumulating data for the benefit of this and other affiliated organizations. Such a report may be filed electronically.
- b. The Wisconsin Historical Society shall be notified in writing or by email of all changes in the articles of incorporation and the bylaws.
- c. In order to protect the interests of donors and contributors, this organization shall maintain state non-stock corporation and federal tax-exempt status.

#### Section 3. The Role of the Wisconsin Historical Society in Affiliation.

- a. The Wisconsin Historical Society shall send notices and announcements of the meetings and activities of the state society to the president of the organization whose name appears on the current mailing list, and whenever practical such notices and announcements may be sent to the officers, directors, and staff members of this organization to the extent to which the organization provides the Wisconsin Historical Society with current mailing lists.
- b. The organization shall receive without charge such publications and periodicals as prescribed by Wis. Stats. 44.03(5).
- c. To the extent to which staff time and funds permit, the Wisconsin Historical Society shall extend its professional and technical services to this affiliate.

#### Section 4. The Wisconsin Council for Local History.

This organization shall be a member of the Northwestern region of the Wisconsin Council for Local History, the association of the affiliates of the Wisconsin Historical Society established by the Board of Curators in 1961 through the authority of s. 44.03(5) of the Wisconsin Statutes.

## ARTICLE X. DISSOLUTION

### Section 1. Voluntary Dissolution.

- a. In the event this organization shall be unable to maintain its facilities or to sustain its activities, notice of intent to dissolve shall be sent to the Wisconsin Historical Society..
- b. Upon ratification by the members of a vote by the board of directors to dissolve the organization the following steps shall be taken:
  - (1) Satisfy all liabilities and obligations;
  - (2) satisfy all conditions stipulated in agreements with donors, lenders and borrowers;
  - (3) distribute all remaining assets exclusively for educational purposes to one or more historical societies, libraries, museums, or educational institutions, state, county, town, or municipally operated or incorporated, exclusively for educational purposes in accordance with s. 181.1401 and s. 44.03 of the Wisconsin Statutes and section 501(c)(3) of the Internal Revenue Code;
  - (4) complete the appropriate legal forms certifying the results of the vote on dissolution and compliance with the above procedures for dissolution and distribution of assets.

### Section 2. Involuntary Dissolution

- a. In accordance with the provisions of s. 44.03(3) of the Wisconsin Statutes, proceedings for the involuntary dissolution of the organization may be initiated by the Board of Curators of the Wisconsin Historical Society, if that board determines that, in its opinion, the organization has become inactive or defunct. This may include but is not limited to, a situation in which the organization becomes so inactive that there are no remaining officers, directors, or members to effect voluntary dissolution.
- b. In the implementation of involuntary dissolution proceedings, title to such property, records, and collections not otherwise provided for in the articles of incorporation and bylaws of the organization or in the agreements of donors shall be vested in the Wisconsin Historical Society and all remaining assets shall be distributed in the same manner as stipulated in paragraph b, Section 1, of this article of the bylaws, with the first offer being made to whatever county or local governmental unit that may have aided the organization financially.

## ARTICLE XI. AMENDMENTS

These bylaws may be amended by a two-thirds vote of members present or voting by proxy at any regular or special meeting called for the purpose, provided that the amendment is either submitted in writing to the membership at least 30 days in advance of the meeting or presented for an announced open discussion at the meeting prior to the one set for action on the amendment. These bylaws may also be amended by a two-thirds vote of the directors in office, but any bylaw adopted by the directors is subject to amendment or repeal by the members as well as the directors.

CERTIFICATE OF ADOPTION

It is hereby certified that the foregoing bylaws of this corporation were adopted by Wisconsin Canoe Heritage Museum, Inc. meeting at Spooner, Wisconsin on the \_\_\_ day of \_\_\_\_\_ 2014, by the following vote:

Total number of members having voting rights: \_\_\_\_\_.

Number voting in person: \_\_\_\_\_.

Number voting by proxy: \_\_\_\_\_.

Number voting in favor of adoption: \_\_\_\_\_.

Number voting against adoption: \_\_\_\_\_.

\_\_\_\_\_ President

\_\_\_\_\_ Secretary

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: FEB 04 2009

WISCONSIN CANOE HERITAGE MUSEUM INC  
PO BOX 365  
SPOONER, WI 54801

Employer Identification Number:  
26-3521282  
DLN:  
17053326352008  
Contact Person:  
JOAN C KISER ID# 31217  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
December 31  
Public Charity Status:  
509(a)(2)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
November 10, 2008  
Contribution Deductibility:  
Yes  
Addendum Applies:  
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Sincerely,



Robert Choi  
Director, Exempt Organizations  
Rulings and Agreements

Enclosures: Publication 4221-PC



WISCONSIN DEPARTMENT OF REVENUE  
 2135 RIMROCK RD  
 PO BOX 8949  
 MADISON, WI 53708-8949

**State of Wisconsin • DEPARTMENT OF REVENUE**

2135 RIMROCK RD PO BOX 8949 MADISON, WI 53708-8949  
 PHONE 608-266-2776 FAX 608-267-1030 TTY: 608-267-1049  
 EMAIL sales10@dor.state.wi.us WEBSITE: www.revenue.wi.gov

October 29, 2009

Letter ID L0780530240

Batch Index 877275648-381

WISCONSIN CANOE HERITAGE MUSEUM INC  
 PO BOX 365  
 SPOONER WI 54801-0365

This is your Wisconsin Sales and Use Tax Certificate of Exempt Status (CES). Purchases made by your organization or entity are taxable unless you provide a properly completed Wisconsin Sales and Use Tax Exemption Certificate (Form S-211), listing the CES number shown below, to your supplier(s).

If your organization makes sales, they may be subject to sales tax collection and you may be required to obtain a Seller's Permit. Information regarding registration requirements can be found in our Publication 206, Sales Tax Exemption for Nonprofit Organizations.

Forms and Publications can be obtained through our web site at [www.revenue.wi.gov](http://www.revenue.wi.gov) or through our forms ordering line at (608) 266-1961. Many questions can be answered by reviewing the FAQ pages on our web site. You may also contact us by telephone at (608) 266-2776 or by email at sales10@revenue.wi.gov.

**WISCONSIN SALES AND USE TAX  
 CERTIFICATE OF EXEMPT STATUS (CES)**

(Governmental, Religious, Charitable, Scientific or Educational Organization)

Sales to this organization or entity are exempt from Wisconsin sales and use tax under sec. 77.54(9a) and 77.55(1), Wis. Stats.

This certificate is valid unless cancelled by the Wisconsin Department of Revenue.

WISCONSIN CANOE HERITAGE MUSEUM INC  
 PO BOX 365  
 SPOONER WI 54801-0365

CES NUMBER	056404
DATE ISSUED	10/26/2009

IMPORTANT

Purchases made by your organization are taxable unless you furnish your supplier with the CES number shown above. Sales by your organization may be subject to tax. If your organization makes taxable sales, it may be required to obtain a seller's permit and remit sales tax to the Department of Revenue.

Questions: Contact the Department of Revenue by telephone at (608) 266-2776, FAX (608) 267-1030, E-mail sales10@revenue.wi.gov, or at our Web site [www.revenue.wi.gov](http://www.revenue.wi.gov)



## Robert's Rules of Order – A Quick Guide to Motions and Voting

Motions are statements that describe a proposed action or decision. Although the formality of Robert's Rules can seem cumbersome, the process of making motions ensures that no decision is accepted without the opportunity for discussion and a vote.

Typically the motion making process progresses as follows:

### **A member of the group proposes a motion: "I move that..."**

- Motions require that a second member of the group agrees to consider the proposal to ensure that the proposal is meaningful to more than one person.

**A member of the group chooses to second: "I second" or "I second for discussion"** if you want to be clear that you are not in support but want to entertain a conversation about the proposal.

- Without a second the motion will die.

Once the group has had a chance to speak in favor or against the motion, the Chairman will lead a vote.

### **Types of Motions**

Main motion - A motion must be made and seconded to initiate discussion on an issue (a limited amount of discussion may be allowed at the discretion of the Chairman prior to a motion being made). Motions are projected onto a screen for all to see before being voted on.

Substitute motion - Used to propose an alternative action to the main motion. Up to one main and two substitute motions may be on the floor at one time. If a substitute motion passes, it does away with the prior motions. If it fails, the previous motion comes back up for consideration.

Friendly amendments - These are editorial changes that may be allowed if nobody objects. However, any member may object and deny such requests.

Call the question - A motion to end debate and vote on the motion at hand. If seconded and passed, the main motion is then voted on. If no second or fails, discussion continues. (The Chair can choose to end debate.)

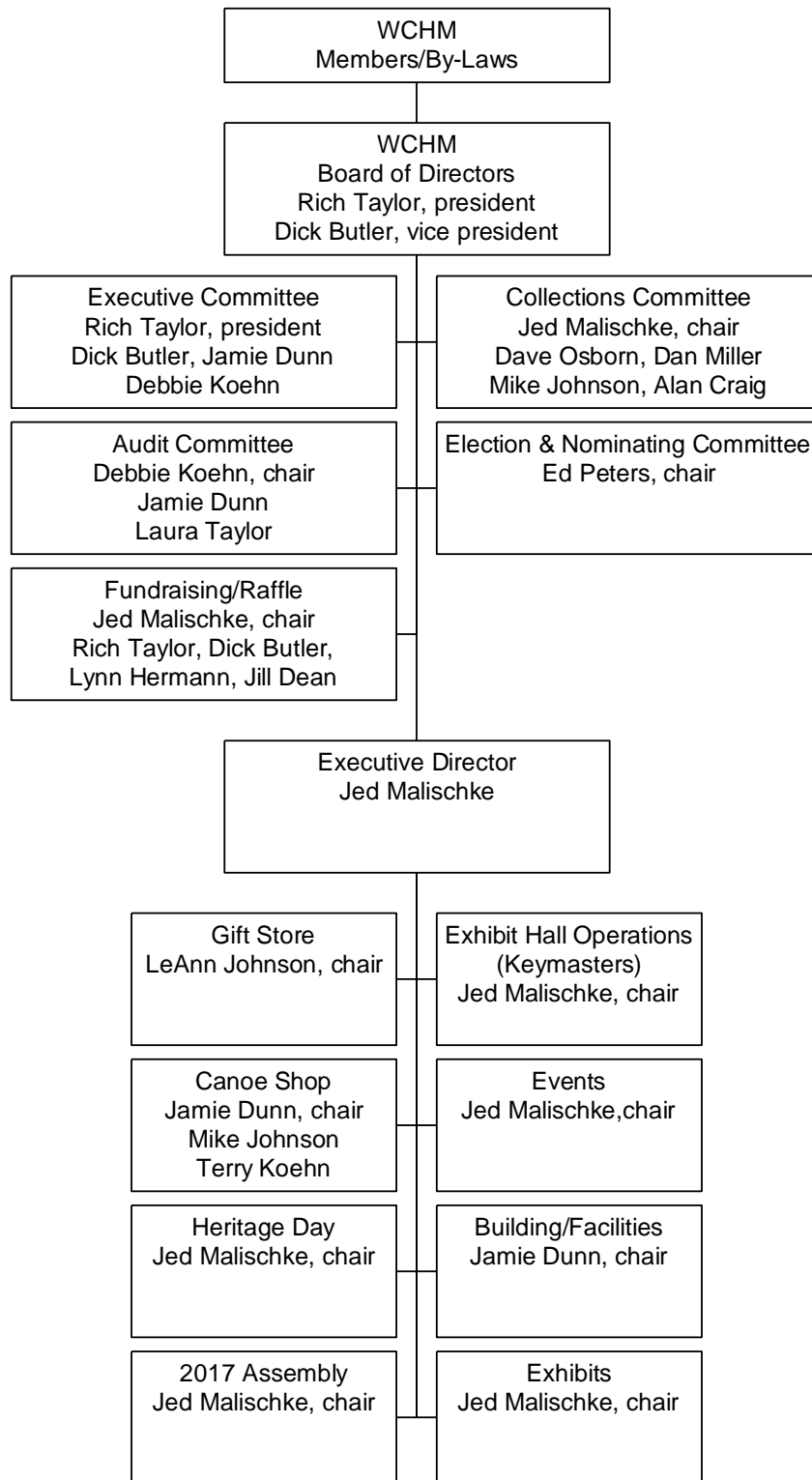
Motion to table - Non-debatable. If seconded, discussion ends and must be voted on immediately. A subsequent motion to take from the table is required to reopen discussion.

Motion to reconsider - Can only be made by a member on the prevailing side of a previous vote. If seconded and passed, it rescinds the previous vote and brings the motion back for discussion.

### **Methods of Voting**

- **Adopt by consensus:** If there is no opposition or only one or two opposed
- **Voice vote:** Ayes vs. nays
- **Show of hands:** Keep hands raised until Chair and staff have completed counting
- **Roll call vote:** Only used if requested by a voting member
- **Secret ballot:** Only used to elect Chair and Vice-Chair

WCHM 2017 Organizational Chart



# Duties of Board Members

**Note: This is a sample of an unapproved draft policy for the expected duties of board members.**

The WCHM Board of Directors consists of four officers (President, Vice President, Treasurer, and Secretary) and seven Directors-at-Large. All positions are elected for one-year terms. There are no term limitations. The following is a brief description of what is expected from a board member.

## GENERAL DUTIES OF BOARD MEMBERS

- Know the Organization's Mission And Purpose.
- Attend Board Meetings.
- Participate in Strategic Planning.
- Prepare For Board Meetings. Printed information is sent to board members prior to each meeting. Making informed decisions requires that board members make themselves familiar with this information before the meetings. Taking the time to read and study the material is essential for active participation at the meetings, and active participation from board members is essential for the WCHM board to make the best decisions possible.
- Participation with Other Committees. An organization has many committees that work on events, programs, and projects at the discretion of, but independently from, the board of directors. Participation of board members with these committees, either as committee chairs or committee members is desirably, but not essential.

## ADDITIONAL DUTIES OF OFFICERS

*President.* Schedules and presides at board meetings. Sets the agendas for these meetings (along with the Executive Committee, see below). Appoints all committee chairs (with approval of the board). Represents WCHM in public situations and serves as a spokesperson for WCHM.

*Vice President.* Takes over the President's duties if the President is absent.

*Treasurer.* The Executive Director maintains financial records for WCHM. The treasurer receives periodic financial reports from the Executive Director. These reports contain more detail than the reports given to other board members. The treasurer shall review these documents and be familiar with them. Oversight of financial actions is part of the treasurer's responsibilities, and an annual review should be done of the accounting policies of the organization. The treasurer also signs compensation and expense checks for staff. The treasurer shall chair an annual audit of financial records.

*Secretary.* Take minutes during the board meetings and annual membership meetings. Transcribe these minutes into a form for distribution to board members (best done electronically through email). Maintain historical copies of these minutes and other important documents.

*Executive Committee.* The officers of an organization often form an "Executive Committee" that take on the additional duties of overseeing the actions of the staff and day to day activities of the organization. This group could also review and plan agendas for board meetings. This group should be involved with setting goals for the board, developing agendas for board meetings, and setting the tone of the board meetings.



# Committee Guidelines

**Note: This is a sample of an unapproved draft policy for the formation of committees.**

## WHEN A COMMITTEE IS FORMED

Some committees are defined by the WCHM By-Laws (executive, audit, election), and they report directly to the Board of Directors. Other committees are automatically commissioned as part of the approval of an annual program plan, and these report to the Executive Director. Additional committees may be formed by the Board of Directors (collections & acquisitions). When committees are formed by a board of directors there are several things that board should provide for them to be successful.

- *Direction.* What are they to do? What is their mission? Put it in writing.
- *Scope.* How far should they go? Brainstorm ideas? Make recommendations? Decide? Implement? Feasibility study?
- *Authority.* Assign a chairperson. Give them a budget.
- *Time Frame.* When should it be done? Are there any milestones that should be reached along the way?

## ROLE OF COMMITTEE CHAIR

The WCHM President appoints committee chairs to oversee WCHM programs on the approved annual program list. Appointments are made for the calendar year. All appointments are approved by a vote of the WCHM Board. Approved committee chairs have the following responsibilities and powers.

- Recruit committee members to fulfill specific roles in the project (provide definitive list to the Executive Director). Ensure committee members abide by the WCHM Conflict of Interest Policy and make potential conflicts of committee members known to the committee.
- Organize meeting dates, set agendas and preside at these meetings
- Ensure that the WCHM Board receives full and accurate reports of the recommendations, actions, activities, and results of the committee.

## COMMITTEE'S FIRST STEP - PLANNING

A newly formed committee should go through a planning stage before taking any action. Once planning is completed the chairperson should report to the Executive Director and the WCHM Board with the following items:

- Names of committee members. Who is on this committee and what is their area of responsibility.
- Goals & Objectives. These are derived from the committee's mission and could be set by the chairperson or the committee as a group. What does the committee hope to accomplish?
- Strategy. How does the committee recommend or intend to go about achieving its goals?
- Budget. How much will it cost? This should be a specific amount that the board can vote on.
- Confirmation of the time frame. Can they do it? And what milestones or progress will they report on?

## COMMITTEE'S SECOND STEP - IMPLEMENTATION

It may be that the mission of the committee is complete with just the planning stage. If, on the other hand, the committee is also to implement the plan, it should begin only after the board has approved the plan.

## COMMITTEE'S THIRD STEP - EVALUATION

At milestones in the time frame and/or when finished with its mission, the committee should report to the board. This report should be in writing and include an evaluation based on the original goals set, suggestions for future committees, and an accounting of money spent.

# Agreement for the Position of WCHM Executive Director

This Agreement is entered into on December 13th, 2012, by and between Wisconsin Canoe Heritage Museum (WCHM), a Wisconsin-based nonprofit corporation whose address is P.O. Box 365, Spooner, WI 54801, and Jed Malischke (Executive), doing business as CM Management, whose address is W8864 Fox Road, Spooner, WI 54801.

In consideration of the mutual promises contained herein, WCHM and the Executive agree as follows:

## 1. Nature of Engagement.

- A. WCHM hereby engages the Executive to serve as its Executive Director to perform the duties set forth in the Executor Director Position Description (Position Description), attached hereto and incorporated herein by reference. The Executive's duties may be modified from time to time by the Board of Directors (Board) and, when authorized by the Board, by the Executive Committee. The Executive has full authority for the management of WCHM's affairs, subject only to duties assigned to others by the bylaws and Position Description, to other governing documents that may hereafter be adopted by the Board, and to the direction of the Board, Executive Committee, or President. The Executive has sole and exclusive authority for engaging, overseeing, and terminating all contracted services and employees, if any, of WCHM.
- B. The Executive is engaged as an independent contractor and not as an employee of WCHM and is expressly free to render services to other parties while a party to this Agreement. WCHM shall not be responsible for withholding taxes from the Executive's compensation, and the Executive shall have no claim against WCHM for any employment benefits, including vacation pay, sick leave, retirement benefits, social security, worker's compensation, unemployment insurance, and health and disability benefits.

**2. Period of Engagement.** The Executive is engaged for a one-year period beginning on January 1, 2013, and ending on December 31, 2013. Thereafter, the Agreement will automatically renew for one-year periods on January 1 of each year unless WCHM or the Executive cancels the Agreement according to the terms of paragraph 5. The Agreement may not be terminated except by cancellation.

**3. Compensation.** The Executive's compensation for the initial year of the Agreement shall be \$10,800, payable in installments of \$900 per month. The Executive shall submit to the Treasurer a monthly invoice



## Agreement for the Position of WCHM Executive Director

for services. The Executive's invoices shall be paid within twenty business days of submission. The Executive's compensation for each renewal year of the Agreement will be negotiated and agreed by the Executive and the Executive Committee following a performance review. Except for the business expenses set forth in paragraph 4, no additional compensation in any form will be paid to the Executive for the Executive's services under the Agreement.

- 4. Business Expenses.** WCHM will pay, or reimburse the Executive for paying, reasonable business expenses incurred by the Executive that are directly related to performance of the Executive's duties and covered by the Board-approved annual budget, provided that the Executive submits documentation of such expenses to the Treasurer. Reasonable business expenses shall include but not be limited to telephone charges, postage, printing expenses, and lodging expenses.

**5. Cancellation.**

A. WCHM may cancel this Agreement:

- 1) Immediately in the event of:
  - a) the death of the Executive,
  - b) documented acts of dishonesty, fraud, or gross negligence by the Executive in performance of the Executive's duties,
  - c) criminal or ultra vires acts by the Executive that substantially damage WCHM's reputation in the community. If the Agreement is cancelled under this subparagraph A.1)c), the Executive shall receive no further compensation beyond the cancellation date other than benefits accrued or required by law, and WCHM shall have sole authority for any communication to its members and the public regarding the cancellation;
- 2) Thirty days after diagnosis by a medical professional of a physical or mental disability that prevents effective performance of the Executive's duties;
- 3) For any other reason, which need not be disclosed to the Executive, by giving the Executive written notice of the cancellation and paying full compensation to the Executive during the notice period. At its sole discretion, WCHM may require the Executive to perform the Executive's duties during the notice period. For purposes of this subparagraph A.3), the length of the notice period shall be one month for each full year of the Executive's tenure with WCHM, but not less



## Agreement for the Position of WCHM Executive Director

than one month nor more than twelve months. If the notice period extends beyond the then current renewal year, the Agreement will automatically be extended through the notice period only. Any communication by WCHM to its members and the public regarding the cancellation must be mutually agreed upon by WCHM and the Executive.

- B. The Executive may cancel this Agreement by giving WCHM three months' advance notice in writing; any longer notice must be approved by the Executive Committee. If the notice period extends beyond the then current renewal year, the Agreement will automatically be extended through the notice period only. The Executive will receive full compensation during the notice period. At its sole discretion, WCHM may require the Executive to perform the Executive's duties during the notice period. Any communication by WCHM to its members and the public regarding the cancellation must be mutually agreed upon by WCHM and the Executive.
6. **Notices.** All notices required to be given hereunder shall be in writing and delivered by hand or by email or U.S. mail to the addresses set forth above or to such other addresses as the parties may hereafter designate by notice. If notice is given personally or by email, it shall be effective at the time of delivery. If notice is given by U.S. mail, it shall be effective five days after postmark.
7. **Intellectual & Tangible Property.** The Executive agrees not to assert ownership, against WCHM or any third parties, of copyrights, trademarks, and other intellectual property rights to works created in the course of the Executive's duties hereunder. Upon cancellation of this Agreement by either party for any reason, the Executive agrees to relinquish to WCHM all documents, books, manuals, lists, records, publications, other writings, keys, credit cards, equipment, digital files, or other items that came into the Executive's possession in connection with the Executive's duties hereunder and further agrees to maintain no copies or duplicates of such items without the prior written consent of the Executive Committee.
8. **Confidentiality.** The Executive will maintain in confidence during and subsequent to cancellation of this Agreement any information about WCHM and its members that is confidential or that the Executive should reasonably expect would be regarded as confidential by WCHM and its members.
9. **Consent Not to Compete.** Upon cancellation of this Agreement by either party for any reason, the Executive will refrain for a period of twelve months from the date of cancellation from entering in to any contracts or undertaking any compensated duties on behalf of any entity that provides services or



## Agreement for the Position of WCHM Executive Director

products to the general public in competition with WCHM unless the Executive Committee grants written approval of the contract or duties.

