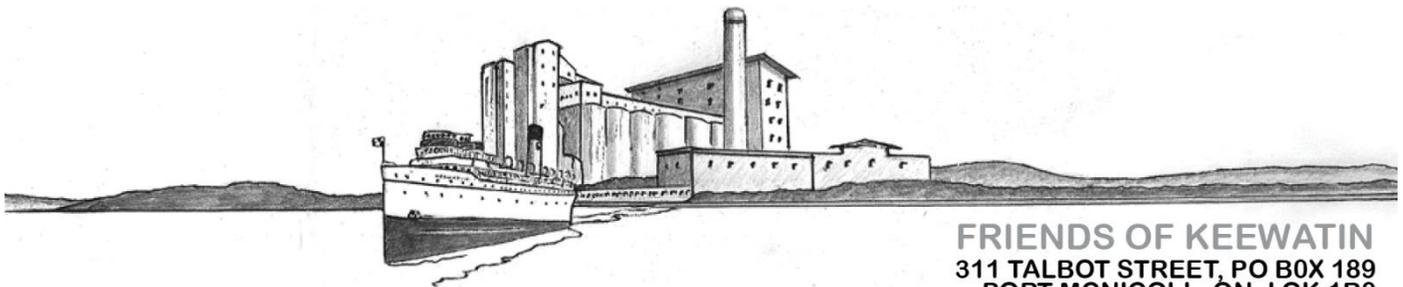


GOVERNANCE PACKAGE

SECTION “A”

Management Team Contacts

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FRIENDS OF KEEWATIN
311 TALBOT STREET, PO BOX 189
PORT MCNICOLL, ON, LOK 1R0

(updated)May, 2016

MISSION STATEMENT

The RJ and Diane Peterson Keewatin Foundation are a historical facility responsible for a cherished multi use Canadian artifact. We are custodians of a Canadian icon that has its roots in Port McNicoll, North Simcoe and Ontario as well as the greater country as a whole. We are linked to Scotland in the United Kingdom and Michigan in the United States. Our mission is to grow all participation and passion for the S.S. Keewatin to provide entertainment and education and ensure its long term viability while always being responsible and respectful of Keewatin's heritage from the port and financially responsible for the funding necessary to operate .

VISION

WHAT DOES THE CORPORATION WANT TO BE?

TO: have The S.S. Keewatin seen as one of Canada's must see historic destinations and to create a community park facility that is operated by and for the residents of Port McNicoll, Tay Township, the Region and visitors from the world.

TO be considered a “must see” event on the calendar of activities for tourists, students and residents of Ontario.

TO be seen as the ultimate Historic destination experience, by which all other marine historical venues and educational/tourism offerings are measured.

TO be a financially viable organization, owning an incredible facility in a park, successfully managing its annual operating costs and contributing each year to an endowment fund greater than one year of operating costs.

TO always be responsible for building a knowledge base of early Canada and in particular transportation both land and sea that led to Confederation and the growth of Canada. We strive to be recognized as the custodian that is responsible for passing this icon of Canadian history on from generation to generation.

TO expand visitor frequency from a traditional one day activity to a regular site to visit. The Keewatin will be full of activities and learning experiences celebrating not just Great Lakes transportation of the 19th and 20th centuries but as a learning experience that showcases Canada and Simcoe North as the great country it is!

VISION STATEMENT

To be recognized as a role model charitable organization in governance, sponsorship and financial strength and the ultimate marine based historic entertainment experience by which all other similar venues are measured.

To be the creator and custodian of generations of dreams and memories that will be enhanced by expanding Keewatin into a "living facility", run by a dedicated community for the benefit of all.

To provide the local community with a venue for celebration and various events that will reinforce the values and traditions of Port McNicoll as a historic town.

ELEMENTS OF THE PLAN

OUR VALUES

Our values reflect the things that we believe in as an organization and serve as a foundation for all we do. There are four values that best define The S.S. KEEWATIN FACILITY

PURPOSEFUL

We are an organization that executes with excellence in the field of historical entertainment. We are clearly aware of our role as a custodian of an iconic symbol of Canada's past. We are decisive and responsible and committed to creating a strong foundation of financial independence for the future. We also recognize the value of the location where Keewatin sits as an important place in a historic town and will provide an environment for celebration through events and community involvement opportunities throughout the year.

RESPECTFUL

We treat all stakeholders with respect and dignity and recognize the incredible contribution of all our volunteers. We overtly recognize and appreciate all the support organizations that make this historic venue possible. We take nothing for granted and work diligently to appreciate all contributions.