- 10. Insider Investments.** The Executive will not make or direct the making of any investments for the Executive's personal benefit based solely on information conveyed to the Executive in the Executive's official capacity as Executive Director of WCHM if said information is conveyed with a request for, or in expectation of, confidentiality.
- 11. Indemnification.** WCHM indemnifies, holds harmless, and will defend the Executive against all claims arising from the Executive's performance of the duties hereunder except claims that the Executive engaged in fraudulent, grossly negligent, criminal, or ultra vires acts.
- 12. Waiver.** No waiver of any provision of this Agreement shall be binding unless made in writing by the party granting the waiver. A waiver of one provision shall not constitute a subsequent waiver of that provision or of any other provision.
- 13. Assignment.** This Agreement is binding upon WCHM and the Executive. The Executive will not assign or delegate any part of the Executive's rights and responsibilities under this Agreement without the written consent of the Executive Committee.
- 14. Governing Law.** The laws of the state of Wisconsin shall govern the validity of this Agreement, the meaning of its provisions, and the interpretation of the rights and duties of the parties.
- 15. Entire Understanding.** This Agreement contains the entire understanding of WCHM and the Executive and supersedes all prior understandings, representations, and agreements between the parties, whether oral or in writing. No modification of this Agreement shall be valid unless in writing signed by the parties.

In witness whereof, the undersigned have executed this Agreement on the date first above written. The parties hereto agree that facsimile signatures shall be as effective as originals.

**For Wisconsin Canoe Heritage Museum**

By: \_\_\_\_\_  
Michael R. Johnson, President

**For the Executive Director**

By: \_\_\_\_\_  
Jed Malischke, Owner



## ***WISCONSIN CANOE HERITAGE MUSEUM***

# **Executive Director Position Description**

The WCHM Executive Director (the Executive) is responsible for providing administrative services for programs approved by the WCHM Board of Directors (Board or Directors), under the supervision of the Executive Committee and reporting directly to the President.

### **Office & Data Management**

The Executive is responsible for developing operating systems and policies for managing office-related functions including receiving mail, purchasing and protecting equipment and supplies, and handling routine telephone, fax, email, and written correspondence. The Executive is also responsible for collecting and updating mailing lists and rosters of members, prospective members, and volunteers and for ensuring that master computer-disk copies of important data are stored at more than one location at all times.

### **Financial Management**

The Executive is responsible for developing annual operating budgets for the consideration of the Board. Once such a budget is adopted by the Board, the Executive is responsible for working within the budget. The Executive is also responsible for maintaining financial records and preparing financial government filings. The Executive shall provide financial reports to Officers and Directors on a regular basis.

### **Planning**

The Executive is responsible for establishing a planning process to provide input into the development of short- and long-range plans. Short-range plans should include an annual plan of action with specific goals, objectives, and budget. Once approved by the Board, these plan documents serve as a blueprint for the direction, activities, and priorities of WCHM.

### **Marketing & Promotion**

The Executive is responsible for promoting WCHM by developing ways to familiarize more people with WCHM and its programs and by increasing general understanding of and appreciation for canoe heritage in Wisconsin and beyond.

### **Fund Raising**

The Executive is responsible for guiding all major volunteer fund-raising activities and for generating financial support for WCHM and the various programs and projects it sponsors. Fund raising includes support from individuals, corporations, foundations, and government. The Executive will review an annual fund-raising plan with the Executive Committee, set priorities for fund-raising efforts, oversee record keeping for member and nonmember donations, oversee donor-recognition processes, and proofread outgoing grant applications.



## *WISCONSIN CANOE HERITAGE MUSEUM*

# **Executive Director Position Description**

### **Membership & Member Services**

The Executive is responsible for membership recruitment and retention and should work creatively to develop approaches, promotions, and incentives to expand the membership base. The Executive is also responsible for conceiving, providing, and expanding appealing services for members to encourage member retention.

### **Publications & Media Liaison**

The Executive is responsible for communicating with the public by means of press releases, brochures, flyers, newsletter, website, social media sites, and other printed or electronic public-outreach materials considered appropriate and beneficial to WCHM.

### **Event Management**

The Executive is responsible for planning and directing major WCHM events, including Wisconsin Canoe Heritage Day and any other programs or activities approved by the Board. These responsibilities include managing facilities, advertising, vendor bookings, community outreach, and supervising volunteers, suppliers, and talent.

### **Communication with Officers, Directors, & Committees**

The Executive is responsible for scheduling and preparing materials for meetings of Officers and Directors, including a written report of their activities since the last meeting. The Executive shall provide oversight to various volunteer committees serving integral roles in WCHM events and activities.

### **Government Compliance**

The Executive is responsible for ensuring that all appropriate permits and licenses required by law are in place and adhered to, including the Wisconsin Charitable Solicitation Permit and other local, county, state, and federal filings.

### **Facilities Management**

The Executive is responsible for working closely with maintenance services and volunteers to provide clean, high-quality, well-maintained, and safe buildings, grounds, and facilities. This includes oversight of procedures to open and operate the canoe shop and the exhibit hall, contracting for design and creation of exhibits approved by the Board, and ensuring appropriate insurance coverage for liability and for WCHM facilities, collections, and programs.

###



## *WISCONSIN CANOE HERITAGE MUSEUM*

# Curator Position Description

The WCHM Curator is responsible for providing curator services for programs approved by the WCHM Board of Directors, under the supervision of the Curator Committee and reporting directly to the Executive Director. The WCHM Curator is directly responsible for the following:

### **Data Management**

The Curator is responsible for developing a Collections Management Policy and Museum Handbook. The Curator will also be responsible for the registration of new objects, and the maintenance of a collections database.

### **Planning**

The Curator is responsible for establishing a planning process to provide input into the development of long range plans for the museum collection. Short range plans should include an annual plan of action with specific goals, objectives, and budget. Once approved by the Board, these documents serve as a blueprint for the direction, activities, and priorities of the Curator.

### **Fund Raising**

The Curator is responsible for assisting with all major fundraising activities, for soliciting and nurturing major donors, and for generating financial support for WCHM and the various programs and projects it sponsors. This includes support from individuals, corporations, foundations, and government. The Curator will review an annual fundraising plan with the Executive Director.

### **Publications & Outreach Liaison**

The Curator will be responsible for the periodic publication of a newsletter. The Curator will also act as a liaison to other related organizations such as the Wooden Canoe Heritage Association and the American Association of Museums. The Curator will manage all collection loans, either outgoing or incoming. In addition, the curator will organize public educational events pertaining to museum exhibits, and represent the museum at outside venues such as trade shows, and through public speaking on behalf of the museum.

### **Collections Management**

The Curator is responsible for the design and implementation of new displays and interpretive signage, as well as the maintenance and care of the existing collection, displays, and signage. The Curator is also responsible for the maintenance of the collection as outlined in the WCHM Collections Management Policy and Museum Handbook.



# **WCHM Board Approved Policies**

Approved on October 8, 2010

Policy #1. Museum building keys and codes shall be issued to the keymasters at the discretion of the chair of the Keymasters committee. Shop keys and codes shall be issued for shop access at the discretion of the Canoe Shop committee chair. Any other museum or shop keys and codes will be issued at the discretion of the President. Any keys and codes issued will be reported to the treasurer for record keeping purposes and the treasurer will keep a record of all keys and codes issued.

Policy #2. Board Purchasing Policy. Current board members can purchase gift store items at WCHM cost if they are ordered and paid for in advance and included in a regular WCHM purchase order. This same concept applies to canoe construction materials purchased by the shop.

Policy#3. The “featured builder” display space shall be considered part of the exhibit area and the Exhibits & Interpretation committee shall determine how the space is used and who is the featured builder.

# Wisconsin Canoe Heritage Museum

## WCHM Collections Plan

Prepared by Alan Craig for the Wisconsin Canoe Heritage Museum  
Approved by the WCHM Board of Directors January 7, 2012

### Executive Summary

#### **The Necessity and Purpose of a Collections Plan**

This Collections Plan is designed to guide the Wisconsin Canoe Heritage Museum and its Board of Directors in managing and shaping the Wisconsin Canoe Heritage Museum collections through the process of acquisitions and deaccession, while allowing the broadest access to the collection, within appropriate and responsible curatorial parameters.

#### **The Primary Goal of the Museums Collections Plan Should be Interpretation**

The role of the small craft museum has changed with the rise in popularity of the hobby of collecting and restoring vintage canoes. The museum is no longer the sole custodian of preservation, as amateur collectors have become quite adept in this regard. Interpretation, however, increases public interaction with the collections, is a source of revenue for the museum, and encourages collaboration with partner organizations. Collecting for interpretation focuses acquisitions, thus reducing storage needs.

#### **Intellectual Framework for Interpretation**

In developing the collection, the WCHM should consider how the design, use, and construction of the canoe evolved, and how that evolution has affected history. (mankinds focus on rec) There are several historical and social aspects to consider, including:

1. Recreation
2. Exploration
3. Economics
4. Environmental Activism
5. Outdoor Education
6. Hobbyist Involvement
7. Art and Culture

Humankind has taken to the water in canoes for sport, and pleasure for many centuries. It is the role of the museum to facilitate an evocative interpretive experience for visitors by meaningfully illustrating (what) connections.

## Collections History, Description, and Scope

### History

Jill Weber Dean and Jeff Dean, of Madison Wisconsin, donated the majority of the canoes in the collection. The Deans founded the Wooden Canoe Heritage Association in 1979, an organization that is currently comprised of over 1800 members. They were active collectors of historical canoes, as well as supporters of contemporary craftsmen. While the collection contains prized examples of canoes from the “golden age” of canoeing, it also represents work by a new generation of builders continuing the long tradition of wooden canoe building.

In 2008, the Wisconsin Canoe Heritage Museum was established in Spooner to provide a home for the Dean Collection. Extensive renovations began on both the shop and the exhibit space, and the following year the canoes arrived in Spooner. The exhibit hall opened to the public in 2010, with the annual exhibit featuring canoes that were built and used in Wisconsin.

### Description and Scope

**Bark Canoes:** There are two birch-bark canoes in the WCHM collection. A Malecite style canoe, built by Henri Vaillencourt, and an Ojibwa style ricing canoe by Tom Mackenzie.

**Wood and Canvas Canoes:** Wood and Canvas canoes are well represented in the collection. Examples include a Gerrish, a two Morris, a Rushton, an Old Town, a Gates, and canoes of this style by several other makers. There are currently 16 examples of this style of canoe in the collection.

**All Wood Canoes:** The collection features several all-wood, cedar plank canoes, including a lap-strake Rushton, a Dan Herald double cedar patent canoe, a Burleigh Falls, and a Canadian Canoe Company canoe.

**Wisconsin Canoes:** There are a number of canoes in the collection that were built in Wisconsin, including a Shell Lake, a Dumphy, a Brule River guides canoe, a locally constructed trappers canoe, and several more contemporary boats.

**Library:** The collections include a large and significant library of volumes related to the canoe, its design and construction, as well as the historical influence of the craft. It also contains a significant collection of periodicals, and historic canoe catalogues.

### Collections Summary

As a whole, the Wisconsin Canoe Heritage Museum collection represents a unique opportunity for scholars and the public at large to gain a greater insight into the construction and cultural significance of the canoe in the 19<sup>th</sup>, 20<sup>th</sup>, and 21<sup>st</sup> century. There are, however, several gaps in the collection that, if filled, would provide intriguing interpretive opportunities. These gaps include ephemera such as paddles, trophies, burgees, etc., Canoes of the Pacific-Northwest as well as canoes representing modern building techniques would be desirable additions as well. Some specific collection goals include the following:

1. A Thompson Hiawatha
2. A Racine canoe

3. A Lucius canoe
4. A Decked Sailing canoe
5. A Willits Brothers canoe
6. A Chestnut Prospector
7. A Rob Roy style canoe

In the spirit of the Deans founding of the Wooden Canoe Heritage association with a desire to help the careers of contemporary canoe builders, efforts will be made to annually feature the work of such a builder. In order to qualify for this exhibit, the builder must:

1. Make the majority of their living building canoes
2. Be willing to lend an example of their work for the duration of the museum season
3. Be actively contributing to the preservation or evolution of canoe building traditions

### **Collections Stewardship**

The Wisconsin Canoe Heritage Museum has a responsibility to provide proper care and protection to the objects that have been entrusted to it for this and future generations within the scope of institutional resources.

Objects on public display shall be displayed in a manner that is in close to keeping as possible with best museum and curatorial practices. Displays will be constructed in a manner that attempts to keep the objects as secure as possible. The exposure of the objects to volatile compound emissions, ultraviolet light, and changes in relative humidity will be considered where appropriate.

Due to the scope of the Collections, and limited available display space in the building, it is inevitable that many of the objects will remain in storage. Stored objects shall be archived and organized in a means that allows efficient access. Objects shall be stored in a manner that is in close to keeping as possible with best museum and curatorial practices. As with objects on display, the stored objects exposure to volatile compound emissions, ultraviolet light, and relative humidity must be considered, and mitigated when possible. General cleaning (“housekeeping”) is advisable and permissible, so long as it is accomplished according to best archival practices.

No attempts shall be made to restore or repair objects in the Collections without express oversight from the Collections Manager. Approved restoration or repair shall be conducted by trained personnel and supervised by the Collections Manager. While the WCHM will prioritize the acquisition of objects in original, un-restored condition, as pursuant to the primary goal of interpretation, the institution is in a unique position as the facilities are capable of on-site restoration when necessary and appropriate. In most cases minimal intervention that retains the objects patina of wear and use will be prioritized. A potential restoration will be considered as follows:

1. The Collections Manager will undertake a written **condition assessment** of the object and determine what (if any) level of restoration best furthers the interpretive potential of that object. The condition assessment will also include any known information about the object such as make, type, and year of manufacture.

2. The Collections Manager will write a **restoration plan** for the object. The restoration plan will take into account the condition assessment, and original materials and techniques employed in the objects manufacture in-order to determine the appropriate means and methods of restoration in accordance with contemporary safety standards. Every effort will be made to restore the object in accordance with its original manufacture, unless modifications to the object are intrinsically important to its history, in which case such modifications will be retained. The restoration plan will also determine a qualified restorer, and whether the object will be restored on, or off-site, and include provisions for the safe transportation of the object.

3. A qualified restorer appointed by, and under the direction of the Collections Manager will accomplish the **work and documentation**. Work will be performed in accordance to the restoration plan, on a timeline determined by the restorer and collections manager. Work will be documented in print and in photographs.

The permanent collection will have “right of first refusal” when considering potential donations. Canoes deemed unsuitable for the permanent collections will (with the express understanding of the donor) be made available to the canoe shop for restoration, educational programming, and/or inclusion in the “on the water fleet.”

The Collections should be insured in accordance with institutional policies.

### **Responsibilities and Collections Oversight**

A Collections Manager shall be appointed by the board of directors and will be responsible for overseeing the use and access to the Collections, and the implementation of this policy within reasonable constraints of institutional resources. Responsibilities shall include general administration of Collections, the facilitation of incoming and outgoing loans, and management of future acquisitions and deaccessions, as well as general “housekeeping.”

An Acquisitions Committee will be appointed to aide the collections manager in determining appropriate objects for accession. Committee members will reflect diverse interests and viewpoints while possessing a broad knowledge of canoes and canoeing history.

## **Connections to Other Institutions and Collections**

There are several institutions with similar interpretive goals as the WCHM. Some examples include the Canadian Canoe Museum, the Antique Boat Museum, the Mystic Seaport Museum, and the Adirondack Museum. Collaboration with these institutions would be mutually beneficial, and should be considered whenever possible.

### **Users and Potential Users of the Collections**

In order for the Wisconsin Canoe Heritage Museum Collections to realize their full potential, it is necessary to prioritize the considerations of existing and potential users of the Collections. This would include the following groups: (give priority....give priority)

1. **Visitors to the Wisconsin Canoe Heritage Museum:** This user category is comprised of the casual visitor to the Museum. This visitor may be a tourist, a member of a tour bus group, or an

individual visiting for the specific purpose of viewing displays. They may be knowledgeable about canoes and canoeing, or completely unfamiliar with them.

2. **Researchers and Scholars:** The Collections have broad potential appeal to those preparing scholarly papers, presentations, articles, and texts dedicated to canoes and canoeing history.

3. **Other Institutions:** Many of the objects are of great interest to other educational institutions and museums, and could be made available via loan for greater public exposure, enjoyment, and education.

### **Collections Goals**

While much has been accomplished in recent years in regards to conservation, display, acquisition of significant objects, and interpretation of the Collections, much work remains to be accomplished in order for all potential user groups to make full and best use of the Collections. The following long-term goals would facilitate such use: mention collections manager

1. Heighten the Awareness of the Scope of the WCHM Collections Among Other Institutions, the Scholarly Community, and the Public at Large.

2. Collaboration with Interested Parties to Create Exhibits, Both at the WCHM and Other Locations. This will allow for greater opportunities for public education and appreciation of the Collections, as well as access to resources and funding.

3. Develop Collections Based Educational Programming. This programming could include school groups, etc. and should be experiential as well as academic.

4. Improve the Accessibility of the WCHM Library. A policy will be created that allows the broadest public access to the WCHM while considering the curatorial concerns regarding the rarer volumes and materials.

### **Guidelines for Future Acquisitions**

As public awareness of the Collections increases, so too will offers of donations to the Collections. Due to limited storage and exhibition space such offers will need to be considered carefully. Before an object is accessioned into the Permanent Collections it should be evaluated under the following criteria:

#### **1. Relevance to the intellectual framework of the Collections Plan:**

a. Is the object consistent with the scope of collections as previously outlined?

#### **2. The Physical Condition of the Object:**

a. What is the current condition of the object?

b. Is the object original?

c. Has the object been restored?

d. Has the object been altered?

### **3. Historical Provenance:**

- a. Can the objects connection the history of canoeing be directly established via credible documentation?
- b. Do we know who made it?
- c. Can we establish when it was made?
- d. Can we establish who owned it, and how it was used?

### **4. Relevance to Collections Development:**

- a. Does the object fill a void in the Collections?
- b. Does the object have potential interpretive significance?
- c. Do we have a similar object in the Collections, and if so, is this a better example?
- d. Would this object enhance the Collections as a whole?
- e. could it be sold or exchanged to benefit

### **5. Historical Significance:**

- a. Is the object evocative of a particularly important or dynamic period in the history of canoes or canoeing?
- b. Is the object associated with a significant place person or expedition or event
- c. Is the object rare, or common?
- d. Is the object typical of its time, place, and type?

### **6. Curatorial Concerns:**

- a. What institutional resources are required for the Museum to be a responsible custodian of this object in the context of curatorial best practice?
- b. What institutional resources are required to display and interpret this object if that is the goal of the acquisition?
- c. Are there potential funding streams along with the object that would support these curatorial concerns?
- d. Is there appropriate and available storage space for the object?

If an object is found to be a desirable acquisition under the above criteria it should be considered for inclusion in the Collections. If possible, the object should be acquired as an unrestricted gift. All acquisitions must be accompanied by a Deed of Gift that describes the object in detail, as well as any conditions of transfer of ownership. If the object is acquired with restrictions or conditions, the WCHM is obligated to follow them. The Museum and its staff are legally prohibited from providing appraisals. If a donor requests an appraisal for tax purposes they may be referred to an appropriate third party appraiser. This referral does not constitute an endorsement.

### **Guidelines for Deaccessions**

Deaccession is the process of removing an object from the permanent collection. It can be avoided in part through carefully considered acquisitions, but is an inevitable aspect of dynamic collections management, especially in instances where storage is at a premium. In accordance with curatorial ethics and best practice, proceeds from the sales of deaccessioned objects may only be used for the care of the Collections, or further acquisitions. The Collections Manager as well as the board of directors must approve deaccession of an object. For an object to be considered for Deaccession, *at least* one of the following criteria must be met:

- 1. The object does not fall within the Scope of Collections as defined in this Policy.**
- 2. The WCHM cannot care for the object in an appropriate curatorial manner.**
- 3. The condition of the object has deteriorated to the point that it is no longer representative of type and therefore has little or no interpretive or intrinsic value.**
- 4. There are duplicate objects in the collection that are in better condition, or more representative of type.**
- 5. The object must have been in the Collections for no less than five years.**
- 6. The object lacks interpretive potential.**

Unless restricted by The WCHM shop will retain “right of first refusal” for deaccessioned canoes. Every effort should be made to place deaccessioned objects in the collections of other not for profit public institutions before they are offered for sale or auction to the general public. Before the deaccession of an object the Wisconsin Canoe Heritage Museum must make a reasonable effort to ascertain that they are free to do so, and that the object was not donated with restrictions or conditions that would cause its disposal to be unethical. (who does this) collections manager.

### **Outgoing Loan Policy**

Whenever possible, the WCHM will honor requests for outgoing loans from museums, other educational institutions, and organizations with similar missions. Loans to commercial institutions, unless in the considered public interest, shall not be honored. Loans will be administrated and approved by the Collections Manager if the insured value of the loaned objects is less than \$5000.00 dollars. If the value of loaned objects exceeds \$5000.00, approval of the Board of Directors will be required. The borrower shall agree to the following terms when outgoing loans are considered:

- 1. The borrower of the object or objects shall be responsible for providing adequate insurance, as per appraisal value, during transport, and for the duration of the loan. If the object or objects in question have not been appraised, it shall be the responsibility of the borrowing party to provide an appropriate third party appraisal.**
- 2. The borrowing party must provide adequate security during transportation, and for the duration of exhibition of the borrowed object or objects.**
- 3. Any damage sustained by the loaned objects must be reported to the WCHM at the earliest opportunity.**
- 4. The borrower may not perform any repairs or restoration to the loaned object or objects, but may perform general cleaning according to best curatorial practice.**
- 5. Cost of shipping or transportation of the object or objects shall be the responsibility of the borrower.**
- 6. Before, or immediately upon receipt of the loaned object, the borrower shall provide a signed receipt of loan.**
- 7. Loan agreements shall not exceed one year, however, circumstances that dictate longer loans will be accommodated through an option for renewal.**
- 8. The WCHM shall retain the right to recall any loan, for any reason.**



### **Incoming Loan Policy**

The Museum will accept incoming loans for the purpose of the enhancement of exhibits designed to further the interpretive mission of the institution. These loans shall be accepted for a particular time, and a specific purpose. The Museum will adhere to the standards of the outgoing loan policies of the lending institution or body. The Museum shall refrain from accepting long-term loans, barring exceptional circumstances.

### **Implementation and Review of the Collections Management Plan**

The following action steps are necessary to implement the Collections Plan:

1. A review committee chair named by president. will be formed to review the contents of the Collections Plan.
2. Based on the findings of the review committee, the Collections Plan will be revised as per committee recommendations.
3. Upon revision the Collections Plan shall be submitted to the Board of Directors for approval.

Upon approval this plan will be reviewed on an annual basis by the board, as will the evolution of the Collections.

# # #

## **Wisconsin Canoe Heritage Museum Collections Management Policy, Revised 7/22/15**

Wisconsin Canoe Heritage Museum (WCHM) will collect only those items related to its purposes, for which it has an ultimate use, and that it can properly store, preserve, and protect. Pursuant to the terms of the Collections Management Plan adopted by the Board of Directors on January 7, 2012, a review committee made revisions to the Collections Management Plan. The provisions set forth below constitute the Collections Management Policy developed by the review committee and supersede all prior collections management plans, policies, and procedures. The review committee presents this Collections Management Policy to the Board of Directors for adoption.

Respectfully submitted,  
Collections Management Plan Review Committee  
Adopted by the Board of Directors on May 16, 2012

### **Collections Committee**

The Collections Committee (Committee) is responsible for developing and implementing registration and collections-care practices and for general supervision of WCHM's collections. The Committee shall submit a report to the Board at the Annual Meeting, including the condition of the collections; all accessions, loans, and deaccessions for the year; notable accomplishments of the Committee; and such other matters as the Committee deems necessary.

The Committee shall be composed of at least three members of WCHM, one of whom must be a Board member. The Committee is a standing committee of WCHM. The members of the Committee will serve an indefinite term at the pleasure of the Board.

### **Collections Manager and Registrar**

The Committee, upon approval by the Board, will appoint a Collections Manager and a Registrar, who shall be members of the Committee. The Collections Manager will serve as chair of the Committee and will be responsible for the collections. The Registrar will be responsible for the care of the records pertaining to the collections.

### **Registration Cabinet**

The Committee will acquire a locking, fireproof cabinet (Registration Cabinet). The Committee shall keep all collections records in the Registration Cabinet. The Collections Manager and the Registrar will have keys to the Registration Cabinet, which shall be kept locked at all times. On the recommendation of the Committee, the Board may assign keys to other members of the Committee.

### **Accession Files and Other Registration Files**

The Committee will create an Accession File for each year. All information about each accession for the year will be kept in this file. The Committee may create other files within the registration system as needed. Accession files and other files created by the Committee will be kept in the Registration Cabinet.

## **Acquisitions**

The Committee has exclusive authority for accepting or rejecting gifts. No object may be deposited at the Museum as a donation without prior notice to, and approval by, the Collections Manager or his/her designee. The Collections Manager will make an initial determination of a potential donation's suitability for accession. Donations that do not seem suitable for accession may, with the donor's consent, be accepted for use by WCHM for other purposes (see "Donations not for accession").

Donations for accession. In evaluating an object for accession, the Committee will consider such factors as the object's condition, relevance to the collections, evidence of ownership and provenance, restrictions (if any) placed on the gift, historical significance, and WCHM's ability to care for the object. If the Committee decides to accession an object, the Committee will obtain the donor's estimate of the value of the donated object and will convey the estimate to WCHM's insurance carrier. The Committee will have the donor execute three copies of a Deed of Gift (see Appendix), to be distributed as follows: one for the donor, one for WCHM (which shall be filed by the secretary), and one for the Committee (which shall be filed in the Accession File).

Donations not for accession. When an object not suitable for accession is offered as a donation, the Committee will consult with other WCHM personnel to determine if the object could be used in the canoe shop or gift shop, for fund raising or publicity, or in other ways. If the Committee decides to accept a donation for purposes other than accession, the Committee will have the donor execute three copies of a Certificate of Donation (see Appendix), which shall be distributed as Deeds of Gift are distributed.

Valuation of donations. No member of the Committee or Board may appraise or otherwise establish for a donor the value for an object offered as a gift. If a donor requests an appraisal, WCHM will restrict itself to cooperating with a qualified appraiser retained by the donor.

Acquisition by purchase. The Committee has authority to acquire objects for accession via purchase if the cost of the objects to be purchased does not exceed the Committee's budget. In all other cases, the Committee may recommend to the Board the acquisition, via purchase, of objects for accession. The Committee will convey the cost of purchased items to WCHM's insurance carrier. All documents relating to accession objects acquired via purchase shall be kept in the Accession File.

## **Accession Register**

The Committee will maintain an accession register database using Museum Archive Software. The Accession Register will contain an entry for every object in the collections and on loan to WCHM. The entry for each object will describe the object in as much detail as possible. All measurements will be in the inch/foot, ounce/pound system.

## **Accession Ledger**

The Committee will print the Accession Register on quality paper each year and will bind the paper to create an Accession Ledger, which will be kept under archival conditions. The Committee may print additional reports from the Accession Register as needed.

### **Accession Numbers**

Every object in the collections will be assigned a unique accession number. The Registrar will keep the Accession Ledger and will assign accession numbers in an unbroken sequence in the order in which objects are accessioned. Each accession number will be preceded by the year in which the object was accessioned. The accession number will be placed on all original documents relating to each accession, and those documents will be filed in the Accession File. Each object's accession number will be affixed to it by the Collections Manager in a manner consistent with museum best practices.

### **Acknowledgment of Gifts**

The Committee will acknowledge each gift with a letter (see Appendix) thanking the donor on behalf of WCHM. A copy of the letter will bear the accession number and will be kept in the Accession File. All gifts exhibited in the Museum will bear or be accompanied by a gift acknowledgment statement approved by the donor.

### **Donor File**

The Committee will maintain a donor file containing the name and contact data for each donor as well as the accession numbers associated with each of the donor's gifts. The donor file will be kept by the secretary.

### **Collections Stewardship**

Objects on display. The Committee will ensure that collections objects are displayed in a manner consistent with museum best practices. Displays will be constructed so as to keep the objects as secure as possible and to control exposure of the objects to volatile compound emissions, ultraviolet light, and changes in humidity. The Committee will oversee routine cleaning of objects as needed.

Objects in storage. The Committee shall record the location of collections objects in storage and ensure that such objects are organized in a way that allows efficient access. Objects shall be stored in a manner consistent with museum best practices, mitigating exposure to volatile compound emissions, ultraviolet light, and changes in humidity as much as possible. The Committee will oversee cleaning of stored objects as needed.

### **Restoration**

Consistent with WCHM's preference for objects in original, unrestored condition, an object's patina of wear will be preserved to the extent possible. No restoration or repair of objects will be done except under the supervision of the Collections Manager. If restoration of an object is warranted, the Collections Manager will write a Restoration Plan. Unless modifications are intrinsically important to an object's history, the object will be restored in accord with its original manufacture.

If the Collections Manager decides restoration should be done off site, the Restoration Plan will include provisions for safe transport of the object and a deadline for completion. The Collections Manager will select a qualified restorer, who will perform the work and provide written and photographic documentation. Restoration documents will be marked with the object's accession number and kept in the Accession File.

## **Deaccessioning**

On the Committee's recommendation, the Board may deaccession collections objects. The Committee will not recommend deaccession except for good cause, such as: the item is no longer germane to the collections; it is a fake or not as represented; a better example is available; its condition threatens itself or other objects; WCHM cannot care for the object properly. Before recommending deaccession, the Committee shall determine if deaccessioning is permissible under the terms of the donor's Deed of Gift.

Unless restricted by the donor, the Board may deal with a deaccessioned object in the Board's sole discretion, except that no deaccessioned item may be conveyed in any manner to a member of the Board or Committee, or to anyone holding a position of trust in WCHM. Funds resulting from deaccessioning may only be used to purchase other objects for the collections or to conserve objects already in the collections.

## **Loans**

Incoming loans. On the Committee's recommendation, the Board may borrow objects to enhance the Museum's exhibits. Before recommending a loan, the Committee will have the lender estimate the value of the loaned objects and execute three copies of an Agreement for Incoming Loan (see Appendix). Upon Board approval of a loan, the Committee will convey lender's estimate of value to WCHM's insurance carrier.

The Registrar will assign loan numbers from an unbroken sequence in the order in which loans are approved. Each loan number will be preceded by the letter L and succeeded by the year in which the loan was approved.

The Committee will place the loan number on all copies of the Agreement for Incoming Loan and will distribute the copies as follows: one for the lender, one for WCHM (which shall be filed by the secretary), and one for the Committee. The Committee will enter the loaned objects in the accession register database, and the Collections Manager will affix the loan number to the loaned objects in a manner consistent with museum best practices.

The Committee will create a file for all documents relating to the loan and will keep the file in the Registration Cabinet. The Committee will acknowledge each loan with a letter (see Appendix) bearing the loan number and thanking the lender on behalf of WCHM. All loaned objects exhibited in the Museum will bear or be accompanied by an acknowledgment statement approved by the lender.

Outgoing loans. On the Committee's recommendation, the Board may lend objects from the collections solely for display in an exhibit that is consistent with WCHM's mission and advances WCHM's purposes. The Board may not lend objects for any purpose whatsoever if such objects are not owned by WCHM. Before recommending an outgoing loan, the Committee will have the borrower execute three copies of an Agreement for Outgoing Loan (see Appendix). Upon Board approval of a loan, the Committee will distribute copies of the Agreement for Outgoing Loan as follows: one for the borrower, one for WCHM (which shall be filed by the secretary), and one for the Committee. The Committee will create a file for all documents relating to the loan and will keep the file in the Registration Cabinet. \

### **Amending the Collections Management Policy**

The Committee may recommend amendments to this policy to the Board. Upon approval by the Board, such amendments will become part of this policy.

### **Public Access to Library and Graphic Materials**

As soon as possible, the Committee shall develop and offer as amendments to this policy provisions for permitting the public to access WCHM's library and graphic materials.

### **Ethics**

All actions of the Committee and the Board pursuant to this policy should avoid apparent as well as actual conflicts of interest with any aspect of Museum operations and collections. Members of the Committee and the Board shall follow the practices set forth in the American Alliance of Museums' Code of Ethics for Museums (see Appendix).

### **Appendices**

Deed Of Gift  
Certificate of Donation  
Sample Gift Acknowledgement Letter  
Agreement for Incoming Loan  
Agreement for Outgoing Loan  
Code of Ethics for Museums

**Wisconsin Canoe Heritage Museum**

PO Box 356, 312 N Front St  
Spooner, WI 54801

**DEED OF GIFT**

**Accession number:** \_\_\_\_\_

**Donor(s):**

**Property being donated:**

**Form of credit:**

**Certification of Donor(s):** We hereby assert that we are the lawful owner(s) of the above-mentioned property and, as such, have absolute authority to and hereby do irrevocably and unconditionally give, transfer, and assign to Wisconsin Canoe Heritage Museum all right, title, and interests in, to, and associated with that property, free and clear of all liens and encumbrances.

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Certification of Museum:** The Board of Directors of Wisconsin Canoe Heritage Museum received the above described property on \_\_\_\_\_, and hereby accessions the above described property into the Museum's permanent collection. The Museum provided no goods or services in return for the donation, which is deductible to the full extent of the law. This certification is Donor(s) receipt for tax purposes.

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
(name and title)

**Wisconsin Canoe Heritage Museum**

312 N. Front Street  
Spooner, WI 54801

**CERTIFICATE OF DONATION**

**Identification number:**

**Owner(s):**

The Owner(s) listed above has/have offered to donate the property identified below to Wisconsin Canoe Heritage Museum. The Museum’s Collection Committee has determined this property does not meet the needs of the Museum’s permanent collection but could be utilized for other Museum purposes. The Museum hereby requests Owner(s) authorization to accept Owner(s) donation of the property for such other purposes.

**Property donated:**

**Certification of Owner(s):** I/we hereby assert that I am/we are the lawful owner(s) of the above-described property and, as such, have absolute authority to and hereby do irrevocably and unconditionally give, transfer, and assign to Wisconsin Canoe Heritage Museum all right, title, and interests (including copyright interests, if any) in, to, and associated with that property, free and clear of all liens and encumbrances, with complete and indefeasible authority to use, sell, transfer, or otherwise dispose of the property in the Museum’s sole discretion.

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
(Name of Owner)

**Certification of Museum:** The property identified above was received by Wisconsin Canoe Heritage Museum and accepted as a donation on the date indicated below. The Museum provided no goods or services in return for the donation, which is tax deductible to the full extent allowed by law. This certification is Owner(s) receipt for tax purposes.

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
(Name & Title)  
Wisconsin Canoe Heritage Museum



## Sample Gift Acknowledgment Letter

Dear Mr. Donor:

Thank you for your generous support of the Wisconsin Canoe Heritage Museum

Even though we have been open to the public for just two seasons, our canoe museum has educated and delighted more than 2,000 visitors from 31 states and 6 foreign countries including places as far away as France and Australia! With the steadfast support of friends like you, we will be able to grow our young organization into an institution known and respected by canoe builders, canoe collectors, and historians from all over the hemisphere.

This year we have a spectacular feature exhibit; “The Canoes of J. H. Rushton”, the centerpiece of which is a breathtaking two-masted Vesper. In the northeastern corner of the exhibit hall, the Boundary Waters Campsite has been updated to display a bright yellow creation by Joe Seliga.

No goods or services of any value were or will be transferred to you for your donation (loan) of \_\_\_\_\_. Please keep this written acknowledgment of your donation for your tax records.

We hope that you will be able to come visit us soon, and thank you again for your generosity.

Sincerely

(name and title)  
Wisconsin Canoe Heritage Museum

**Wisconsin Canoe Heritage Museum**

312 N. Front Street – P.O. Box 365  
Spooner, WI 54801

**AGREEMENT FOR INCOMING LOAN**

**Initiator of Loan:** name, title  
Wisconsin Canoe Heritage Museum

**Lender:** name  
organization  
Street  
City, state, zip

**Loaned Object(s):** Subject to the conditions stated below, for purposes of public display and education and for historical research, the Museum borrows the following:  
**describe**

**Term of Loan:** The initial loan extends from \_\_\_\_\_ to \_\_\_\_\_. The Museum may renew the loan for additional periods with the written consent of the Lender.

**Shipping:** The Museum will pay the cost of packing, shipping and insuring the objects while in transit to the Museum.

**Form of Credit:** For exhibit labels, catalogs, promotional materials, and similar items, the Museum will use the following credit: “\_\_\_\_\_.”

**Special Conditions:**

1. During the loan period, any proceeds generated through the use of these objects will be the property of the Museum to use as it sees fit.
2. The lender authorizes the Museum to clean these items to prepare them for display, but the Museum may not alter, restore, or repair these items without the Lender’s written consent.
3. The Museum may not sell, exchange, loan, or otherwise dispose of these objects without the Lenders prior written consent.

**General conditions:**

1. The museum will give the objects the same care it gives comparable objects of its own and will take precautions to protect them from fire, theft, mishandling, dirt and insects, and extremes of light, temperature and humidity while in the Museums custody.
2. The Museum will immediately report to the Lender evidence of damage to the objects at the time of receipt and while in the Museum’s custody.
3. The Museum retains the right to determine when, if, and for how long the objects will be exhibited, and also retains the right to cancel the loan upon reasonable notice to the Lender.

4. The Museum retains the right to determine if, when, for how long, and by whom these objects may be used for the purposes of building a canoe.
5. The Museum will insure these objects under its “all risk” policy in the amount of \$\_\_\_\_\_. The Museum and the Lender acknowledge that the specified amount represents the Lender’s cost basis in the objects, adjusted for inflation in 2012. The Museum has no obligation to increase the insurance unless the Lender provides an updated evaluation. The amount payable by the Museum’s insurance is the sole recovery available to the Lender in the event of loss or damage to the objects.
6. The Museum may photograph the objects for purposes of identification and may reproduce or authorize the reproduction of such photographs for educational, catalog, and publicity purposes. The public may photograph the object if the Museum’s policies permit the public’s use of cameras in the exhibit area or shop.
7. The Lender agrees to notify the Museum of any change in ownership of the objects or any change in the Lenders address.
8. The Lender reserves the right to cancel the loan upon 12 months written notice to the Museum.
9. Unless renewed or cancelled as specified above, the loan terminates on the date specified on the face of this agreement. Upon termination of the loan, the Museum will return the objects top the Lender at a location mutually agreed upon in writing by the Museum and the Lender.

**Applicable law:** This agreement shall be construed according to the laws of the state of Wisconsin.

I have read and agree to the above conditions and certify that I own the objects listed above and have full authority to enter into this Agreement:

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
 (Name of owner)

Approved for the Museum:

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
 (Name, title)  
 Wisconsin Canoe Heritage Museum

**Wisconsin Canoe Heritage Museum**  
312 N. Front Street – P.O. Box 365  
Spooner, WI 54801

**AGREEMENT FOR OUTGOING LOAN**

**Initiator of Loan:** name and title  
**Wisconsin Canoe Heritage Museum**

**Borrower:** name of organization  
address  
city, state zip  
Email Telephone

**Loaned Object(s):** Subject to the conditions stated below, solely for purposes of public display and education, the Museum loans the following:

**Condition Notes:**

**Accession Number(s):** \_\_\_\_\_

**Term of Loan:** The initial loan extends from \_\_\_\_\_ to \_\_\_\_\_.  
The Museum may renew the loan for additional periods upon written request from the Borrower. Upon renewal, all other conditions stated herein will apply unless specifically excepted.

**Shipping to Borrower:** (check one)  The Museum will pay the cost of packing, shipping and insuring the objects while in transit from the Museum.  
 The Borrower will pay the cost of packing, shipping and insuring the objects while in transit from the Museum.

**Return to Museum:** (check one)  The Museum will pay the cost of packing, shipping and insuring the objects while in transit to the Museum.  
 The Borrower will pay the cost of packing, shipping and insuring the objects while in transit to the Museum.

**Location of Object(s) while on Loan: (attach itinerary if applicable)**

**Insurance:** (check one)

The Borrower shall insure the object(s) during the period of this loan up to a limit of \_\_\_\_\_, payable to the Museum upon loss or damage to the object occurring during the course of the loan. If the Borrower fails to secure and maintain insurance, the Borrower will, nevertheless, be required to respond financially in case of loss or damage as if the insurance were in effect.

The Borrower waives insurance and agrees to indemnify the Museum up to a limit of \_\_\_\_\_ loss or damage to the objects occurring during the course of the loan.

**Reproduction and Credit:** The public may take impromptu photographs, but otherwise no reproduction is permitted except photographs for catalog and publicity uses related to the terms of this loan. If photographs of the objects are used in Borrower's catalogs and publicity, Borrower will give the Museum credit subject to the Museum's approval.

**Special Conditions:**

1. Unless stated otherwise below, the Museum will supply labeling for the object and the Borrower will maintain the labeling in an appropriate place throughout the course of this loan.

**General conditions:**

1. The object shall be displayed at the location designated above and in a manner approved by the Museum.
2. The Borrower will give the objects the same care it gives comparable objects of its own and will take precautions to protect the borrowed object(s) from fire, theft, mishandling, dirt and insects, and extremes of light, temperature and humidity while in the Borrower's custody.
3. The Borrower will immediately report to the Museum any evidence of damage to the object(s) upon receipt and any subsequent loss or damage to the object(s) while in the Borrowers custody.
4. Object shall be cleaned solely by dusting, wiping with a clean cotton cloth dampened with distilled water, or by vacuuming with a soft brush attachment.
5. No object may be altered or repaired without written mission from the Museum.
6. The Museum retains the right to recall the objects on short notice, if necessary.
7. The Museum retains the right to cancel this loan for good cause at any time upon reasonable notice to the Borrower.
8. The Borrower has the right to cancel the loan upon giving reasonable notice the Museum. The party canceling the loan is responsible for the cost of returning the object to the Museum.
9. Unless renewed or cancelled as specified above, the loan terminates on the date specified on the face of this Agreement. Upon termination of the loan, the Borrower will contact the Museum to arrange for return of the object(s) to the Museum.

**Applicable law:** This agreement shall be construed according to the laws of the state of Wisconsin.

**Certification of Borrower:** I have read and agree to the above conditions and certify that  
I have full authority to enter into this Agreement:

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Name and title  
Name of borrowing organization

**Approved for the Museum:**

**Signed:** \_\_\_\_\_ **Date:** \_\_\_\_\_  
Name and title  
Wisconsin Canoe Heritage Museum

Condition Report Attached

collection policy.doc

## **Code of Ethics for Museums** (from the American Alliance of Museums)

Museums make their unique contribution to the public by collecting, preserving and interpreting the things of this world. Historically, they have owned and used natural objects, living and nonliving, and all manner of human artifacts to advance knowledge and nourish the human spirit. Today, the range of their special interests reflects the scope of human vision. Their missions include collecting and preserving, as well as exhibiting and educating with materials not only owned but also borrowed and fabricated for these ends. Their numbers include both governmental and private museums of anthropology, art history and natural history, aquariums, arboreta, art centers, botanical gardens, children's museums, historic sites, nature centers, planetariums, science and technology centers, and zoos. The museum universe in the United States includes both collecting and non-collecting institutions. Although diverse in their missions, they have in common their nonprofit form of organization and a commitment of service to the public. Their collections and/or the objects they borrow or fabricate are the basis for research, exhibits, and programs that invite public participation.

Taken as a whole, museum collections and exhibition materials represent the world's natural and cultural common wealth. As stewards of that wealth, museums are compelled to advance an understanding of all natural forms and of the human experience. It is incumbent on museums to be resources for humankind and in all their activities to foster an informed appreciation of the rich and diverse world we have inherited. It is also incumbent upon them to preserve that inheritance for posterity.

Museums in the United States are grounded in the tradition of public service. They are organized as public trusts, holding their collections and information as a benefit for those they were established to serve. Members of their governing authority, employees and volunteers are committed to the interests of these beneficiaries. The law provides the basic framework for museum operations. As nonprofit institutions, museums comply with applicable local, state, and federal laws and international conventions, as well as with the specific legal standards governing trust responsibilities. This Code of Ethics for Museums takes that compliance as given. But legal standards are a minimum. Museums and those responsible for them must do more than avoid legal liability, they must take affirmative steps to maintain their integrity so as to warrant public confidence. They must act not only legally but also ethically. This Code of Ethics for Museums, therefore, outlines ethical standards that frequently exceed legal minimums.

Loyalty to the mission of the museum and to the public it serves is the essence of museum work, whether volunteer or paid. Where conflicts of interest arise—actual, potential or perceived—the duty of loyalty must never be compromised. No individual may use his or her position in a museum for personal gain or to benefit another at the expense of the museum, its mission, its reputation and the society it serves.

For museums, public service is paramount. To affirm that ethic and to elaborate its application to their governance, collections and programs, the American Association of Museums promulgates this Code of Ethics for Museums. In subscribing to this code, museums assume responsibility for the actions of members of their governing authority, employees and volunteers in the performance of museum-related duties. Museums, thereby, affirm their chartered purpose, ensure the prudent application of their resources, enhance their effectiveness and maintain public confidence. This collective endeavor strengthens museum work and the contributions of museums to society—present and future.

## **Governance**

Museum governance in its various forms is a public trust responsible for the institution's service to society. The governing authority protects and enhances the museum's collections and programs and its physical, human and financial resources. It ensures that all these resources support the museum's mission, respond to the pluralism of society and respect the diversity of the natural and cultural common wealth.

Thus, the governing authority ensures that:

- all those who work for or on behalf of a museum understand and support its mission and public trust responsibilities
- its members understand and fulfill their trusteeship and act corporately, not as individuals
- the museum's collections and programs and its physical, human and financial resources are protected, maintained and developed in support of the museum's mission

- it is responsive to and represents the interests of society
- it maintains the relationship with staff in which shared roles are recognized and separate responsibilities respected
- working relationships among trustees, employees and volunteers are based on equity and mutual respect
- professional standards and practices inform and guide museum operations
- policies are articulated and prudent oversight is practiced
- governance promotes the public good rather than individual financial gain.