INCLUSIVE

We welcome all who seek to participate in “The Friends of the Keewatin”. We actively listen to every stakeholder’s point of view. We strive to reflect the diversity of the community we serve.

RESPONSIVE

We communicate clearly and proactively and always respond to the issues and concerns of our stakeholders. We seek to be open, transparent and available to all request or enquiries.

ELEMENTS OF THE PLAN

STRATEGIC PILLARS

There are six strategic pillars which define key strategic direction for the future.

- 1. Finance and Admin Priorities.**
- 2. Sales and Sponsorship.**
- 3. Engineering, Restoration and Preservation.**
- 4. Marketing and Communications.**
- 5. Education, Special Events and Visitor Experience.**
- 6. Organizational Excellence.**

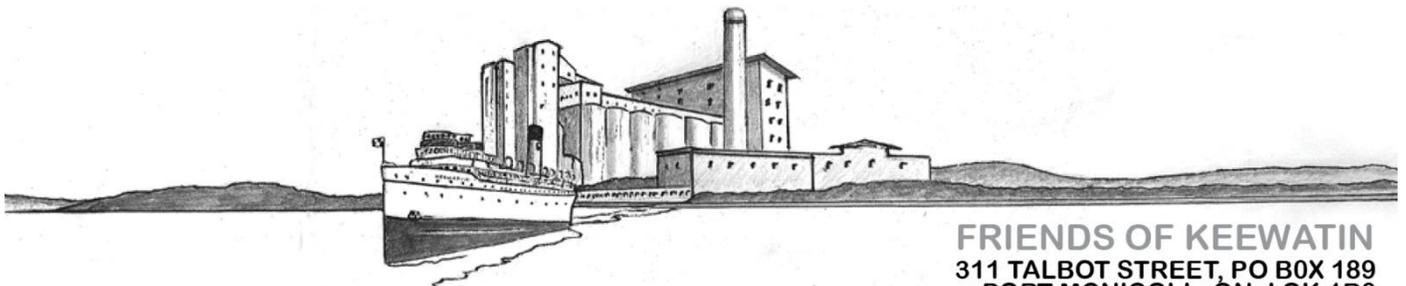
Each of these pillars will be supported by strategic imperatives outlining a series of tactics that will be employed to support the pillar.

The process we are beginning, to create a working budget will set the tone of business for 2016 and beyond.

Each volunteer is an equal contributors and your views and representations are based on your real time experience in the first year of operation of KEEWATIN.

SECTION “B”

May, 2016



FRIENDS OF KEEWATIN
311 TALBOT STREET, PO BOX 189
PORT MCNICOLL, ON, LOK 1R0

The Volunteer Program

1.1 The Volunteer Program.

The mission of the ‘FRIENDS OF KEEWATIN’ (*the RJ and Diane Peterson nd Keewatin Foundation*) is enhanced by the active participation of citizens of the community.

To this end, the ‘FRIENDS’ accepts and encourages the involvement of volunteers at all levels of the organization and within all appropriate programs and activities. “Friends” staff are encouraged to assist in the creation of meaningful and productive roles in which volunteers might serve and to assist in recruitment of volunteers from the community.

1.2 Purpose and Scope of Volunteer Policies

The purpose of these policies is to provide overall guidance and direction to management, and volunteers. These policies are intended for internal management guidance only. They do not constitute, either implicitly or explicitly, a binding contractual or personnel agreement. The “Friends” reserves the right to change any of these policies and to expect adherence to the changed policy. Unless specifically stated, these policies apply to all volunteers in all programs and projects undertaken on or on behalf of the “Friends”.

1.3 Role of Volunteer Services Program

The productive utilization of volunteers requires a planned and organized effort. The function of Volunteer Services is to provide a central coordinating point for effective volunteer management within the institution, and to direct and assist staff and volunteer efforts to jointly provide more productive services. The volunteer program is responsible for maintaining liaisons with other volunteer-utilizing programs in the community and assisting in community-wide efforts to recognize and promote volunteering. The Volunteer Program Manager takes primary responsibility for planning for effective volunteer utilization, for assisting staff in identifying productive and creative volunteer roles, for recruiting suitable volunteers, for training management to supervise volunteers effectively, and for tracking and evaluating the statistical data reflecting the contribution of volunteers to the “Friends”.

1.4 What is a Volunteer?

A "volunteer" is anyone who chooses to perform services for the "Friends" without compensation or expectation of compensation, (beyond reimbursement for pre-approved specified expenses) and, who performs a task at the direction of and on behalf of the "Friends". A "volunteer" must be officially accepted and enrolled by the "Friends" prior to performance of the task. Volunteers are not employees of the "Friends".