## Collections

The distinctive character of museum ethics derives from the ownership, care and use of objects, specimens, and living collections representing the world's natural and cultural common wealth. This stewardship of collections entails the highest public trust and carries with it the presumption of rightful ownership, permanence, care, documentation, accessibility and responsible disposal.

Thus, the museum ensures that:

- collections in its custody support its mission and public trust responsibilities
- collections in its custody are lawfully held, protected, secure, unencumbered, cared for and preserved
- collections in its custody are accounted for and documented
- access to the collections and related information is permitted and regulated
- acquisition, disposal, and loan activities are conducted in a manner that respects the protection and preservation of natural and cultural resources and discourages illicit trade in such materials
- acquisition, disposal, and loan activities conform to its mission and public trust responsibilities
- disposal of collections through sale, trade or research activities is solely for the advancement of the museum's mission. Proceeds from the sale of nonliving collections are to be used consistent with the established standards of the museum's discipline, but in no event shall they be used for anything other than acquisition or direct care of collections.
- the unique and special nature of human remains and funerary and sacred objects is recognized as the basis of all decisions concerning such collections
- collections-related activities promote the public good rather than individual financial gain
- competing claims of ownership that may be asserted in connection with objects in its custody should be handled openly, seriously, responsively and with respect for the dignity of all parties involved.

## Programs

Museums serve society by advancing an understanding and appreciation of the natural and cultural common wealth through exhibitions, research, scholarship, publications and educational activities. These programs further the museum's mission and are responsive to the concerns, interests and needs of society.

Thus, the museum ensures that:

- programs support its mission and public trust responsibilities
- programs are founded on scholarship and marked by intellectual integrity
- programs are accessible and encourage participation of the widest possible audience consistent with its mission and resources
- programs respect pluralistic values, traditions and concerns
- revenue-producing activities and activities that involve relationships with external entities are compatible with the museum's mission and support its public trust responsibilities
- programs promote the public good rather than individual financial gain.



# WCHM ACCOUNTING POLICIES & PROCEDURE

Approved by the WCHM Board of Directors on January 30, 2013

This document describes the policies and procedures that are to be followed by the WCHM Board of Directors and the WCHM Executive Director for the maintenance of the financial records of the organization.

## Accounting Method and Software

Accounting shall be done on an accrual basis using generally accepted accounting principles for non-profits. Records shall be maintained using Quickbooks For Non-Profits.

## Banking and Related Accounts

WCHM is authorized to have the following accounts, for the purposes and with the signatories as described:

1. **Checking Account.** Signers are the WCHM Treasurer and the WCHM Executive Director. Used to pay the majority of WCHM expenses and revenue deposits. Executive Director will make disbursements using pre-printed laser printer checks with stubs that will be attached to matching invoices. Treasurer will hold hand written checkbook and write all checks for all contract payments and expense reimbursements to the Executive Director.
2. **Paypal Account.** An online paypal account will be maintained for receipt of on-line membership and merchandise sales. Funds shall be transferred into the WCHM checking account by the Executive Director from time to time.
3. **Cash On Hand Account.** A cash envelope will be maintained by the Executive Director to be used to pay cash for small items and for providing change for the exhibit hall and travel booths. A balance of \$200 in cash plus receipts will be periodically replenished by writing a check for the total of the cash receipts contained with it (those collected since the last replenishment).
4. **Savings Accounts.** Other federally insured bank accounts such as savings or CD accounts may be maintained at the discretion of the Treasurer and executive Director for the purpose of holding excess funds in an interest bearing account.
5. **Credit Card Account.** The Executive Director shall establish and monitor various credit card accounts to facilitate materials purchasing by volunteer program chairs. The balance of these accounts shall be paid in full each month. The monthly statements shall be reconciled and reviewed by the Treasurer each month. *Credit cards are to be used for WCHM material or equipment purchases and not for reimbursement of volunteer mileage, lodging, or other travel expenses.*

## Chart of Accounts

1. **Budget Categories.** Revenues and expenses will be assigned to various budget categories and sub-categories (the chart of accounts). This list of categories will be organized to reflect individual programs, projects, or events that are the responsibility of various individuals or committees within the WCHM organization. Any expenses that cannot be directly assigned to one of these program budget categories will be assigned to the administration category.

### **Financial Reports**

1. **Balance Sheet.** This report shows how much money and assets WCHM has at a given point in time, and will include all assets and liabilities, and is to be sent to the board of directors at least once a quarter.
2. **Budget Report.** This report shows the revenues, expenses, and budget for the current year, broken down by major program budget categories, and is to be sent to the board of directors at least once a quarter.
3. **Program and Project Reports.** These reports show revenues, expenses, and budgets for individual projects, programs, or events. They also include more detailed categories than the reports previously described. They are to be sent to board members and pertinent committee members upon annual completion of each program or event, or made available to committee chairs at their request.

### **Monthly Statements/Receipts**

The treasurer shall have real-time access to all online bank and credit card accounts. All bank and credit card account statements will be reconciled by the Executive Director on a monthly basis. An electronic copy of the bank statement and reconciliation report for each account will be delivered to the treasurer on a monthly basis for review. A paper copy of these statements and reports, along with expense receipts, will be compiled and stored in preparation for the annual audit.

### **Fiscal Year, Annual Audit**

WCHM's fiscal year shall end on December 31st. A board committee audit shall be completed annually before the following March 31st. A report of the results of this audit shall be presented to the Board of Directors.

### **Volunteer Mileage, Lodging, and Travel Expense Reimbursement Policy**

In order to achieve the mission of the WCHM, it is from time to time necessary for volunteers, committee members, or directors to travel at WCHM expense. Upon request, WCHM shall reimburse volunteers, committee members, and board members for mileage, lodging, and/or other travel expenses, or otherwise cover travel costs, only for travel done solely for the purpose of the WCHM. All travel covered by this policy for which reimbursement by WCHM is requested must be authorized by the Executive Director prior to the commitment to any expense. Those receiving authorization and seeking reimbursement shall provide a written statement to the treasurer showing items and costs.

The use of personal cars for WCHM business will be reimbursed for actual fuel costs. This mileage allowance covers all auto costs (e.g. gasoline, repairs, insurance, etc.) other than parking and tolls. When staying overnight, a medium-priced accommodation at the destination should be obtained. Meals and entertainment are not to be reimbursable expenses.

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## 2017 ANNUAL PROGRAM PLAN – Approved 7-27-16

This plan is intended to be a description of all the activities planned by the Wisconsin Canoe Heritage Museum Inc for the year 2017. Each program description includes its mission, a brief description, the authority for it (committee chair), timeframe, and budget. Approval of this document will encompass not only approval of the programs listed, but also the budget numbers listed, the authorities assigned to the various committees, and the appointment of the committee chairs with all the related authorities that go along with each program and committee (including selection of committee members).

### 2017 PROGRAM LIST

1. **Gift Store.** Mission: to provide income to the WCHM and enhance the museum visit experience by providing canoe and museum related merchandise for sale that will complement rather than compete with other Spooner businesses. Timeframe: gift store to be open the same hours as the museum exhibit hall with sales made by the on-duty keymaster. Online purchases will also be available through the committee chair. Show booth purchases may also be available if arrangements are made ahead with the gift store chair. Authority: the Gift Store Committee, chaired by LeAnn Johnson. Budget: Anticipated annual sales of \$6,000 with expenses targeted at 50% of sales (\$3,000) providing \$3,000 in anticipated revenue. An effort should be made to lower end-of-year inventory levels to \$5000 in value.
2. **Wisconsin Canoe Heritage Day.** Mission & Timeframe: to produce a one-day event held at the museum on Saturday of Memorial weekend to create a publicity event, unveil a new annual display, and announce the start of the season. The event may feature museum tours, live music, food and beverage, workshop projects, workshops, a wooden boat show, and other activities. Authority: The WCH Day Committee, chaired by Jed Malischke. Budget: \$1,000 with anticipated revenues of \$1,000 (plus additional revenues to come from raffle, membership and merchandise sales).
3. **Building & Facilities.** Mission: to keep the building and facilities in good repair, and to seek ways to expand our storage space for both shop supplies and collections items. Authority: the Building and Facilities Committee, chaired by Jamie Dunn. Budget: \$5,000. Timeframe: Year round as needed.
4. **Annual Raffle.** Mission: to operate an annual raffle, with a shop-built canoe as the main prize. The raffle committee shall file necessary reports and acquire necessary licenses, organize and keep track of prizes, print tickets, monitor ticket distribution, collect sold and unsold tickets, execute prize drawings, and distribute prizes. Timeframe: raffle to operate in time for Canoecopia event and continuing through most of the summer season. Authority: the Fundraising Committee, chaired by Jed Malischke. Budget: \$1,000 with anticipated revenues of \$6,500.

- continued on reverse -



5. **Special Events.** Mission & Timeframe: to present one special educational event presentation or workshop every other month throughout the year by guest presenters, lecturers, book authors, crafts people, or other persons of interest in the museum exhibit hall or shop area. The purpose of these presentations is to provide educational opportunities, ongoing interest in the museum, and fundraising activities. These presentations are to be promoted through the WCHM newsletter, email list, and direct mail list. Authority: the Special Events Committee, chaired by Jed Malischke. Budget: \$5,000 with anticipated revenues of \$6,000.
6. **Museum Exhibit Hall.** Mission: to be open and operate the museum exhibit hall and gift store with a group of volunteers (the WCHM Keymasters). Timeframe: five days a week (Wed-Sun) during the months of June, July & August; Saturdays and Sundays in September; and Monday of both Memorial Day and Labor Day weekends, with daily hours from 10:00 AM to 4:00 PM (11:00 AM to 3:00 PM Sundays and holidays). Authority: Exhibit Hall Operations Committee, chaired by Jed Malischke. Budget: \$1,000 for self-guided tour materials and volunteer training and recognition, with expected admissions revenue of \$2,000.
7. **Canoe Shop.** Mission: To develop a shop where visitors can watch canoe crafters building new and restoring old canoes and where classes on paddle building, canoe building, seat caning and other topics can be held. Access: The canoe shop will be open (keys and access codes included) to members at the \$100 level and above upon approval of their project by the shop chair. Authority: the Canoe Shop Committee, chaired by Jamie Dunn. Budget: \$7,000 with anticipated revenues of \$7,000. Timeframe: Year round as needed.
8. **Exhibits Committee.** Mission: to oversee the design and implementation of ongoing exhibits and the related interpretive material, and to recommend to the Board an exhibit contractor and a contract with said contractor for design and creation of a new annual display. Timeframe: exhibit hall changes to be made with completion planned in time for annual opening day. Authority: Exhibits Committee, chaired by Jed Malischke. Budget: \$5,000.
9. **Collections Committee.** Mission: pursuant to WCHM's Collections Management Policy, to supervise WCHM's collections, including registration of, documentation for, and stewardship of the objects in the collections; to evaluate offers to sell, donate, or loan items to, or to borrow items from WCHM; to make decisions on all donation offers and on sale offers within its annual budget; to make recommendations to the Board on sale offers that exceed its annual budget and on all incoming and outgoing loans; to enhance donor relations by acknowledging donations, maintaining contact data on donors, and ensuring donor-approved acknowledgment when donated items are on exhibit. Timeframe: Ongoing. Authority: Collections Committee, chaired by Jed Malischke. Budget: \$1,000.

**2017 Budget Totals.** With anticipated grant revenues of \$4,500, membership revenues of \$11,500, and direct public support of \$10,000, plus expenses of \$15,000 for administration, \$1,000 for member services, \$6,000 for general advertising and promotion, and \$1,000 for other expenses, the total expense budget covered by this plan would be \$49,000 with anticipated revenues of \$51,500. The plan would therefore provide a surplus of \$2,500 for the year 2017.

# 2016 & 2017 Budget & Future Possibilities

	<u>2016 Budget</u>	<u>2017 Budget</u>	<u>2018 Proposed</u>
4340 · Direct Public Support	\$12,000	\$10,000	\$8,000
4500 · Investments	\$0	\$0	\$0
4640 · Grants	\$3,000	\$4,500	\$6,000
4641 · Raffles	\$6,500	\$6,500	\$6,500
4643 · Event Revenue	\$7,000	\$7,000	\$7,000
4710 · Membership Dues	\$10,000	\$11,500	\$13,000
4730 · Store	\$6,000	\$6,000	\$6,000
4740 · Admissions	\$2,000	\$2,000	\$2,000
4750 · Shop Revenue	\$7,000	\$7,000	\$7,000
<b>Total Revenues</b>	<u>\$53,500</u>	<u>\$54,500</u>	<u>\$55,500</u>
<b>50000 · Cost of Goods Sold</b>	<u>\$3,000</u>	<u>\$3,000</u>	<u>\$3,000</u>
<b>Gross Profit</b>	<u>\$50,500</u>	<u>\$51,500</u>	<u>\$52,500</u>
<b>Expense</b>			
6280 · Building and Facilities	\$5,000	\$5,000	\$5,000
6300 · Member Services	\$1,000	\$1,000	\$1,000
6400 · Exhibits Construction	\$5,000	\$5,000	\$5,000
6500 · Administration	\$15,000	\$15,000	\$15,000
6510 · Other Expenses	\$1,000	\$1,000	\$1,000
6550 · WCHM Day	\$1,000	\$1,000	\$1,000
6560 · Special Events	\$5,000	\$5,000	\$5,000
6700 · Exhibit Hall Ops	\$1,000	\$1,000	\$1,000
7000 · Advertising & Promotions	\$6,000	\$6,000	\$6,000
7100 · Fundraising/Raffle	\$1,000	\$1,000	\$1,000
7500 · Canoe Shop	\$7,000	\$7,000	\$7,000
Collections	\$1,000	\$1,000	\$1,000
<b>Total Expense</b>	<u>\$49,000</u>	<u>\$49,000</u>	<u>\$49,000</u>
<b>Surplus</b>	<u><u>\$1,500</u></u>	<u><u>\$2,500</u></u>	<u><u>\$3,500</u></u>



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**Wisconsin Canoe Heritage Museum  
Approved Board Meeting Minutes  
January 24, 2015  
1:00 p.m. at the WI DNR Service Center, Spooner**

**Attending:**

Board Members: Barry Christiansen, Alex Comb, Jeff Craig, Jill Dean (phone), Mike Johnson, Dan Miller (phone), Dave Osborn (phone), Charlotte Shover, Rich Taylor

Executive Director: Jed Malischke

Guests: Alan Craig

**President's call to order and request for additional agenda items:** Mike Johnson called the meeting to order at 1:03 p. m. He noted that Dick Butler had open-heart surgery recently.

**Approval of minutes from the last board meeting:** Jeff made and Barry seconded a motion to approve the minutes. The minutes were approved with the following corrections: Audit Committee: It was just *suggested* that Patty Berkes and Debbie Koehn serve on the Audit Committee. Proposals for new or revised policies: Dick (not Rich) offered to bring language for a revised indemnification policy.

**Miscellaneous:** Jill asked about disposing of the Shell Lake duck boat. Someone suggested trading the boat for other canoe(s), an acceptable practice with other museums. Dave offered to share photos of the boat with groups.

**Acceptance of treasurer's report:** Charlotte made and Jill seconded a motion to approve the treasurer's report. Jed said we ended the year about as we expected. Raffle and memberships did well and store sales were better than the previous year. Admissions are still weak. Event and shop revenues were up but were offset by expenses. On the Balance Sheet, there is a new line for collections inventory. Generally accepted accounting principles for museums do not capitalize such items. Jed will explore this more but suggested we remove this line item now. The motion was approved.

**Conflict of Interest Policy:** Jed presented two versions. Discussion included modify/add definition of conflict of interest to include relationships that could result in monetary gain, don't suggest we have employees (change to "have you ever rendered services for hire?"), and write it as a policy statement. Alex made and Barry seconded a motion to approve the following policy:

*Wisconsin Canoe Heritage Museum, Inc.'s Conflict of Interest policy should be closely reviewed by all Board and Committee members as well as staff on an annual basis. It is understood and respected that active volunteers may have involvement in other areas. As a result, these volunteers simply need to disclose and withdraw from discussion and voting on potential conflicts. All known or potential conflicts can be disclosed below.*

*The purposes of this policy are to protect the integrity of Wisconsin Canoe Heritage Museum, Inc.'s decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and board members. It is expected that all Wisconsin Canoe Heritage Museum, Inc.'s members and staff who may gain privileged information by virtue of his or her role as a board members shall not use that privileged information for personal or professional gain and will hold such information confidential.*

*DEFINITION: A conflict of interest is a situation in which an individual's personal affiliations or relationships could have, or give the appearance of having, undue influence on their judgment of the merits of matters being considered.*



The motion was approved. Jill will present modifications to the policy at the next meeting.

**Indemnification Clause:** Jed presented two versions for consideration. Jill explained her concerns, recommended we pass one version with modifications (don't use the word "employees," track the statute, define indemnification and what is required, clarify language, define volunteers), and offered to further refine the wording to present at the next meeting. Jill made and Rich seconded a motion to approve the following language:

*The Corporation shall to the fullest extent permitted or required by the Wisconsin Non-Stock Corporation Law, including any amendments thereto, indemnify its Directors and Officers against any and all Liabilities, and advance any and all reasonable Expenses, incurred thereby in any Proceeding to which any such Director or Officer is a Party because he or she is or was a Director or Officer of the Corporation. The Corporation shall also indemnify any employee who is not a Director or Officer, to the extent that the employee has been successful on the merits or otherwise in defense of a Proceeding, for all Expenses incurred in the Proceeding if the employee was a Party because he or she is or was an employee of the Corporation. The rights to indemnification granted hereunder shall not be deemed exclusive of any other rights to indemnification against Liabilities or the advancement of Expenses which a Director, Officer or employee may be entitled under any written agreement, Board resolution, vote of shareholders, the Wisconsin Business Corporation Law or otherwise. The Corporation may, but shall not be required to, supplement the foregoing rights to indemnification against Liabilities and advancement of Expenses under this section by the purchase of insurance on behalf of any one or more of such Directors, Officers or employees, whether or not the Corporation would be obligated to indemnify or advance Expenses to such Director, Officer or employee under this section.*

The motion passed.

#### **Committee Reports:**

- **Audit Committee** (Rich Taylor): Deb Koehn will be on the committee and he is looking for someone else. He plans to have a meeting the first week in March.
- **Events Committee** (Jed Malischke): Barry, Alex and Jed are the committee. There will be a snow-shoe making class scheduled with Storme Nelson the last two Thursdays in February and a paddle-making class with Tim Bates, UMD, in mid-March. Information is on the website and posted on Facebook and a postcard is in the mail now. A newsletter is going out next week and press releases have been sent to regional newspapers. Barry said Urban Boat Builders is willing to do a skin-on-frame boat building class in July. They have a qualified instructor (Phil Winner); the Museum would do recruiting and registering students; and the finished boat would be the property of Urban Boat Builders (6-7 students, 4 days, \$395 per student for Urban Boat Builders for them.) Other ideas: bird watching with canoes in May or June (Mike will check on DNR staff) and paddling clinics (maybe with a physical therapist on ergonomic paddling, Leisure Lake would be good for teaching basic skills.) Jed said we would need insurance to cover events away from the Museum.
- **Collections Committee** (Jeff Craig): No committee has been formed yet. There was discussion on acquisitions, storage space needs, borrowing vs. acquiring, and updating the collections plan. No action taken.
- **Exhibits Committee** (Jed Malischke): There was discussion about the focus of our exhibits (geographically, chronologically), space needs, and acquiring boats from current boat builders. Alex could donate a Grumman and thinks their story would be of interest. No action was taken.
- **Raffle Committee** (Rich Taylor): He has one member and wants more. Jed said it is not worth the trouble to get a Minnesota lottery license. We could do the raffle drawing at our Annual Meeting.



- Heritage Day Committee (Jed Malischke): Our opening will be Saturday Memorial Weekend, 10 or 11 a.m. to 4 p.m.
- Annual Meeting: The suggestion was to have the Annual Meeting the last weekend of September. Rich will check calendars and pick a date.
- Grants: Mike is looking for a volunteer to explore grant writing. Barry will investigate WCHA. WI Historical Society has small grant program. Charlotte offered to help.
- Billboard: Mort has property on Hwy. 53 we can use; we need a permit. Mike, Alan and Jamie would build it and put it up. We could solicit sponsors.
- Adjourn. 2:40

Respectfully submitted,  
Charlotte Shover, secretary

**Wisconsin Canoe Heritage Museum  
Board Meeting Minutes  
April 22nd 2015  
5:30 PM at the DNR Service Center, Spooner WI**

**Attending: Board Members: Dick Butler, Barry Christenson (phone), Alex Comb (phone), Jeff Craig, Mort Dahl, Jill Dean (phone), Mike Johnson, Dan Miller (phone), Dave Osborn (phone), Charlotte Shover, Rich Taylor (phone). Executive Director: Jed Malischke**

**President's call to order and request for additional agenda items:** Mike called the meeting to order at 5:33 p.m.. Dave added an item about donations of books. We should put that we need bookcases the web site.

**Approval of minutes from the 1.24.15 meeting:** Mort made and Dick seconded a motion to approve. Motion passed. Charlotte will make minor corrections.

**Acceptance of 2014 Audit Report:** Debbie Koehn and committee submitted an internal audit for 2014. Mort moved and Jeff seconded a motion to approve the report. Jed said small museums tend to not capitalize collections. He now shows collections as expenses, on Other Expenses and income on the Profit and Loss Sheet. This is restated for 2013 (\$3,000) and 2014 (\$25,400). Jed will send the tax report to the board for review before the May 15. The collection donations/expenses for 2014 (\$25,400), are a cash donation (Roger Young, boat from Dave Osborne, and the Marshall expedition boat). Jill sent funds for executive director position at end of 2013 for use in 2014. Motion passed.

**Appointment of Election Committee:** Three positions are up for election (Jeff Craig, Alex Comb and Barry Christenson). Rich, Dave Osborn, and Dick offered to serve on the committee. Mike Johnson said he is not running for president this year.

**Conflict of Interest Policy:** Jill presented a revised Conflict of Interest policy. The Board approved one at the last meeting and Jill offered to provide an alternative policy. Discussion points:

- \* Jill's policy provided excellent background for such a policy.
- \* Jill's policy does not clearly address conflicts benefitting, financially or policy-wise, a board member or another organization the board member represents.
- \* The tax exempt status is missing from the original version; policies need to comply with non-profit tax





organization tax code and requirements of the IRS 990.

\* #7 was stronger than needed when abstaining from a vote, but there could also be uncomfortable situations for Board discussion. The statement could change “shall” to “may.”

\* For some, answering the questions on the two policies would result in different responses regarding conflict of interest.

\* The first policy doesn't have all the elements for tax exempt policies, but is acceptable under WI Statutes and Historical Society by-laws.

\* The executive director just has to check if we have a written policy but is not asked what the policy contains.

\* Monitoring, reimbursing, periodic review (section 11) was needed to obtain tax exempt status in first place. Charlotte made and Dave seconded a motion to table the matter until the next meeting and let Charlotte and Jill work on the policy. Motion passed.

**Indemnification Clause.** Jill made and Dick seconded a motion to stay with what we have already adopted. Motion passed.

#### **Committee Reports:**

- **Shop Committee:** Mike Johnson, chair, said there are two on-going projects. A strip canoe is done and the builder donated about \$200 to the museum, in addition to other donations. Mike bought an in-line sander. He and Jamie Dunn bought a lot of ash, will rip it and donate their labor, then sell it to museum at cost.
- **Events Committee:** Jed Malischke, chair, reported that this winter there was a snow shoe class (in cooperation with Hunt Hill, led by Storme Nelson, and organized by Jed) and paddle-making class (organized by Alex). There is a skin-on-frame canoe building class on July 16-19 (organized and taught by Barry). Volunteer needs will be discussed in committee. Mike organized a birding paddle on Sunday of Memorial Day weekend with birders from Amery. After a short verbal presentation at 8:30 a.m. at County K on the Namakagon, people will canoe to Whispering Pines. The museum will provide shuttle service. Space is limited to 10-12 canoes; Mike will do pre-registrations. The museum will provide a couple wooden canoes.
- **Heritage Day Committee:** Jed Malischke, chair, said there will be 14 exhibitors; we have the licenses from city; a band is lined up; and we need some shop demos (he asked Norb Pintens to arrange demos, wants to get man to weave pack baskets, and have a canoe ready to canvas).
- **Collections Committee:** Jeff Craig, chair, asked for guidance on types of boats we want. He had a teleconference with all members except Alan Craig. The committee is developing a new collections plan, including how the plan might differ depending on whether WCHM's scope of collection is going to be regional, national or global. Jill will work on criteria for donations. There is an offer of \$1,000 for the Duck Boat. The funds will go to a restricted fund for acquisition or maintenance.
- **Raffle Committee:** Rich Taylor, chair, said tickets are being printed and distributed (Hayward Sports Show, Canocopia.) He asked board members to sell 12 tickets. He needs some posters. We could have had the boat at the local gun show. The last issue of American Rifle lists all shows in this area and the WI Department of Tourism website lists events by month.
- **Exhibits Committee:** Jed Malischke, chair, said construction is on-going. He requested \$1,200 to be added to the budget for constructing two cabinets; they will have storage space and be permanent cabinets for future use. This new display will have a lot of signage. Charlotte made and Dick seconded a motion to allocate \$1,200 to the Exhibits Committee. Motion passed. Jill said there will be recommended amendment to the Collections Policy at next meeting.



**New Strategic Plan Outline Draft:** Jed plans to bring to the board a long-range (5 years+) plan based on 6 vital issues board identified in the previous plan. He provided a table of contents and has written the Appendix E: 2015 Public Relations Plan. Mike liked the approach of looking at plan elements at a board meeting v.s. a retreat. Dan suggested changing #5 from Collections Gaps to Collections Planning. Jed said new initiatives include new signage for opening day, displaying higher level business memberships, and signage in town. He will add to the list of places to display brochures, including other agencies that can distribute our brochure to their offices (i.e., Superior National Forest to reach people going to BWCA). Mort offered to look into the cost of billboards. We might use unspent PR budget. Jed asked if paid ads in specialty magazines are the best use of funds. He likes the BWCA journal, Silent Sports, and local tourism guides. The board thought WC Visitor Guide is key. WC Source is not a tourism guide. Mike said Jed should use his discretion. Our Facebook likes are increasing at an increasing rate and doesn't cost much.

**2016 Program Plan & Budget:** Jed asked people to review the 2015 Annual Program Plan. Changes to consider for 2016:

- Need for a storage building. Jed will add to #3, "Building and Facilities."
- #9: The Collections Management policy gives the Collections Management Committee exclusive authority to accept or reject donated items. The committee recommends purchases to the board if they exceed the annual budget. The committee has submitted language to Jed for the 2016 plan.
- Jed distributed an update on the current and future financing and fundraising situation. Budgets have consistently gone up. This is the last year of a contribution of \$10,800 per year from the Deans. Jed will look at applying to the WI Historical Society for a grant to help cover costs of the new display cabinets. Jed said that cost-cutting options could include cutting promotions through magazines and billboards and not building a new display every year. Shop expenses exceed shop revenue; but shop expenses also build the raffle canoe. Any materials Mike sells to the shop are sold at cost. No action was taken.

**Books:** Mike was asked to give Collection Committee a list of books the Deans have donated to the museum and Dave should give the committee a list of other books offered to the Museum. **Adjourn:** 7:30 p.m.

**Wisconsin Canoe Heritage Museum  
Board Meeting Minutes  
Wednesday, July 22, 2015, 5:15 p.m. 6:40 - p.m.  
DNR Building, Spooner, WI**

**Attending:** Board Members: Dick Butler, Alex Comb (phone), Jeff Craig (phone), Barry Christenson, Jill Dean (phone), Mike Johnson, Dave Osborn (phone), Charlotte Shover, Rich Taylor.

Executive Director: Jed Malischke.

**President's call to order:** Mike Johnson called the meeting to order at 5:15 p.m.

**Approval of Minutes from the April 22, 2015 board meeting:** Barry moved and Rich seconded a motion to approve the revised minutes. Motion passed.

**Treasurer's Report:** Jed said overall expenses and net are about the same as last year at this time. Charlotte made and Barry seconded a motion to approve the report. Motion passed. There is \$1,110 from the sale of the duck boat in a temporary restricted account on the balance sheet. The duck boat was never accessioned so it was not part of the collection. Jed said the money is not needed for anything else this year. Jeff made a motion (unrecorded second) to add the \$1,100 to the Collections Committee budget for this year. Motion passed.



**Collection Committee Policy Revision:** Barry made and Dick seconded a motion to change the language on pages 5, 14, and 15, per handout. Motion passed. The following paragraph now reads:

Ethics: All actions of the Committee and the Board pursuant to this policy should avoid apparent as well as actual conflicts of interest with any aspect of the Museum operations and collections. Members of the Committee and the Board shall follow the practices set forth in the American Alliance of Museums' Code of Ethics for Museums. (See Appendix, Code of Ethics for Museums).

**Committee Reports:**

- **Raffle Committee:** Rich Taylor said 170 sold tickets are in the container at the museum. Tickets are also at Hayward, McKenzie Landing, Lakeview, and Pair o Lakes; and he will check with the Eau Claire canoe shop. Something will be on our Facebook page and in our newsletter. Dave said the US Postal Service prohibits sending raffle tickets in the mail but they can be sold by phone. The raffle canoe and tickets will be at an event in Grantsburg in September. He hopes to have the canoe at Spooner and Shell Lake events. Jed ordered "Win Me" signs for the museum's front lawn for Jack Pine Savage Days.
- **Collections Committee:** Jeff Craig will pick up the Peter Marshall's expedition canoe in Thunder Bay in August. Peter, not the museum, will pay \$800 to driver. Jeff has been working to clear up the back log of potential donations we did not accept. Dave asked what the collections committee is looking for. Jill gave Jed a list; Allan's original list names a Racine and deck-sailing canoe. A Rob Roy should be on the list too. Jed will email a form for potential donors. Jill said to be sure we have proper authority to accept donations on loan or for sale with owner. Mike said we have to update our loan agreement on the Rob Roy. Dick will talk to the owner.
- **Events Committee:** Jed Malischke canceled skin-on-frame class since only one person signed up. There are no other events on the calendar.
- **Election Committee.** Rich Taylor will report on what positions need filling this year. After discussion, Rich made and Barry seconded a motion to have the Annual Meeting August 29, time to be set, and to have the 2016 Annual Meeting the weekend of the museum opening in May. Motion passed.

**Strategic Plan:** (electronic copy provided): Jed reported there is a new draft section with a three-year finance and fundraising strategy and a reference to developing a long term vision. There are new sections: Executive summary, introduction, finance and appendix on finance. Discussion focused on the need for long-term funding, the benefits of an endowment, and how to get public input. Beverly Stencil, WUJEX could help design a visioning exercise. Send suggestions to Jed. No action taken.

**2016 Program Plan & Budget** (handout): Jed presented a draft 2016 Annual Program Plan with changes from 2105 indicated. The number changes should be more realistic. The changes to Collections Committee gives the committee authority to make purchases within their budget without having to bring them to the board. Jill said she will suggest an amendment to #8 Exhibits Committee at our next meeting.

**Next Meeting:** October 28, 2015, WI DNR in Spooner, 5:15 p.m.

**Adjourn:** 6:40 pm.

Respectfully submitted, Charlotte Shover, secretary



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**Wisconsin Canoe Heritage Museum  
Annual Membership Meeting  
September 26, 2015  
5:30 p.m. at the Museum, Spooner, WI**

Mike Johnson, president, called the meeting to order at 5:45 p.m.

Rich Taylor, nominations chair, said there are three vacancies for the positions held by Mort Dahl, Barry Christianson, and Jeff Craig. He presented a slate of three nominees: Jamie Dunn, Lynn Herman, and Ed Peters. Charlotte Shover made and LeAnn Johnson seconded a motion to approve the slate as presented. Motion passed.

The new president will send a letter welcoming the new board members. The next Annual Membership Meeting and election of officers will be held at the museum's open house in May 2016.

Respectfully submitted,  
Charlotte Shover, secretary

**Wisconsin Canoe Heritage Museum  
Board Meeting  
September 26, 2015  
6:10 p.m. at the Museum, Spooner, WI**

**Attending:**

Board Members: Jamie Dunn, Mike Johnson, Rich Taylor, Charlotte Shover

Executive Director: Jed Malischke

Mike Johnson, president, called the meeting to order at 6:10 p.m. The purpose of this meeting was to elect officers.

Mike Johnson made and Jamie Dunn seconded a motion to elect the following officers:

Rich Taylor, president  
Dick Butler, vice president  
Jamie Dunn, treasurer  
Charlotte Shover, secretary

Motion passed.

Respectfully submitted,  
Charlotte Shover, secretary



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**Wisconsin Canoe Heritage Museum  
Board Meeting  
Wednesday, October 28, 2015  
DNR Building, Spooner**

**Attending:** Board Members: Dick Butler, Alex Comb (phone), Jill Dean (phone), Jamie Dunn (phone), Lynn Herman, Mike Johnson, Dave Osborn (phone), Ed Peters (phone) Charlotte Shover, Rich Taylor  
Executive Director: Jed Malischke

**President's call to order and request for additional agenda items:** Rich Taylor called the meeting to order at 5:20 p.m. He thanked Mike Johnson for his service as past-president and Jeff Craig, Barry Christenson, and Mort Dahl for serving on the board this past year. New board members are Jamie Dunn, Ed Peters, and Lynn Herman. Rich asked for all members to get a bio information to Jed.

**Approval of minutes from the last board meetings:** Dave made and Jill seconded a motion to accept the minutes of the July 22 and September 26, 2015 board meetings. Correction was made on the spelling of Alan Craig. The motion passed as amended.

**Approval of minutes from Annual Membership Meeting:** Mike made and Rich seconded a motion to approve the minutes of the September 26, 2015 meeting. Correction was made on the spelling of Christenson. Motion passed as amended.

**Acceptance of Treasurer's Report:** Jamie made and Mike seconded a motion to approve the treasurer's report. Jed reported that the museum had 694 visitors this year; numbers were lower than last year because no school groups came this year. He expects more expenses yet this year but not much more revenue. Display construction was less than expected and did not use the \$1200 authorized. Events' expenses were low; and there was no skin-on-frame class. The shop continues to not be a net gain and store sales were down again for this year. He filed a 990 form with the Federal Government and the State forms for 2014. A total equity of \$25,000 is the highest level ever. Motion passed.

**Review of Committee Assignments & Approval of 2016 Chairs:** (Handout, list of committees and chairs) Jill Dean should be added under Exhibits. Jed said we need chairs for the Election/Nomination Committee and Audit Committee. Rich asked people to let him know before the January meeting if they want to be on a committee.

**Idea of Fundraising Committee:** Jill made and Mike seconded a motion that the Board create a fundraising committee. Discussion: Jed should not be expected to carry out all the actions called for in the Strategic Plan. The whole board needs to think about how to raise money. According to Jed's job description, he would be natural chair for fundraising function. Dick Butler offered to help with fundraising. There could be an official committee with a chair and members or else Jed could chair a committee working with volunteers to assist him. There is no a budget for a new committee for 2016; a budget could help with grant writing. Motion passed. Rich nominated Jed as chair of the fundraising committee. Charlotte made and Dick seconded a motion to accept Rich's nomination as Jed as chair of the fundraising committee. Motion passed.

**Collections Committee Report.** Jed will pick up a Tompson sailing canoe and Enon Peanut Racer in Michigan. Jill will look at Polynesian outrigger model in Arizona. Mike Bartz is bringing the Peter Marshall canoe to Spooner this weekend. The committee is considering a Morris rowing canoe that Dave Osborn is restoring. There was a recent offer for sale of an Old Town previously owned by Sigrid Olson's outfitting company. Dan Miller is opposed to the committee purchasing things, vs. having them be donated. Tom McKenzie passed away last week, and his family offered a number of items to the museum. Tom was one of



the original founders of the Wooden Canoe Heritage Association, along with Jill. He became quite well known for the construction of small wood canvas canoes. Last January, there was discussion about the things he hoped the museum would accept, like his personal canoe (He considered his Nacoma his best work, and he wants to be represented in the museum by his best work.) and his ten forms. His wife Karen is prepared to donate the complete business records of his company for forty plus years to the museum. He would sell his canoe building supplies at below market rate and the specialty tools and equipment he used. It is an extraordinary collection. Dan Miller visited Tom and Karen and photographed all items and did a report. We should plan a major exhibit focused on his work. Jed said we have turned down three or four other items recently. Alex heard from Dan Miller that Jack McGreevy just died and his Racine available to exhibit. Jed sent Karen McKenzie flowers, a sympathy card, and a certificate for the tree planting deal on behalf of the museum and board. Jill said when Karen sent the notice of a memorial service, Karen indicated that memorial donations should be sent to WCHM. Jed asked for a budget increase for the Collections Committee for this year in order to purchase the model item (low cost), the Sigurd Olson canoe (\$2,500), expenses to go to Michigan to get other canoes. The budget is now \$1,000 and the committee has \$1,100 from the duck boat sale to be used for collections. Charlotte made and Lynn seconded a motion to add \$4,000 to the Collection Committee budget for this year (2015), raising the budget to \$5,000 for this year to possibly acquire a Sig Olson canoe, the model and other canoes identified, and the trip to Michigan. Dave asked the condition of Sig Olson? Is it his own personal canoe? Motion passed.

**Exhibit Discussion:** Jed asked if the 2016 exhibit should focus on the Hubbard Expedition using the Marshall canoe or Tom McKenzie's life and work? Jed will talk with Alan Craig. The board could do an email vote on a final choice before the January meeting.

**Annual program plan and budget for 2016:** (Handout) Mike made and Dick seconded a motion to accept the plan approving actions, budgets and chairs as presented. Motion passed. Charlotte said the shop should hold at least one class per year. Jed suggested that the shop would allow events that the Events committee schedules. Jed said the chair of Collections Committee can be appointed later. While the Collections Committee's budget change would add \$4,000 for 2015, the annual program plan and budget for 2016 is listed as \$1,000. Any changes to be made in 2016 will be made at the January meeting.

**Nomination Committee:** Jamie made and Charlotte seconded a motion to appoint Alex Comb to fill Mort Dahl's vacancy until the next election. Motion passed. Rich thanked Jamie for coming back on the Board.

**Strategic Plan:** (Handout) Comments should be forwarded to Jed and Rich for discussion and approval in January. Jed highlighted new parts: sample budgets for next three years, working through the by-laws and policies for consistency or changes needed, and the proposal for needed storage. The question of our national reputation and developing long-term vision for the museum would be addressed in the future.

**Rob Roy:** Dick Butler said Bernie Van Orsdale is satisfied with the agreement. Mike will take care of it.

**Adjourn:** 7:15 p.m.

**Next Meetings:** Saturday, January 30, 1:00 p.m.; Apr 27, May 27 (general election); July 27, Oct 26. Charlotte asked that the board review the date for the 2016 Annual Meeting in January.

**Handout:** Canoe Restoration Class, January 6-10, 2015, at the museum.

Respectfully submitted,  
Charlotte Shover, secretary



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**Wisconsin Canoe Heritage Museum**  
**Board Meeting Minutes**  
**Saturday, January 30, 2016, 1:00 pm to 2:45 pm**  
**DNR Building, Spooner, WI**

**Attending:** Board Members: Dick Butler, Jamie Dunn, Rich Taylor, Mike Johnson, Alex Comb (phone), Dan Miller (phone), Jill Dean (phone), Lynn Herman (phone). Executive Director: Jed Malischke.

**President's call to order:** Rich Taylor called the meeting to order at 1:00 p.m.

**Approval of Minutes from the October 28, 2015 board meeting:** Jamie moved and Mike seconded a motion to approve the revised minutes. Motion passed.

Report From President On Recent Electronic Vote: President Rich Taylor had ordered an electronic vote to be held between Friday December 11, 2015, and Monday December 14, 2015, on the motion (made by Mike Johnson and seconded by Jamie Dunn): To approve the engagement of Alan Craig for design and construction of an exhibit dedicated to Tom MacKenzie and his unwavering sense of craft and his commitment to the evolution of canoe design, and to authorize WCHM management to engage in a fundraising campaign for this exhibit with all proceeds to be dedicated to the construction of this exhibit and the acquiring of artifacts from the MacKenzie estate.

The results, as tallied by Rich, were nine voting yea (Ed Peters, Mike Johnson, Dan Miller, Lynn Herman, Alex Combs, Dave Osborn, Jamie Dunn, Charlotte Shover, Dick Butler), one voting nea (Jill Dean), and none abstaining. Motion passed.

**Treasurer's Report:** Jed presented a treasurer's report representing profit and loss results and balance for 2015. Some adjustments yet to be made, example, we need to take an inventory of store supplies and adjust inventory values. Looks like we'll have a net of about \$5-6,000. This will add to our equity and bring it to about \$22,000. Jamie moved and Dick seconded to accept the report.

**Annual Meeting:** There was no motion made to re-open discussion on the date for an annual meeting. Therefore no discussion or change will take place.

**Election Committee:** Rich has appointed Ed Peters to be chair of election committee. Jamie moved approval, Mike seconded, all approved. Motion passed.

**Audit Committee:** Rich has appointed Debbie Koehn, Jamie Dunn, and Dick Butler to an audit committee. Mike moved to approve, Jamie seconded, all approved, motion passed.

**Strategic Plan:** Jed presented a latest draft of a new strategic plan. Some discussion followed regarding promotion and public relations. Jamie moved to approve, Mike seconded, all approved, motion passed.

Shop Committee: Jamie reported on shop policy changes that are now described in Appendix E of the just approved strategic plan. No further action needed.



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**Building Committee:** Mike moved that we plan to build a separate, pole style building behind the existing building at an expense of up to \$18,000, and that we acquire needed property either through donation or through city acquisition. Jamie seconded. Jamie described current situation, we have two rental storage units now filled. Jamie has been talking with both the city and the owner of property behind our building. Building would be an uninsulated, unheated, pole type construction with cement floor, garage door, and utility door. This building would provide storage for both Collections items and shop material. Property space usage would still allow for future expansion of exhibit hall behind it. All approved, motion passed.

**Collections Committee:** Jill moved to deaccession eight bone fish hooks and one carved fish hook that came with the Katingamarangi model, and to sell them to Terry Rutkas for \$100, with the proceeds to be applied to the purchase of Rutkas model Yap oceanic sailing canoe. Jamie seconds motion. What would the cost then be? \$250 plus shipping. All approved, motion passed.

**Executive Director Review:** Rich reported that the Executive Committee did an annual review of the executive director. They would like to recommend a renewal of the ED contract, with the annual compensation increased to \$12,000. Mike so moved, Jamie seconded, all approved, motion passed.

**Adjourn:** 2:45 pm.

**Next Meeting:** Wednesday April 27, Friday May 27 (general membership & election), Wednesday July 27, Wednesday October 26.

Respectfully submitted, Jed Malischke, executive director.





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**Wisconsin Canoe Heritage Museum**  
**DRAFT Board Meeting Minutes**  
**Wednesday, April 27, 2016**  
**5:15 p.m. to 7:00 p.m.**  
**DNR Building, Spooner**

**Attending:** Board Members: Dick Butler, Alex Comb (phone), Jamie Dunn, Lynn Herman, Dan Miller (phone), Dave Osborn (phone), Ed Peters (phone), Charlotte Shover, Rich Taylor, Jill Dean (phone).  
Executive Director: Jed Malischke. Guest: Debbie Koehn

**President's Call to Order:** Rich Taylor, president, called the meeting to order at 5:15 p.m. He added "Fundraising Committee" to the agenda.

**Approval of January 30, 2016, Minutes:** Jamie made and Dick seconded a motion to approve the minutes. Amendments: Page 1, Approval of minutes: Comb (without s). Treas. Rept: \$5,000 vs. \$5-6,000. Show that motion passed. Collection Committee: spelling of "deaccession" and "Kapingamarangi." Costs: model, \$250.00; shipping \$27.80; total \$277.80; less sale of bone fish hooks for \$100.00; for net cost of acquiring the model \$177.80. Executive director's review: New annual compensation starts in 2016 and continues going forward. Jamie amended his motion to include the changes and Dick seconded the amended motion. Motion passed as amended.

**Acceptance of Treasurer's Report:** Jed presented the treasurer's report. Profit and Loss Report: Revenue: direct public support did well this year. The MacKenzie fund drive raised \$5,700 (\$3,600 in this year) with a \$5,000 match. There was also a \$10,000 donation to purchase three Miller canoes. Raffle ahead of last year; membership sales slightly ahead; shop revenue a little behind; and store revenue ahead (due to went to Canoecopia). Expenses: Shop is down; other expenses about same as last year. Display construction will go over budget. Collections expenses are way over budget, but most items are covered by MacKenzie fund or donations for specific items: \$250 for Rutkas model, \$1,750 paid to Karen MacKenzie for shop related things. Balance sheet: Checking account looks good compared to last year at this time. Receivables look high, but \$12,000 not due until 2017 and 2018; \$3,000 expected from city room tax grant, but not received yet. Liabilities: Deferred revenue is same \$12,000 for 2017 and 2018. Equity line: not detailed because of ongoing activity related to MacKenzie items. Jill made and Jamie seconded a motion to accept the treasurer's report. Motion passed.

**2015 Audit Report.** Debbie Koehn said the committee completed the 2015 audit. There were no issues or concerns. Jamie made and Dick seconded a motion to accept the Internal Audit Report. There is a typo. Cash and Funds balance should be 2015, not 2013. Motion passed.

**Building Committee.** Jamie explained the 24' x 36' storage building being erected. The City of Spooner owns the property and will fund \$9,000 to cover initial costs this year and the rest of cost in 2017 up to \$9,000. The City is not raising our rent and feels museum is a success. Jamie said the board will have to thank the City. There is a punch list of things to before grand opening and regular upkeep items that people can help do.

**Collections Committee.** Jed has a request to send our Kennebec salesman's model to New York for the WCHA Annual Assembly. Jed completed the MacKenzie acquisition. Mike Johnson is cataloguing the Wittl donation items (Eynon peanut racing canoe, Thompson sailing canoe with original sail, and other items, trophies, photographs, books). We received a MacKenzie ultralight frame canoe from Steve Dawson, delivered at Canoecopia. We turned down the Sigurd Olson canoe. We have received the Kapingamarangi model from Larson and have made down payment on three Miller canoes that should



arrive for opening day. Someone is donating an Atkinson traveler form from Pittsville and Roger Ale is donating an original 1923 Thompson. Both were donated without stipulations. The Wooden Canoe Heritage Association wants to borrow our Kennebec display model for its annual Assembly in July at Paul Smiths, NY. Kennebec is the “theme brand” of the assembly. Jill said the model is appraised at \$14,000. The board supported sending the model to the WCHA assembly. Jamie offered to make a display sign.

**Events Committee Report:** Jed outlined upcoming events:

- May 27: The general membership meeting and election of board members at 4:30 p.m., to be followed at 5:00 with a Spooner Chamber of Commerce Business After 5 event at the museum .
- May 28: WI Canoe Heritage Day, the opening of the museum, canoe and wooden boat show.
- July 22: Mike Elliot, author of This Old Canoe, a book on restoring cedar canvas canoes.
- August: Alex Comb will conduct a canoe building class.
- Sept. 24: Closing day, a paddle on the Namekagon with the WI River Alliance. They will meet at the museum and have a tour.
- 2017: Maybe host WCHA regional assembly. Dan will contact the chapters, and Rich will check with Shell Lake on the date.

**Election Slate:** Ed presented the slate of candidates for the upcoming board election. Rich Taylor and Dick Butler are running for another term. Charlotte Shover and Jill Dean are not running again. The new candidates are Larry Stelter and Debbie Koehn. The election will take place at the general membership meeting 4:30 p.m. Friday, May 27. More names can be added to the ballot. Jamie made and Dick seconded a motion to accept the report. Motion passed.

**Election Policy:** Rich distributed a draft policy for board member and officer elections. Comments to Rich. Jamie made and Lynn seconded a motion to table the item to the July meeting. Motion passed.

**2017 Program Plan & Budget:** The draft of a 2017 plan calls for basically the same list of programs to be executed for the same amount of expenses. Increases in revenues are based on higher membership and grant revenues, with less dependence on direct public support. The plan is in line with goals and strategies described in the recently approved strategic plan. Charlotte made and Jamie seconded a motion to table this item to the July meeting when the new board members are present.

**Fundraising Committee:** Jed, committee chair, said Rich and Dick are working on the raffle tickets and need help for opening day. Lynn will do silent auction that day; he will also look at grant opportunities. Jed suggested possible grant-funded items could include telling museum’s story, promotion, display construction, demonstration of birchbark canoe, education mini-grant, and educational visit.

**The Long Term Vision Thing:** Rich said we need to identify ways to reach goals stated in the strategic plan. Jed said the plan is for 3-5 years; we also need to think 10-15 years. The board will talk about a planning process at a future meeting.

**Officer election:** Rich said the board will vote on officers after the election at the annual membership meeting unless there are not enough board members present. In that case, he will conduct an email vote.

6:55 PM - Adjourn.

Next meeting: Third Wed in July

Respectfully submitted,  
Charlotte Shover, secretary



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**Wisconsin Canoe Heritage Museum  
General Member Meeting Minutes  
Friday, May 27, 2016  
4:30 p.m. to 4:45 p.m.  
Museum Canoe Shop, Spooner WI**

**Attending:** Board Members: President Rich Taylor, Vice President Dick Butler, Treasurer Jamie Dunn, Alex Comb, Mike Johnson, Lynn Herman, Ed Peters. Executive Director: Jed Malischke. Members: Debbie Koehn, Terry Koehn, Ron Carlson.

**President's Call to Order:** Rich Taylor, president, called the meeting to order at 4:40 p.m.

**Election:** Rich turns floor over to Ed Peters (nominations and election chair). Ed named the nomination committee members Alex Comb and Dave Osborne. Described election process. There are four vacancies to be filled, terms expiring for Jill Weber Dean, Charlotte Shover, Rich Taylor, and Dick Butler. The nomination committee is nominating Rich Taylor, Dick Butler, Larry Stelter, and Debbie Koehn to fill these positions. Ed asked for other nominations, there being none each candidate was voted on in the order of their nomination, all approved unanimously. Ed turns floor back to Rich Taylor who adjourned the meeting at 4:44 pm.

Respectfully submitted,  
Jed Malischke, Executive Director

**Wisconsin Canoe Heritage Museum  
Board Meeting Minutes  
Friday, May 27, 2016  
4:45 p.m. to 5:00 p.m.  
Museum Canoe Shop, Spooner WI**

**Attending:** Board Members: President Rich Taylor, Vice President Dick Butler, Treasurer Jamie Dunn, Alex Comb, Mike Johnson, Lynn Herman, Ed Peters, Debbie Koehn. Executive Director: Jed Malischke. Members: Terry Koehn, Ron Carlson.

President Rich Taylor called the meeting to order at 4:45 pm.

**Election of Officers:** Richard asked for nominations for officer positions. President – Rich Taylor was nominated by Jamie Dunn and seconded by Mike Johnson, approved unanimously. Vice President – Dick Butler was nominated by Jamie Dunn and seconded by Lynn Herman, approved unanimously. Treasurer – Jamie Dunn was nominated by Mike Johnson and seconded by Alex Combs, approved unanimously. Secretary – Debbie Koehn was nominated by Jamie Dunn and seconded by Ed Peters, approved unanimously.

Rich adjourned the meeting at 4:50 pm.

Respectfully submitted,  
Jed Malischke, Executive Director

# WISCONSIN CANOE HERITAGE MUSEUM

July 27, 2016, 5:15 p.m. Department of Natural Resources Center, Spooner Wisconsin

## Attendance:

Jed Malischke, Executive Director	Dick Butler, Vice President
Rich Taylor, President	Mike Johnson, Director at Large
Jamie Dunn, Treasurer	Ed Peters, Director at Large (absent)
Daniel Miller, Director at Large (Phone)	Larry Stelter, Director at Large (Absent)
Debbie Koehn, Secretary	David Osborne, Director at Large (phone)
Alex Comb, Director at Large (Absent)	Lynn Herman, Director at Large

**Presidents Call to order:** Rich Taylor called to order at 5:15 p.m.

**Minutes from the last board meeting:** Add Jane Malischke & correct type 'nomination' on previous minutes.

**Motion (Butler/Johnson) to approve with changes. Passed.**

**Treasurer's Report:** Jed Malischke reported revenues are up from last year. Attendance has been good. No issues at this time. **Motion (Johnson/Butler) to approve Treasurer's report. Passed**

## **Committee Reports**

**Collections Committee:** Malischke gave information on sending the Kennebec salesman model to New York. Dan Miller explained further, the oldest models were on display and several photos were taken as part of a book. WCHM got good coverage for this display. A Grumman 1963 was displayed at the Chicago boat show and was the first painted canoe that Grumman made and will come into our possession. 1912 Morris - 17' has a connection with Joe Seliga. Consider when restoration is done. New committee member: Dave Osborn. Miller, Malischke, Johnson are currently on the Collections Committee. **Motion (Johnson/Miller) to approve Dave Osborn. Passed.**

**Building Committee:** Johnson commented one storage building has been transferred to the new building. What remains is; some cedar, three forms and a canoe. The new storage building is now full.

**Events Committee :** The Mike Elliot book event was well attended. Butler felt that it started too late. Other comments were that it was timed to allow people to get out of work to attend.

**Exhibits Committee:** McKenzie display does not have a report available at this time. There is not a full committee at this point, just Malischke. **Motion (Koehn/Herman) to appoint Dunn and Terry Koehn. Passed.**

**Election Policy:** Discussion. The changes deal with the pre – election and the election itself. **Motion (Herman/Johnson) to approve with changes: take out the 1, 2, 3rd statement as unnecessary. Passed.**

**WCHA Regional Assembly:** It has been suggested to have the 2017 in our area again. August 26th is been the date being considered at this time. There is a \$60 deposit to hold this date if we hold it in Shell Lake. There are 30 sites. It costs \$5 extra with a boat. Discussion on group campsite; it should be reserved again. Friday could be an event at the Museum, Saturday the WCHA display and programs, and Sunday a float. Butler and Herman have volunteered to help with the planning. Johnson did the planning last time and felt the City of Shell Lake and the Kitchens family of the Regional Assembly helped quite a bit. Southern Minnesota, Illinois, and Southern Wisconsin should be more active and fall into a cycle of hosting this event. Madison would be a great place for this show. They should be prodded to be more active. **Motion (Butler/Koehn) to add WCHA Regional Assembly on August 26<sup>th</sup>, 2017 to the Museums event list. Passed.**

**Program Plan & Budget:** Malischke discussed adding the WCHA Regional Assembly costs to the budget and program plan. **Motion (Johnson/Osborn) to accept the Program Plan and Budget amendment. Passed.**

**Retiring Board Members Proclamation :** Taylor and Malischke looked at ideas to acknowledge those that have served on the board. It was suggested to do a framed certificate for Jill Dean and Charlotte Shover. Johnson suggested other past members should receive this also as many have put in a lot of work towards the museum. It was agreed to make it retroactive. **Motion (Osborn/Johnson) to approve proclamations. Passed.** (amended to include past members)

Herman had discussed a question regarding a larger sign that would fit on the north blank wall. A bigger logo to be seen from a distance identifying the building as the museum would be an asset. Johnson noted if the mini storage is torn down, ask the City to rehab the south wall. It also can be used for signage.

**Adjourn:** **Motion (Johnson/Butler) to adjourn. Passed.** Meeting adjourned at 6:15 p.m.

ATTEST: \_\_\_\_\_ Debbie Koehn, Secretary

WISCONSIN CANOE HERITAGE MUSEUM  
October 26, 2016  
5:15 p.m. Department of Natural Resources Center  
Spooner Wisconsin

Attendance:

Jed Malischke, Executive Director	Dick Butler, Vice President
Rich Taylor, President	Mike Johnson, Director at Large
Jamie Dunn, Treasurer	Ed Peters, Director at Large (Phone)
Daniel Miller, Director at Large (Phone)	Larry Stelter, Director at Large (absent)
Debbie Koehn, Secretary	David Osborne, Director at Large (Phone)
Alex Comb, Director at Large (absent)	Lynn Herman, Director at Large

**Presidents Call to order**

Rich Taylor called to order at 5:15 p.m. Roll Call: 7 present, 3 via phone, 2 absent

**Minutes from the last board meeting**

**Motion (Johnson/Dunn) to approve minutes of July 27, 2016. Passed.**

**Treasurer's Report**

Malischke reported on the Profit and Loss/Budget & Actual. Some store sales and revenues are lower than anticipated. Most line items are anticipated to be within budget at year end. The shop revenues and expenses are low but anticipated to be the same.

The new building expenses are not shown as the City of Spooner reimburses the museum, so it is a wash on expenses and revenues.

**Motion (Koehn/Dunn) to approve Treasurer's report. Passed**

**Committee Reports**

Collections Committee-plus recent email vote

Kennebec is back on display. The Museum has acquired a 1963 Grumman yellow canoe.

A Joe Lucius tool box has been donated to the Museum, not necessarily as a part of the "collection". Thorn- carving donated of a canoe and paddler.

To approve a Peterborough was voted on via an email, garnered a unanimous yes vote.

**Motion (Dunn/Butler) to approve report. Passed.**

Building Committee

Dunn reported that as lights are replaced, they are replaced with LED. New building was great and electric to it is all that is left. He reported there was help in setting up the shelving and moving the items from the various storage areas.

**Motion (Herman/Johnson) to approve report. Passed.**

Events Committee

Assembly will be reported separately. Usually the Museum has about 6 events a year.

**Motion (Johnson/Dunn) to accept the report. Passed.**

Fund Raising

The Museum received \$3,000 from room tax from the City. Malischke has submitted for a GEM grant with the State Tourism, to use for the Assembly. It will reimburse 75% of advertising costs. At year end will do a membership drive.

Malischke reported the canoe raffle was less in 2016 from previous years. In 2017, we will have a solo and a tandem canoe for raffle, so the raffle winner will have a choice.

**Motion (Dunn/Butler) to approve report from Malischke. Passed.**

**Shop**

Winter will be a busy time. Many have already noted interested.

**Motion (Butler/Koehn) to approve report. Passed.**

**Exhibit Proposal**

Delay discussion until January 2017. No big changes, nothing so different. Suggesting no changes and update signage at the current display.

**Motion (Johnson/Herman) to accept the proposal. Passed.**

### **2017 Assembly**

August 25-27, 2017. Hopefully there will be a Gem grant for the event. Ziege will work on an article regarding the Assembly. Taylor and Malischke have talked to the City officials of Shell Lake regarding use of the park. Johnson noted that nothing was missing from the preliminary plans that he could see, but the music was the only new thing. Malischke commented that he hoped a city group might take over the music portion and it would expand on the event. Johnson suggested coordinating with other camping areas. Museum sent \$250 to reserve 10 sites at the Shell Lake. Dan from the New York Assembly suggested, depending on the number of people, a walking tour of the canoes present. Maybe with a central canoe as the focus. Johnson/Dunn suggested bringing in some of the other chapters to do things. Board members aren't the only volunteers. Continue discussion in January.

### **2017 Proposed Building Signs**

Butler brought information regarding the signs. He had 2 bids: Weekend and Visual Impact. Materials were basically the same cost. Very thin fiber board-4X8 foot sign: \$700 for one sign & \$600 (for two signs). The Board choose the \$600 for two signs option.

Discussion on the color of the background. Dunn/Johnson suggested choosing green. Others agreed. Butler was told to move forward with the order, but perhaps spring would be better for putting it up.

Discussion on if the Washboard Laundry would let the Museum put a sign on their building.

### **2017 General Membership Meeting & Election Date**

Discussion.

**Motion (Johnson/Koehn) to do the elections on the Friday before the opening weekend. Passed.**

### **By-Laws Change**

Proposal to delete crossed out words in Article VII, Section 1: "A director's term commences at the adjournment of the annual meeting of members at which the director is elected, and ~~lasts for 1, 2, or 3 years, until such time as the terms of directors are staggered. Thereafter~~ the term for directors shall be three years. **Motion (Dunn/Herman) to approve change. Roll Call Vote Passed.**

### **2016 Audit Committee Appointments**

Malischke, Koehn, and Laura Taylor will be the committee

**Motion (Johnson/Dunn) to approve committee choices. Passed.**

### **Retiring Board Members Proclamation**

Johnson came with a list of several that have served on the board that should receive a certificate as previously decided.

**Motion (Johnson/Dunn) send a certificate of appreciation for their service on the board. Passed.**

**Motion (Dunn/Butler) to approve changing the quarterly meeting to Saturday, January 21, 2017, at 12:30 p.m. Passed.**

### **Adjourn**

**Motion (Koehn/Dunn) to adjourn meeting adjourned at 6:23. Passed.**

Meeting adjourned at 6:23 p.m.

ATTEST:

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Debbie Koehn, Secretary

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# WCHM Committees

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## Advisory Council

Mike Johnson	715-205-6583	715-205-6583 toomanygnus@hotmail.com Spooner WI 54801
Alex Comb	218-834-2506	alex.comb@gmail.com Knife River MN 55609
David Osborn	715-892-7391	canoes9@hotmail.com Boulder Junction WI 54512
Daniel Miller	315-777-7007	dan@dragonflycanoe.com Cape Vincent NY 13618
Alan Craig	715-765-4214	dryfly.craig@gmail.com Mason WI 54856
Jamie Dunn	715-635-7957	jamiedunn1959@gmail.com Spooner WI 54801
Jill Dean	520-743-0790	jill@bmwdean.com Tucson AZ 85745
Dan Lindberg	763-784-7776	dan.lindberg@q.com Arden Hills MN 55112

## Building & Facilities

Chair		715-931-0034 715-635-4049
Jamie Dunn	715-635-7957	jamiedunn1959@gmail.com Spooner WI 54801

## Canoe Shop

Chair		715-931-0034 715-635-4049
Jamie Dunn	715-635-7957	jamiedunn1959@gmail.com Spooner WI 54801
Mike Johnson	715-205-6583	715-205-6583 toomanygnus@hotmail.com Spooner WI 54801

Terry Koehn 715-520-3961 koehns78@icloud.com  
W4034 County Hwy A Spooner WI 54801

Norbert Pintens 715-234-6356 nub\_nancy@centurytel.net  
2662 23 1/2 St Rice Lake WI 54868

## Collections & Aquisitions

David Osborn 715-892-7391 canoes9@hotmail.com  
11726 Charlotte Place Boulder Junction WI 54512

715-205-6583  
Mike Johnson 715-205-6583 toomanygnus@hotmail.com  
1401 Oakwood Dr Spooner WI 54801

Alan Craig 715-765-4214 dryfly.craig@gmail.com  
58870 Noid Rd Mason WI 54856

Dan Miller 315-777-7007 dan@dragonflycanoe.com  
7264 Beadles Point Road Cape Vincent NY 13618

chair  
Jed Malischke 715-635-3095 715-635-2479 715-635-2479  
W8864 Fox Rd jmalisch@centurytel.net  
Spooner WI 54801

## Exhibits & Interpretation

Jamie Dunn 715-635-7957 jamiedunn1959@gmail.com  
614 Franklin St Spooner WI 54801

Terry Koehn 715-520-3961 koehns78@icloud.com  
W4034 County Hwy A Spooner WI 54801

chair  
Jed Malischke 715-635-3095 715-635-2479 715-635-2479  
W8864 Fox Rd jmalisch@centurytel.net  
Spooner WI 54801

## Fundraising/Raffle

715-520-8107  
Rich Taylor 715-468-2270 rltaylor1925@yahoo.com  
N3131 Starkey Lake Rd Shell Lake WI 54871

chair  
Jed Malischke 715-635-3095 jmalisch@centurytel.net



W8864 Fox Rd			Spooner	WI	54801
Lynn Herman	302-740-3098	lynnh337@gmail.com			
25911 Bass Lake Lane		Spooner	WI	54801	
Jill Dean	520-743-0790	jill@bmwdean.com			
5995 W Rose Rock Rd		Tucson	AZ	85745	
Richard Butler	651-439-7069	dickbutler60@msn.com			
10640 Mayfield Ave N		Stillwater	MN	55082	

## Gift Store

Chair		715-296-6305			
Leann Johnson	715-205-6583	toomanygnus@hotmail.com			
1401 Oakwood Dr		Spooner	WI	54801	

## Heritage Day

Chair					
Jed Malischke	715-635-3095	jmalisch@centurytel.net			
W8864 Fox Rd		Spooner	WI	54801	

Boat Show		715-205-6583			
Mike Johnson	715-205-6583	toomanygnus@hotmail.com			
1401 Oakwood Dr		Spooner	WI	54801	

Beverage Tent					
Bruce Moss	715-635-2156	bmoss@centurytel.net			
W7299 County Road E		Spooner	WI	54801	

Raffle Sales					
Patty Berkes	715-296-4421	pattyberkes@edinarealty.com			
206 Vine St		Spooner	WI	54801	

Gift Shop Sales		715-296-6305			
LeAnn Johnson	715-635-5129	leannjohnson3@charter.net			
1401 Oakwood Dr		Spooner	WI	54801	

Food Tent		715-520-3961			
Debbie Koehn	715-520-3961	koehns78@icloud.com			
W4034 County Hwy A		Spooner	WI	54801	

Food Tent					
Terry Koehn	715-520-3961	koehns78@icloud.com			
W4034 County Hwy A		Spooner	WI	54801	

## Special Events

Chair	651-398-4504				
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Jed Malischke 715-635-3095 jmalisch@centurytel.net  
W8864 Fox Rd Spooner WI 54801

Alex Comb 218-834-2506 alex.comb@gmail.com  
PO Box 297 Knife River MN 55609

## WCHM Board of Directors

President  
Rich Taylor 715-468-2270 rltaylor1925@yahoo.com  
N3131 Starkey Lake Rd Shell Lake WI 54871

Director At Large  
Mike Johnson 715-205-6583 toomanygnus@hotmail.com  
1401 Oakwood Dr Spooner WI 54801

Director At Large  
Lynn Herman 302-740-3098 lynnh337@gmail.com  
25911 Bass Lake Lane Spooner WI 54801

Director At Large  
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5432 Manor Rd Rhinelander WI 54501

Director At Large  
Daniel Miller 315-777-7007 dan@dragonflycanoe.com  
7264 Beadles Point Road Cape Vincent NY 13618

Director At Large  
Alex Comb 218-834-2506 alex.comb@gmail.com  
PO Box 297 Knife River MN 55609

Treasurer  
Jamie Dunn 715-635-7957 jamiedunn1959@gmail.com  
614 Franklin St Spooner WI 54801

Director At Large  
David Osborn 715-892-7391 canoes9@hotmail.com  
11726 Charlotte Place Boulder Junction WI 54512

Director At Large  
Larry Stelter 715-416-0863 northforty@amerytel.net  
937 110th St Amery WI 54001

Secretary  
Debbie Koehn 715-520-3961 koehns78@icloud.com  
W4034 County Hwy A Spooner WI 54801

Vice President  
Richard Butler 651-439-7069 dickbutler60@msn.com  
10640 Mayfield Ave N Stillwater MN 55082

## WCHM Keymasters

LeAnn Johnson	715-205-6583	715-296-6305 toomanygnus@hotmail.com		
1401 Oakwood Dr		Spooner	WI	54801
Mike Johnson	715-205-6583	715-205-6583 toomanygnus@hotmail.com		
1401 Oakwood Dr		Spooner	WI	54801
Terry Koehn	715-520-3961	715-939-0059 koehns78@icloud.com		
W4034 County Hwy A		Spooner	WI	54801
Bruce Moss	715-635-2156	bmos@centurytel.net		
W7299 County Road E		Spooner	WI	54801
Charlotte Shover	612-850-0113	612-850-0113 dshover@lightblast.net		
PO Box 177		Shell Lake	WI	54871
Chair		715-635-2479	715-635-2479	
Jed Malischke	715-635-3095	jmalisch@centurytel.net		
W8864 Fox Rd		Spooner	WI	54801
JoAnn Malek	612-250-0301	612-250-0301 jojamalek@yahoo.com		
N10651 Miles Rd		Trego	WI	54888
Bob Kinderman	715-635-7193	kindermanrj@yahoo.com		
W4834 5th Ave		Trego	WI	54888
Mary Hemshrot	715-468-2271	mhemshrot@gmail.com		
W8293 Sand Road		Shell Lake	WI	54871
Rich Taylor	715-468-2270	715-520-8107 rltaylor1925@yahoo.com		
N3131 Starkey Lake Rd		Shell Lake	WI	54871
Bob McQueen	715-354-3045	bmcqueen20@hotmail.com		
PO Box 82		Birchwood	WI	54817
Mark Sauer	715-354-3185	715-415-0383 715-635-5904 jamsauer@centurytel.net		
N1220 Burma Rd		Sarona	WI	54870
Deane Graf		715-416-3054 715-635-8793 dilyte@centurytel.net		

W9364 Yellow River Road			Spooner	WI	54801
Elizabeth Edwards	715-520-6789	rabbit_sheriff@hotmail.com	Spooner	WI	54801
N430 Loupe Road					
Anna DeMers	262-352-3299	anna.demers@ces.uwex.edu	Shell Lake	WI	54871
412 E County Highway B #101					
Gary Dunsmoor	715-635-9180	gdunsmoor@centurytel.net	Spooner	WI	54801
N4961 Beaverbrook Ave					
Janine Rueter					
Craig Roesler	715-635-6627		Trego	WI	54888
N7776 Bushey Rd					
Charlotte Mains	715-520-3622	charamish@yahoo.com	Trego	WI	54888
W6285 Barrett Rd					
Debbie Koehn	715-520-3961	715-520-3961 koehns78@icloud.com	Spooner	WI	54801
W4034 County Hwy A					
Kris Larsen		kris.larsen@wisconsin.gov	Spooner	WI	54801
N8214 Medley Rd					
Ken Jones	715-656-3411	kaiones54@yahoo.com	Webster	WI	54893
PO Box 201					
Ken Jonas		kenion@centurytel.net	Spooner	WI	54801
W4363 County Highway A					
					715-635-2777
Ron Carlson	715-635-2777	rcarlson@stresau.com	Spooner	WI	54801
W7967 Carlton Rd					
					302-740-9027
Lynn Herman	302-740-3098	lynnh337@gmail.com	Spooner	WI	54801
25911 Bass Lake Lane					

Bob PO Box 82	McQueen	715-354-3045	bmcqueen20@hotmail.com Birchwood	WI	54817
			715-415-0383		715-635-5904
Mark N1220 Burma Rd	Sauer	715-354-3185	jamsauer@centurytel.net Sarona	WI	54870
			715-416-3054		715-635-8793
Deane W9364 Yellow River Road	Graf		dilyte@centurytel.net Spooner	WI	54801
Elizabeth N430 Loupe Road	Edwards	715-520-6789	rabbit_sheriff@hotmail.com Spooner	WI	54801
Gary N4961 Beaverbrook Ave	Dunsmoor	715-635-9180	gdunsmoor@centurytel.net Spooner	WI	54801
Charlotte W6285 Barrett Rd	Mains	715-520-3622	charamish@yahoo.com Trego	WI	54888
			715-520-3961		
Debbie W4034 County Hwy A	Koehn	715-520-3961	koehns78@icloud.com Spooner	WI	54801
Ken PO Box 201	Jones	715-656-3411	kajones54@yahoo.com Webster	WI	54893

**Wisconsin Canoe Heritage Museum**  
**Profit & Loss Budget vs. Actual**  
 January 2014 through December 2015

	<u>Jan - Dec 14</u>	<u>Budget</u>	<u>Jan - Dec 15</u>	<u>Budget</u>
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4340 · Direct Public Support	\$11,449.00	\$12,000.00	\$13,894.43	\$12,000.00
4500 · Investments	\$84.63		\$0.10	
4640 · Grants	\$2,874.84	\$2,500.00	\$2,615.00	\$3,000.00
4650 · Raffle	\$6,420.00	\$5,000.00	\$5,786.00	\$6,000.00
4660 · Event Revenue	\$6,573.98	\$4,000.00	\$3,985.02	\$4,000.00
4710 · Membership Dues	\$9,235.00	\$8,000.00	\$8,950.00	\$9,000.00
4730 · Store	\$5,353.50	\$6,000.00	\$3,032.00	\$5,000.00
4740 · Admissions	\$1,754.00	\$3,000.00	\$1,591.00	\$2,500.00
4750 · Shop Revenue	\$7,037.80	\$3,000.00	\$5,413.65	\$3,000.00
<b>Total Income</b>	<u>\$50,782.75</u>	<u>\$43,500.00</u>	<u>\$45,267.20</u>	<u>\$44,500.00</u>
<b>Cost of Goods Sold</b>	<u>\$2,492.44</u>	<u>\$3,000.00</u>	<u>\$1,322.95</u>	<u>\$2,500.00</u>
<b>Gross Profit</b>	<u>\$48,290.31</u>	<u>\$40,500.00</u>	<u>\$43,944.25</u>	<u>\$42,000.00</u>
<b>Expense</b>				
6280 · Building and Facilities	\$5,433.38	\$4,000.00	\$4,629.06	\$4,500.00
6300 · Membership Services	\$757.44		\$321.40	\$500.00
6400 · Display Construction	\$4,548.00	\$4,000.00	\$3,853.07	\$5,000.00
6500 · Administration	\$13,822.30	\$14,000.00	\$14,421.20	\$14,000.00
6510 · Other Types of Expenses	\$1,711.25	\$500.00	\$1,065.00	\$1,000.00
6550 · WCHM Day	\$1,031.67	\$1,000.00	\$986.22	\$1,000.00
6560 · Other Events	\$5,169.88	\$3,000.00	\$1,894.09	\$3,000.00
6700 · Museum Volunteers	\$196.05	\$1,000.00	\$1.00	\$500.00
7000 · Advertising & Promotions	\$5,756.44	\$7,000.00	\$5,927.46	\$7,000.00
7100 · Fundraising	\$1,151.00	\$500.00	\$42.00	\$500.00
7500 · Shop	\$7,229.94	\$4,000.00	\$4,884.20	\$4,000.00
<b>Total Expense</b>	<u>\$46,807.35</u>	<u>\$39,000.00</u>	<u>\$38,024.70</u>	<u>\$41,000.00</u>
<b>Net Ordinary Income</b>	\$1,482.96	\$1,500.00	\$5,919.55	\$1,000.00
<b>Other Income/Expense</b>				
<b>Other Income</b>				
4342 · Collections Donations	\$25,400.00		\$1,100.00	
<b>Total Other Income</b>	<u>\$25,400.00</u>		<u>\$1,100.00</u>	
<b>Other Expense</b>				
7600 · Collections Expense	\$25,400.00		\$747.56	\$1,000.00
<b>Total Other Expense</b>	<u>\$25,400.00</u>		<u>\$747.56</u>	<u>\$1,000.00</u>
<b>Net Other Income</b>	<u>\$0.00</u>		<u>\$352.44</u>	<u>-\$1,000.00</u>
<b>Net Income</b>	<u><u>\$1,482.96</u></u>	<u><u>\$1,500.00</u></u>	<u><u>\$6,271.99</u></u>	<u><u>\$0.00</u></u>

## Wisconsin Canoe Heritage Museum

## Balance Sheet

As of December 31, 2015

	<u>Dec 31, 11</u>	<u>Dec 31, 12</u>	<u>Dec 31, 13</u>	<u>Dec 31, 14</u>	<u>Dec 31, 15</u>
<b>ASSETS</b>					
<b>Current Assets</b>					
<b>Checking/Savings</b>					
1020 · Checking, Current	\$7,319	\$8,420	\$7,004	\$18,343	\$25,433
1030 · Paypal	\$241	\$245	\$88	\$763	\$539
1040 · Cash On Hand	\$200	\$200	\$200	\$204	\$200
1060 · Invest Financial	\$0	\$0	\$0	\$1,000	\$1,000
<b>Total Checking/Savings</b>	<u>\$7,760</u>	<u>\$8,865</u>	<u>\$7,292</u>	<u>\$20,310</u>	<u>\$27,172</u>
<b>Accounts Receivable</b>	\$110	\$0	\$750	\$4,017	\$11,486
<b>Other Current Assets</b>					
12000 · Undeposited Funds	\$75	\$0	\$13,980	\$0	\$0
12100 · Store Inventory	\$3,916	\$3,974	\$3,832	\$4,821	\$5,466
12200 · Shop Inventory	\$0	\$0	\$4,014	\$2,439	\$2,965
1860 · Pre-Paid Expenses	\$0	\$0	\$800	\$0	\$0
<b>Total Other Current Assets</b>	<u>\$3,991</u>	<u>\$3,974</u>	<u>\$22,626</u>	<u>\$7,260</u>	<u>\$8,431</u>
<b>Total Current Assets</b>	<u>\$11,861</u>	<u>\$12,839</u>	<u>\$30,668</u>	<u>\$31,587</u>	<u>\$47,089</u>
<b>TOTAL ASSETS</b>	<u><b>\$11,861</b></u>	<u><b>\$12,839</b></u>	<u><b>\$30,668</b></u>	<u><b>\$31,587</b></u>	<u><b>\$47,089</b></u>
<b>LIABILITIES &amp; EQUITY</b>					
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Accounts Payable	\$0	-\$50	\$1,500	\$1,544	\$0
Credit Cards	\$0	\$0	\$608	\$0	\$374
<b>Other Current Liabilities</b>					
2300 · Deferred Revenue	\$0	\$0	\$13,600	\$13,600	\$24,000
<b>Total Other Current Liabilities</b>	<u>\$0</u>	<u>\$0</u>	<u>\$13,600</u>	<u>\$13,600</u>	<u>\$24,000</u>
<b>Total Current Liabilities</b>	<u>\$0</u>	<u>-\$50</u>	<u>\$15,708</u>	<u>\$15,144</u>	<u>\$24,374</u>
<b>Total Liabilities</b>	\$0	-\$50	\$15,708	\$15,144	\$24,374
<b>Equity</b>					
3150 · Temp. Restricted Net Assets	\$0	\$0	\$0	\$0	\$352
3200 · Unrestricted Net Assets	\$20,917	\$11,861	\$12,889	\$14,960	\$16,091
<b>Net Income</b>	<u>-\$9,056</u>	<u>\$1,028</u>	<u>\$2,071</u>	<u>\$1,483</u>	<u>\$6,272</u>
<b>Total Equity</b>	<u>\$11,861</u>	<u>\$12,889</u>	<u>\$14,960</u>	<u>\$16,443</u>	<u>\$22,715</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><b>\$11,861</b></u>	<u><b>\$12,839</b></u>	<u><b>\$30,668</b></u>	<u><b>\$31,587</b></u>	<u><b>\$47,089</b></u>



HERITAGE MUSEUM

# **Strategic Plan of the Wisconsin Canoe Heritage Museum**

**Spooner, Wisconsin, January 1, 2016**





# Wisconsin Canoe Heritage Museum 2016 Strategic Plan

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# Wisconsin Canoe Heritage Museum 2016 Strategic Plan

## Introduction

The **Wisconsin Canoe Heritage Museum (WCHM)** was established in 2008 in Spooner, Wisconsin, to showcase the journey of a vessel that has taken travelers across a continent. It is today a place where visitors can learn how canoes shaped life in North America from the wooden dugout and birch bark craft of the Native Americans to the light Kevlar canoes favored by the modern adventurer. In six short years this museum has become a launching point for anyone wanting to dip a paddle into the thousands of miles of streams and hundreds of lakes throughout the region.

From the beginning the mission was clear; the WCHM is dedicated to the preservation and restoration of historic canoes and to the education of our visitors on the influence of canoe craft on the art and history of North America. There was also a vision:

- ◆ The museum will tell the story of the canoe, from the development by aboriginal peoples through 150 years of innovation by the craftsmen who followed.
- ◆ The museum will display about 25 canoes ranging from birch bark and dugouts through wood and canvas and cedar strip. There will also be many smaller items such as paddles, pack baskets, traps, furs, canoe seats and portage yokes. Photos and videos will show canoes in action and at rest. Visitors who own antique canoes may be able to find them in our huge collection of canoe company catalogs.
- ◆ Visitors can help to support the museum by shopping at our small gift shop, featuring canoe and trekking related items.
- ◆ We will have a woodshop where visitors can watch canoe crafters building new and restoring old canoes. The shop will host classes on canoe building, paddle carving, pack basket weaving, and seat caning.



The Museum project started with a strategic plan for its establishment. The board of directors of the newly created WCHM Inc., now a (501c3), set five major goals: 1) acquisition of an initial museum collection; 2) establishment of structural integrity and restoration of the building; 3) the design and construction of interior structures and displays; 4) development of systems for the general operations of the museum; and 5) to be fully established for a grand opening event, including the exhibit hall, canoe shop, and gift shop in June of 2010. These goals have all been met.

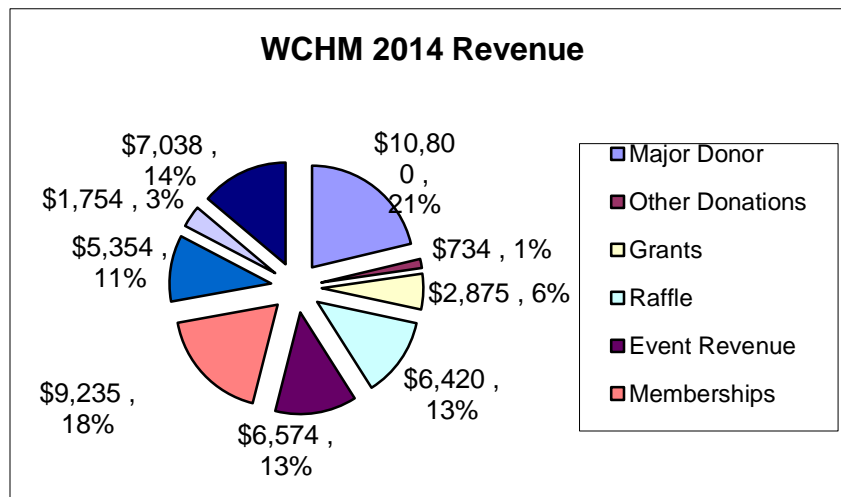
Seven years later it is time for a new strategic plan and the further evolution of the future vision. Where do we want to be another seven years from now, in the year 2022? In early 2013 the WCHM Board of Directors met for a day long discussion and planning session. In this gathering they developed a list of seven critical issues for future planning. This plan uses these critical issues as an outline. The strategies, goals, and objectives described are intended to tackle them. They are finance & fundraising, organizational structure & staffing, events & activities, facilities & space, visibility & marketing, collections planning, and national reputation.



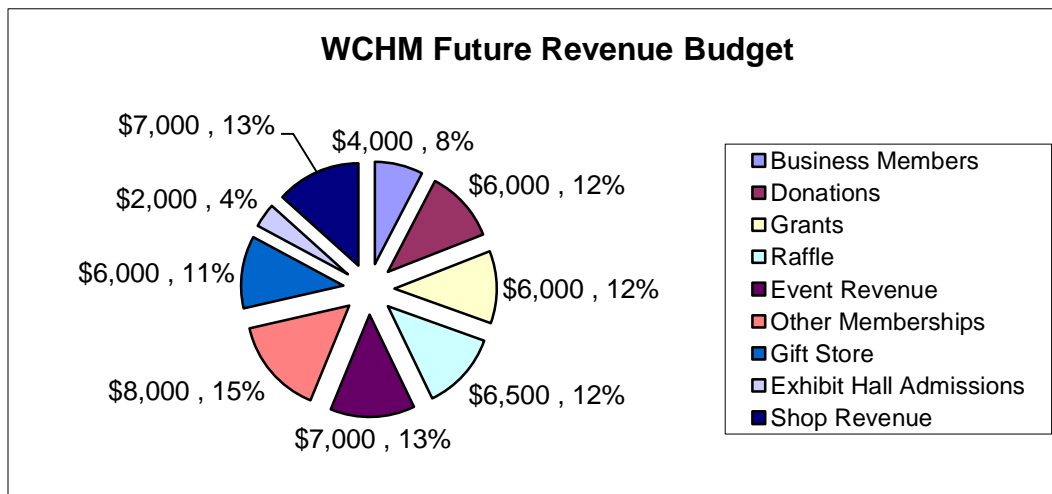
# Wisconsin Canoe Heritage Museum 2016 Strategic Plan

## Finance & Fundraising

**Current Situation.** In 2014 the WCHM operated with approximate revenues of \$50,000. The breakdown of these revenues is shown in the chart below. Since its inception, the WCHM has done well to develop multiple revenue streams to finance its operations. However, about one-fifth currently come from one major donor. This donor originally pledged to maintain this level of support for a three year period ending in 2015, and has additionally pledged an annually declining level of support through 2018. Other funding sources need to be increased, and new funding sources need to be developed, to replace this declining support, and to support future growth.



**Future Situation.** The WCHM Board recently identified three areas which they believe have the greatest potential for future funding improvements. These are memberships, businesses/sponsors, and individual private donations. In a sample \$52,500 budget, a level expected to be needed to fund WCHM operations over the next several years, this could look like the scenario depicted in the graph below.





## Wisconsin Canoe Heritage Museum 2016 Strategic Plan

To realize this scenario would require the following:

- ◆ A 20% increase in membership revenues, making it 15% of the whole.
- ◆ A 60% increase in business memberships and sponsorships, making it 8% of the whole.
- ◆ A seven fold increase in private donations (other than the one large donor previously mentioned), making it 10% of the whole.
- ◆ A doubling of 2014 grant revenues, returning it to a previous level before the now expired JEM grant. This would be 10% of the whole.
- ◆ Maintaining current levels of other revenues streams: raffle, events, store, admissions, and shop.

Along with the five stated revenue categories above, these are our stated financial goals for the 2016-2018 periods: to support the sample annual budgets below of \$49,000 and achieve an annual net income of \$3,500 based on annual revenue expectations of \$52,500. See appendix C for specific strategies.

	2016	2017	2018
<b>4340 - Direct Public Support</b>	\$12,000	\$10,000	\$8,000
<b>4500 - Investments</b>	\$0	\$0	\$0
<b>4640 - Grants</b>	\$3,000	\$4,500	\$6,000
<b>4641 - Raffles</b>	\$6,500	\$6,500	\$6,500
<b>4643 - Event Revenue</b>	\$7,000	\$7,000	\$7,000
<b>4710 - Membership Dues</b>	\$10,000	\$11,500	\$13,000
<b>4730 - Store</b>	\$6,000	\$6,000	\$6,000
<b>4740 - Admissions</b>	\$2,000	\$2,000	\$2,000
<b>4750 - Shop Revenue</b>	\$7,000	\$7,000	\$7,000
<b>Total Revenues</b>	<b>\$53,500</b>	<b>\$54,500</b>	<b>\$55,500</b>
<b>50000 - Cost of Goods Sold</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>
<b>Gross Profit</b>	<b>\$50,500</b>	<b>\$51,500</b>	<b>\$52,500</b>
<b>Expense</b>			
<b>6280 - Building and Facilities</b>	\$5,000	\$5,000	\$5,000
<b>6300 - Member Services</b>	\$1,000	\$1,000	\$1,000
<b>6400 - Exhibits Construction</b>	\$5,000	\$5,000	\$5,000
<b>6500 - Administration</b>	\$15,000	\$15,000	\$15,000
<b>6510 - Other Expenses</b>	\$1,000	\$1,000	\$1,000
<b>6550 - WCHM Day</b>	\$1,000	\$1,000	\$1,000
<b>6560 - Special Events</b>	\$5,000	\$5,000	\$5,000
<b>6700 - Exhibit Hall Ops</b>	\$1,000	\$1,000	\$1,000
<b>7000 - Advertising &amp; Promotions</b>	\$6,000	\$6,000	\$6,000
<b>7100 - Fundraising/Raffle</b>	\$1,000	\$1,000	\$1,000
<b>7500 - Canoe Shop</b>	\$7,000	\$7,000	\$7,000
<b>Collections</b>	\$1,000	\$1,000	\$1,000
<b>Total Expense</b>	<b>\$49,000</b>	<b>\$49,000</b>	<b>\$49,000</b>
<b>Surplus</b>	<b>\$1,500</b>	<b>\$2,500</b>	<b>\$3,500</b>



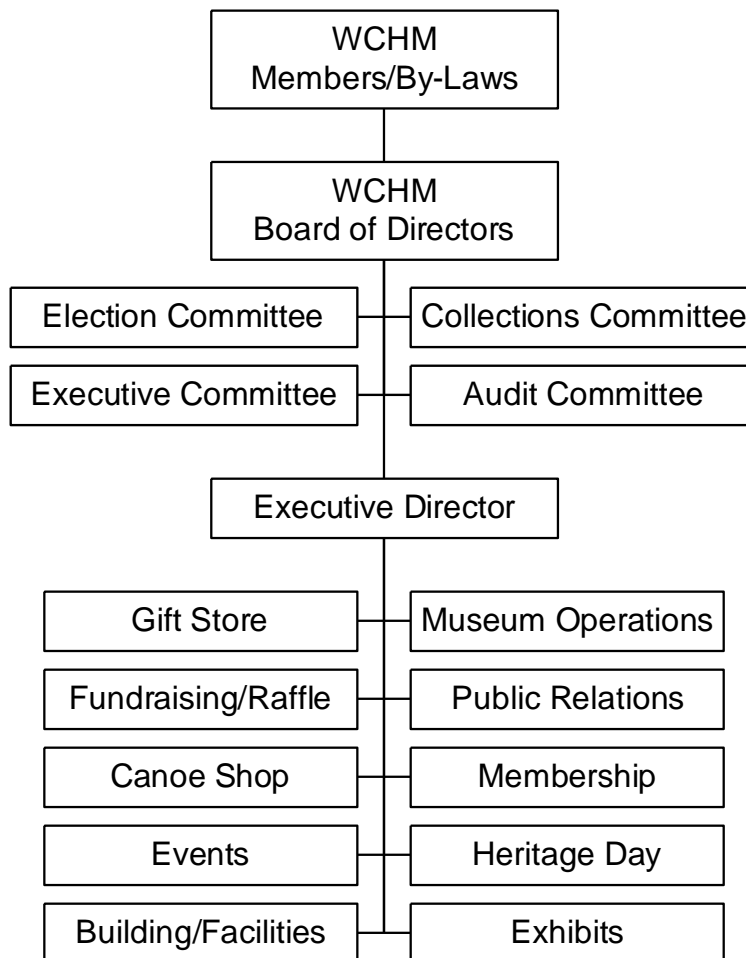
# Wisconsin Canoe Heritage Museum 2016 Strategic Plan

## Organizational Structure & Staffing

The organization of WCHM includes a board of directors that have several board level oversight committees and an executive director that oversees numerous operational committees. These various board level and operational committees, and their missions and budgets, are defined in various ways via the by-laws, collections policy, and by the board through an annual program plan. Each committee will have a chair that acts to recruit and organize committee members as needed to accomplish the tasks of that committee. Chairs are appointed by the president with board approval.

- ◆ **Action Item:** To amend the by-laws, collections policy, and other governing documents regarding committee membership and clarification on how chairs and committee members are appointed, and who has the authority to do so, to make them reflect the formation of committees as described above, and without hindering Wisconsin Historical Society affiliation.

WCHM Organizational Chart





# Wisconsin Canoe Heritage Museum 2016 Strategic Plan

## Events & Activities

Special events, presentations, shop classes or demonstration, and other small educational activities are important to the WCHM for fostering ongoing interest in the museum, continuing growth of the membership and mailing lists, providing items of interest for the local press and online forums, and assisting with fundraising activities. These presentations can be promoted inexpensively through the WCHM newsletter, email list, and direct mail lists as well as local press.

A larger, season opening event has been developed called Wisconsin Canoe Heritage Day. It features a canoe and wooden boat show, exhibit hall open house, shop demonstrations, and fundraising activities. A second annual, end of season event could be considered as well as a new annual fundraising event. The feasibility of any additional annual events would be limited by the availability and enthusiasm of local volunteers to maintain them on an ongoing basis.

- ◆ These events should be continued, with guidelines and goals for the number and types of events desired and for which funding will allow adjusted annually through the annual program plan.

## Space & Facilities

Current space and facilities of WCHM include the exhibit hall, canoe shop, and two mini-storage garages. While the exhibit hall is deemed adequate to accommodate existing and new displays for the next several years, and the canoe shop is adequate for current shop programs, both areas are inadequate for storage space required for shop supplies inventory and collections items not currently on display. The shortage of proper storage has been a limiting factor in acquiring new pieces and growing the WCHM collections.

In the current situation, WCHM is paying approximately \$960 per year for the two storage areas. With the possibility of a third unit needed, and considering the expense over a ten year period, it would be cost efficient to replace the storage units with a capital expense of \$10,000 to \$15,000. This is within the current financial savings of the WCHM. In addition, a building project could also be the focus of a fundraising campaign.

- ◆ Action Item: The administration should present a plan to solve the storage shortage by developing, expanding, or acquiring new storage facilities that the WCHM board can review and select from in the first year of this plan.

## Collections Planning

The Collections Committee is responsible for developing and implementing registration and collections-care practices and for general supervision of WCHM's collections. Collections management is governed by a board approved "Collections Plan" and a "Collections Management Policy." The Collections Plan is designed to guide the WCHM Board of Directors in managing and shaping the collections through the process of acquisitions and deaccession. The Collections Management Policy defines registration and collections-care practices and the general supervision of WCHM's collections.



## Wisconsin Canoe Heritage Museum 2016 Strategic Plan

- ◆ Action Item: The Collections Committee should review and update both the Collections Plan and the Collections Policy to make them conform to the current needs of the organization as far as future needs, operational practicality, and elimination of conflicts with other governing documents.
- ◆ Action Item: The Collections Committee should develop a complete story line for the museum exhibit hall that can be used as a guide for developing new displays and adding pieces to the museum collections.
- ◆ The current storage shortage should not be taken into consideration by the Collections Committee when evaluating offers of potential new Collections items when they become available.

### Visibility & Marketing

Continual efforts need to be made to maintain and expand the public awareness of the existence of the WCHM and to increase visitation and membership in the WCHM. To this end public relations resources should be directed at potential exhibit hall visitors and potential special event attendees. Three groups can be targeted by focusing on groups with similar interests: regional canoe travelers (such as those headed for the Boundary Waters), canoe club and association members, and other seasonal outdoor vacationers, tourists, and visitors. Appendix E describes a detailed plan for providing visibility and marketing for WCHM. It is expected to be implemented by the Executive Director with assistance of WCHM volunteers.

### National Reputation

What is the long term vision for the museum? As described in the introduction, the original vision for creation of WCHM has been realized. The organization is now functioning in a maintenance state, with no clear direction on which way to proceed on long term questions. The status quo should always be considered a viable alternative, but better that it be determined through deliberation rather than lack of leadership.

This question needs to also be addressed in order to answer other, more immediate questions, such as how much and what do we add to our collections? Answering this question is a longer term, second phase of this plan, and should be done in a deliberative way that includes viewpoints from all board members and other stake holders.

- ◆ Action Item: The WCHM board needs to determine what process will best serve to create a new long term vision for the museum and develop a plan to take the steps required to implement that vision. Possible options include extended discussion at board meetings over a several year period, a weekend long retreat at an off-site facility and with a facilitator, or assigning the task to a smaller group such as the collections committee, executive committee, or administration.



# Wisconsin Canoe Heritage Museum 2016 Strategic Plan

## Appendix A. Museum Operations

**Days & Hours Of Operation.** It will be the initial goal of the museum committee, once the museum is nearing completion, to open and operate the museum portion of the building: Five days a week (Wed-Sun) during the months of June, July & August; Saturdays in September and October; Sunday and Monday of both Memorial Day and Labor Day weekends. Hours each day will be from 10:00 AM to 4:00 PM. Each day will be divided into two three hour shifts for museum staffing purposes.

**Staffing: The Key Masters.** Opening, closing, and monitoring the museum during these open hours will be the responsibility of a dozen volunteers that make up the Museum Committee and will be known as the Key Masters. They will each have numbered keys to the building, know the building security codes, and have a numbered key for the cash register. They will be trained to operate the museum, welcome guests, and sell admissions, memberships, and store items. A schedule will be maintained with volunteers filling in positions a few weeks ahead of time. If certain times cannot be filled the museum will remain closed. Key masters will receive interpretive training from the Exhibits Committee, and wear WCHM shirts and name badges.

**Admissions.** Admission fees will be on a suggested donation basis, with signs posted as people enter and as they pass by the register counter on the way out. The suggested admission levels will be \$4 for adults, half price for teens (13-19), and free for kids (12&under).

**Membership, Store, and Other Sales.** These items will be tracked as totals with the cash register. Sales of store items will require a tag on the item that is removed and kept for inventory control. Membership sales will require the filling out of a form with membership information. Additional or large donations will also require a form to be used.

**Cash Handling Systems.** A lockable cash register has been purchased that tracks multiple accounts referred to as functions. Key Masters will have keys to operate basic functions, but will be unable to generate reports or tally totals. Entries made by key masters can be tracked by giving each a “clerk” number to enter when they come on duty.

Admissions will be tallied by the first three function keys on the cash register. Store sales will be tallied with the fourth function key. Membership sales will be tallied with the fifth function key. Donations will be tallied with the sixth key. The register can generate customer receipts for all these sales.

The museum chair will once a week empty the cash register, tally reports and totals, collect store sales tags and membership applications, and zero out the register to be used again. Cash, checks, and credit cards will be acceptable forms of payments. Memberships have the option of being applied for “to be billed.” Donations can also be taken on a pledge basis. The separate forms for these two items will indicate which form of payment is being used. Credit card sales will require a manual slide machine and card slips to be used. The cash drawer will be kept in a safe overnight and when the museum is closed, and the register drawer will be left open.







# Wisconsin Canoe Heritage Museum 2016 Strategic Plan

## Appendix B. Gift Store Operations

**Goal of the Gift Store:** To provide income to the WCHM and to compliment current businesses in Spooner rather than complete with them.

**Hours of Operations.** Gift store hours will follow the hours that the museum is open as set by the museum operations plan.



**Items For Sale.** Our inventory will begin very small with things that have the museum logo on it such as hats, shirts, sweatshirts, and possibly totes, glassware, etc. These will be the core of future sales and items that we plan to promote on an ongoing basis.

Other items will be those that appeal to outdoors individuals and canoeists such as paddles (made in the shop), a variety of maps (hiking and river maps), canoe covers, anchor bags, floatation devices, etc.

Future items may include any artwork donated by local artists and a small smattering of impulse items such as decorative stones, puzzles, outdoor books,

calendars, etc. Items that fit the “grandma factor” will also be included, which the manager of the Crex Meadows visitors center says is a main source of revenue for them.

**Monitoring Sales.** Items will be coded and labeled with a perforated tag. One part of the tag will be saved so we can track the items that are popular and know when supplies are getting low for more ordering. The actual sales will be made by the keymasters (see museum operations plan). The administrative assistant will be responsible for periodically collecting the revenue and sales tags and entering the tally of items sold. Inventory will be tracked along with the financial records by the treasurer.

**Online Sales.** This could potentially be a great source of revenue for the WCHM. The store committee chair will be responsible for receiving, filling, and shipping orders.

**Cash and Money Handling.** Sales of gift store items will be made by the keymasters or the store committee chair through the cash register in the museum. The museum chair will once a week empty the cash register, tally reports and totals, collect store sales tags and membership applications, and zero out the register to be used again. Cash, checks, and credit cards will be acceptable forms of payments. Memberships have the option of being applied for “to be billed.” Donations can also be taken on a pledge basis. The separate forms for these two items will indicate which form of payment is being used. Credit card sales will require a manual slide machine and card slips to be used. The cash drawer will be kept in a safe overnight and when the museum is closed, and the register drawer will be left open.

**Inventory Management.** Inventory will be recorded using the same software as the treasurer’s records and will be kept up to date by the treasurer.

**Mark-up.** The typical mark-up for gift store items will be 75% to 100%.



# Wisconsin Canoe Heritage Museum 2016 Strategic Plan

## Appendix C. 2016-2018 Fundraising Plan

The Finance & Fundraising section of this strategic plan described four goals for increasing revenues to a level over the next three years that would support the museum without a single large private donation to sustain normal operations. Strategies for achieving these goals are described below. The goals are:

- ◆ A 20% increase in membership revenues, making it 15% of the whole.
- ◆ A 60% increase in business memberships and sponsorships, making it 8% of the whole.
- ◆ A seven fold increase in private donations (other than the one large donor previously mentioned), making it 10% of the whole.
- ◆ A doubling of 2014 grant revenues, returning it to a previous level before the now expired JEM grant. This would be 10% of the whole.

### Increase Membership Revenue

In 2014 WCHM had approximately 27 individual, 27 family, 36 voyageur, 1 avant, and 2 gouvernails memberships, for a total of 93 members (not including business members). Two strategies are presented, each alone can be reasonably expected to reach the membership revenue goal.

- ◆ *Bi-Annual Member Drives.* While WCHM has roughly 100 current members, it boasts a mailing list of about 2,500, an email list of about 1,400, approximately 1,000 Enews subscribers, and 771 Facebook “likes” (as of 6/23/2015). WCHM should start tapping these resources with a membership drive every couple of years.
- ◆ *Increase Dues.* The WCHM board could consider increasing dues rates for some categories sometime in the next three years. If we assume no loss in members due to increases, an extra \$10 on individual (\$30 to \$40) and family (\$40 to \$50) rates and \$20 on voyageur (\$100 to \$120) rates would increase membership revenues about 20%, enough in itself to achieve our goal.

### Increase Business Memberships & Sponsorships

In 2014 WCHM had 15 premium (\$100) and 2 patron (\$500) level members, for a total of 17 business memberships. Two strategies are presented, each alone can be reasonably expected to reach the business membership revenue goal.

- ◆ *Patron Business Drive.* New methods of developing acceptable signage in the WCHM shop will provide the opportunity of selling \$500 name recognition space for up to ten corporate members. A modest goal of selling half these available spaces would yield additional annual revenues of \$1,500 above the current patron membership revenue level, achieving the stated goal.
- ◆ *Premium Business Drive.* Develop connections with local businesses through the chamber of commerce and other local agencies, as well as regional businesses with similar clientele to sell additional premium level (\$100) business member packages. Doubling the current number of memberships would achieve an annual increase of \$1,500 and reach our stated goal.



## Wisconsin Canoe Heritage Museum 2016 Strategic Plan

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### Appendix C (continued).

#### Increase Private Donations/Foundation Support

If the donations of one major contributor are removed from the numbers, 2014 shows less than \$700 in private donations received. 2015 donations have already exceeded this with almost \$1,400 in donations received in the first six months of the year. Even using these most recent figures we are hoping to achieve a more than four-fold increase in private donations over the next three years. This is important, not only for the increased revenues, but also to show public support and justification for our continued existence as a non-profit publicly supported institution. Three strategies are presented.

- ◆ *Bi-Annual Fundraising Campaign.* The same mailing and email lists to be utilized for bi-annual membership campaigns can be utilized for fundraising campaigns on the alternate years. Both could come as end-of-the-year campaigns with tax deduction incentives (we consider membership dues to be potentially fully tax-deductible with no goods or services received).
- ◆ *Continual On-Line Fundraising Presence.* WCHM now has a year-round online fundraising presence with its Razoo fundraising site. Additional online promotion of its existence should provide an additional revenue stream where none exist now.
- ◆ *Private Foundations.* WCHM should seek to develop ongoing, long term relationships with one or more private foundations for annual support of existing day-to-day operations. This will be a three step process: 1) locating foundations with charitable goals that match the WCHM mission, 2) utilizing board member reputation and status to open doors and gain an introduction, and 3) demonstrating our administrative abilities to utilize their support efficiently and to mutually beneficial ends.

#### Seek New Grant Revenues

In 2013 WCHM had grant revenues exceeding \$5,000. By 2015 this has dropped by about half with the expiration of the JEM grant program offered by the state department of tourism. The remaining grant revenues come from a city room-tax program, which can be expected to provide funding annually for the foreseeable future.

Several new potential grant sources are presented here. While none of these sources alone would likely develop into a dependable, annual revenue stream like the roomtax grant, taken together and used on a rotational basis (first one this year, maybe another next year, etc) they could provide a fairly steady source of revenue. In addition, if grant proposals were directly linked to some new project or program, such as the building of a new display or presenting some educational class, they would not only be more successful, but if turned down the resulting budgetary hole could be filled by cancelling or delaying the program until funding was available. It should also be noted, then, that each of these potential sources are tied to the strategy of linking them to production of new displays or programs.

- ◆ *National Endowment For The Arts.* For submitting proposals here, much more lead time will be required (as much as two years) for planning displays and developing them enough to provide material for writing a grant proposal to make this strategy pay off. We will also need to be prepared to scrap such projects if the request is turned down.



## Wisconsin Canoe Heritage Museum 2016 Strategic Plan

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### Appendix C (continued).

- ◆ *Corporate or Tribal Grants.* It may be possible to attract corporate, tribal, or similar entities to grant funds for production of displays or programs that benefit them or that they otherwise identify with. For example, a program to demonstrate the building of a birch bark canoe, or the construction of a display depicting birch bark canoes and native Americans, could attract local tribal funding.
- ◆ *Museum Specific Grants.* More participation, such as attending annual meetings or conventions, with museum associations and other historical institutions, can be expected to result in new leads on small, museum specific grant programs that WCHM may find useful for one-time projects.
- ◆ *Individual Block Donations.* Our Razoo giving site now advertises donation levels with links to projects. For example, for a \$500 contribution “this level will sponsor an educational or craft learning program.” Other large private donations may be solicited by offering name recognition on display plaques.

#### Create An Endowment Fund

As it currently exists, it may be unreasonable to expect WCHM to survive financially without some forms of charitable revenues. Especially considering our current building rental agreement with the City of Spooner (half of our admission fees) it is certainly unreasonable to believe WCHM can generate enough visitor traffic to support its operations.

An endowment fund could be one instrument to provide a reliable annual stream of funds with no strings attached on how the funds are used, and go a long way to filling in annual budgetary gaps. It would not, however, be a strategy for achieving any of the three-year goals stated within this plan. Nevertheless, because of the long term building nature of this strategy, it should be started as soon as possible if it is to contribute toward future goals.

As a result of receiving a recent contribution in the form of corporate stock, WCHM currently has a brokerage account. This account could now be used as the basis for **establishing an endowment fund** with the assets placed in relatively safe mutual funds for long term capital growth. The very existence of such a fund with a long term and permanent funding nature could be, with little administrative resources devoted, an attraction for planned giving programs and large donations.



# Wisconsin Canoe Heritage Museum 2016 Strategic Plan

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## Appendix D. Public Relations Plan

**Overview.** This plan is intended to expand the public awareness of the existence of the WCHM and to increase visitation of and membership in the WCHM. It is expected to be implemented by the Executive Director with assistance of WCHM volunteers.

**Target Market.** WCHM public relations resources should be directed at potential exhibit hall visitors and potential special event attendees. Three groups with similar interests can be targeted: regional canoe travelers (such as those headed to the Boundary Waters), canoe club and association members, and seasonal outdoor vacationers, tourists, and visitors.

### Public Relations Plan for 2016 & Beyond.

- ◆ **Website.** The WCHM website at [www.WisconsinCanoeHeritageMuseum.org](http://www.WisconsinCanoeHeritageMuseum.org) serves as a centerpiece of WCHM Public Relations efforts. In 2014 the site received over 10,000 unique visitors. Almost all other public relations components are connected in some way to website content. A few examples:
  - Website buttons direct website visitors to our social media (Facebook, Twitter, and YouTube) feeds. Conversely, social media posts show on our website homepage in real time.
  - An ongoing news story feed on our website homepage reflects articles that appear in our quarterly membership newsletter and our e-newsletter. Sign-up for our e-newsletter is done through buttons and links on our website.
  - Our Razoo fundraising site is reachable through buttons and links on our website.
- ◆ **Social Media.** In the early months of 2015 the WCHM Facebook page had over 700 “likes,” roughly double a year earlier. Our Twitter feed was less successful, albeit with little effort expended, with 15 “followers.” There is great potential for these electronic vehicles to be expanded and efficiently used, through both paid and unpaid means, to promote the WCHM and the activities it presents. Utilization of both website and social media will be included in a “standard package” of public relations tools that will be developed to promote any WCHM event or news worthy item.
  - Goal – To define a website and social media component for our standard package of public relations tools within one year.
  - Goal - To grow our social media imprint by 25% per year and triple it within the next five years.
- ◆ **Press & Media Relations.** The WCHM has developed a list of approximately 35 regional media outlets (newspapers, radio stations, etc.).
  - Goal – Expand this list by seeking out and adding a list of monthly specialty publications such as magazines and tourism guides.
  - Goal – Expand this list to include online event calendars.
  - Goal – Develop a list of publications for calendar and event listings to incorporate into the “standard package” for event promotion.



## Wisconsin Canoe Heritage Museum 2016 Strategic Plan

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- ◆ **Direct Mail.** The WCHM currently maintains a mailing list with over 2,400 addresses. This list can be further broken down into regional or state lists, a boat show exhibitor list, member and potential member lists, or by a date of most recent activity. The lists are expanded by mining data from visitation logs, raffle tickets, and other means of identifying current visitors. Future efforts should focus on 1) maintaining these lists by the current means and 2) using WCHM events, visitors logs, raffles, and other instruments as a means to expand the lists.
  - Goal – Utilize the mailing list for a bi-annual end of the year donation campaign.
  - Goal – Utilize the mailing lists for a bi-annual membership drive campaign.
  - Goal – Define a mailing list promotional component for our standard package of public relations tools.
  
- ◆ **Email.** The WCHM currently maintains a list of over 1,300 email addresses. In addition we maintain a MailChimp (email news service provider) account with 986 subscribers.
  - Goal – Utilize the email list to reduce the costs of member newsletter delivery and maintenance of membership renewals.
  - Goal – Utilize the email list to promote and expand our MailChimp subscribers list.
  - Goal – Utilize the MailChimp subscribers list to promote WCHM activities through a free quarterly newsletter.
  - Goal – Utilize the MailChimp subscribers list as a promotional component for our standard package of public relations tools.
  - Goal – Utilize the MailChimp list for an annual fundraising or membership campaign.
  
- ◆ **Signage.** New signage at our building, around town, and on nearby highways, have all been deemed a priority by last year's board survey.
  - Goal - Use shop resources to construct new building signage.
  - Goal - Utilize public relations budget to establish additional in-town signage.
  - Goal – Investigate the options for highway signage, both commercial billboards as well as public tourism signage, to reach tourist visitors to our area from both southern Minnesota and southern Wisconsin.
  
- ◆ **Brochure Distribution.** The WCHM currently utilizes a list of over 40 store, business, or tourism locations to distribute brochures with counter racks. These require an annual maintenance check.
  - Goal – To expand the commercial counter rack location list by adding 5 new locations annually.
  - Goal – To expand the public sector brochure list through contacts with regional federal national forest and park service offices, state tourism offices, and regional chamber and tourist information offices.
  - Goal – To expand brochure distribution through a commercial distributor.



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- ◆ **Event Booths.** The WCHM has an impressive set of display items for both indoor and outdoor event display booths. In a typical year we have generally attended four or five such shows (i.e. Canoeecopia, Midwest Mountain Expo, Wisconsin Lakes Convention, Hunt Hill Spring Fling, Hayward Sports Show). These shows are not necessarily without expense. The cost of a booth can vary widely (\$750 for Canoeecopia) and there may be volunteer lodging and travel expenses to be reimbursed. In 2015 we received financial assistance from the Washburn County Tourism association for attending Canoeecopia (\$250) and Midwest Mountaineering Expo (\$150). The number of shows we can attend is also dependent on the availability of able volunteers to attend a show.
  - Goal – Maintain the WCHM presence at regional boating and sports shows.
  - Goal – Increase the number of shows attended through volunteer recruitment.
  
- ◆ **Paid Ads In Specialty Magazines.** Below is a sampling of paid advertising in local and regional publications in recent years. It is unclear if these are worth the relatively high portion of our budget. It should be noted that we have been reimbursed by the city of Spooner through their room tax program of about \$2,500 annually (for which any public relations expenses can be applied).

Silent Sports (2 months)	\$836
Lake Superior Travel Guide	\$483
Boundary Waters Journal	\$400
Advocate Spooner Guide	\$89
Advocate Fun Guide	\$285
Washburn Cty Visitor Guide	\$275
Indianhead Cntry Travel Guide	\$300
Advocate Wash Cty Source Guide	\$395
Total	\$3,063

Some considerations for changes to this list might be use of tactics such as placing ads every other year, using larger ads in fewer publications, and timing the ads to support the annual opening event as well as seasonal attendance in the summer.



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### Appendix E. Canoe Shop Operations Plan

The mission of the WCHM canoe shop is to maintain a workshop where visitors can see canoe crafters building new and restoring old canoes, and where classes on paddle building, canoe building, seat caning and other topics can be held. While the WCHM shop can provide occasional assistance to builders when an extra pair of hands is needed, or a suggestion or recommendation is requested, the WCHM shop does not offer basic instruction or teaching of building or restoration techniques (except in class situations with a contracted instructor). Shop users are expected to be experienced and able to work on their own.

With the New Year of 2016, the shop committee has proposed a new plan of operation. Dropped from the operation of the shop is the “mentorship” program (deemed too impractical to continue on a sustaining basis). Instead the shop will attempt to maintain an onsite presence of volunteer “Shop Stewards” similar to the Keymaster program used to keep the exhibit hall open. Initial planned hours for the shop steward program will be:

- ◆ Tuesday, Thursday, and Saturday mornings from 9:00 am to 11:00 pm
- ◆ Wednesday evenings from 5:00 pm to 7:00 pm
- ◆ Friday afternoons from 1:00 pm to 3:00 pm.

Shop Stewards may choose to remain in the shop for longer hours, especially when there is activity, but these are the minimum hours someone is expected to be available in the shop. The intention is to provide informal access (for those without keys) and be available to answer questions about where things are located as well as monitor use of equipment and materials.

A set of “Shop Project Initiation Documents” will guide the potential shop user through a series of steps to obtain approval of a project and access to the shop. They basic steps include the following:

- ◆ Step 1. Obtain a blank “Project Initiation Agreement Form” and begin filling it out with the parameters of the project as best as they are known at this time.
- ◆ Step 2. Submit the partially completed form to the WCHM Executive Director. He will work with the WCHM shop chair to determine the feasibility of the project as well as calculate the materials cost for the project and a timeline.
- ◆ Step 3. Once the project form has been reviewed and completed by the shop chair, it will be returned to user for their approval and agreement of the costs (these steps may take several back and forth actions). Once the total costs of the project have been initially determined (they can still be adjusted at a later date) and agreed upon by all parties, the executive director will submit it for billing purposes. A 50% down payment will be requested be made before the project can begin.
- ◆ Step 4. The user must sign a liability waiver form before the project can begin
- ◆ Step 5. Once the downpayment of 50% is made, the executive director will arrange a meeting for the user and the shop chair to tour the shop, get to know the locations of tools and materials, and be issued a shop key and security access code.