1.5 Special Case Volunteers

"Friends" also accepts as volunteers those persons participating in student projects, corporate volunteer programs, and other volunteer referral programs. In these cases, a special arrangement may be made with the organization, school, or program from whom the special case volunteers originate to identify responsibility for the management and care of these volunteers.

1.6 Executive Council

Members of the "Friends" Executive Council who are on the management team are drawn from its membership and are accepted as volunteers with the "Friends".

1.7 Friends of "Friends of Keewatin" as" Volunteers

The service of friends of members as volunteers is accepted provided that the volunteer service is 1) initiated by the member, 2) provided totally voluntary,

1.8 Family Members of "Friends" Staff

Family members are allowed to volunteer with the "Friends". When family members are enrolled as regular volunteers, they normally will not be placed under the direct supervision of, or within the same department as other family members who are in management.

1.9 Service at the Discretion of the "Friends"

The "Friends" accepts the service of volunteers with the understanding that such service is at the sole discretion of the "Friends". Volunteers understand that the "Friends" may at any time, for whatever reason, decide to end the volunteer relationship.

The volunteer may at any time, for whatever reason, decide to sever the volunteer's relationship with the "Friends".

Notice of such a decision should be communicated as soon as possible to the volunteer's supervisor.

1.10 Volunteer Standards and Responsibilities

Volunteers represent a valuable resource for the "Friends", and its visitors. Volunteers should be given meaningful assignments and effective direction, and be recognized for work done. In return, volunteers should actively perform their duties to the best of their abilities, volunteer at their assigned times, and remain loyal to the mission and procedures of the "Friends".

Volunteer Management Procedures

2.1 Maintenance of Records

A system of records should be maintained on each volunteer with the "Friends", including dates of service, assignments held, duties performed and feedback forms and hours served. Volunteers and appropriate managers are expected to submit all appropriate records and information to Volunteer Services in a timely and accurate fashion.

Volunteer records shall be accorded the same confidentiality as personnel records.

2.2 Conflict of Interest

No person who has a conflict of interest with any activity or program of the "Friends", shall be accepted or be allowed to continue to serve as a volunteer with the "Friends"

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2.3 Representative of the Institution

Volunteers must seek prior consultation and approval from appropriate staff prior to any action or statement which might affect or obligate the "Friends". These actions may include, but are not limited to, public statements to the press, coalition or lobbying efforts with other organizations, or any agreements involving contractual or other financial obligations.

2.4 Confidentiality

Volunteers are responsible for maintaining the confidentiality of all appropriate or privileged information to which they are exposed while serving as volunteers, whether this information involves staff, volunteers, or other persons, or involves overall “Friends” business. Failure to maintain confidentiality could result in ending the volunteer's relationship with the “Friends”.

2.5 Worksite

Programs should establish an appropriate workstation for volunteer use prior to the enrolment of volunteers. This workstation should contain necessary facilities, equipment, and space to enable the volunteer to perform their duties. The volunteer lounge is available for volunteers to use.

2.6 Dress Code

As representatives of the “Friends”, volunteers are responsible for presenting a good image. Volunteers shall dress appropriately for the conditions and performance of their duties. If issued a nametag and or a uniform, volunteers are required to wear it while they are working on their volunteer assignment.

2.7 Time Reporting

Individual volunteers are expected to maintain accurate records of the time they have volunteered. All volunteers will sign in to the book on boarding Keewatin and sign out when leaving. Volunteer supervisors are responsible for submitting a record of these hours each day by signing in and out of the Volunteer Services time book..

2.8 Risk Management/Safety

The safety of volunteers is important to the “Friends”. Volunteer supervisors are expected to comply with Provincial regulations for training and protective equipment. Safety measures should be included in the description of volunteer responsibilities. Volunteers who are injured or who are involved in an accident during their volunteer assignment must report the accident immediately to their supervisor. Any on the job injuries are not covered by the WSIB (Provincial Compensation program). They are covered by the “Friends” own insurance coverage.

Volunteer Recruitment and Assignment

3.1 Volunteer Assignments

Volunteers should have clear, complete, and current descriptions of the duties and responsibilities of the assignment. Before a volunteer is recruited or assigned, a description should be developed for the volunteer assignment. This volunteer description should be reviewed with and given to each accepted volunteer. Volunteer descriptions should be reviewed and updated at least every three years by the volunteer supervisor, or whenever the position substantially changes. Descriptions should usually include a summary of the assignment, a title, a listing of responsibilities and qualifications, any training requirement, the time commitment needed for the assignment, the supervisor and the worksite location. Volunteer Services is available to assist staff in the development of volunteer descriptions and assignments.

3.2 Management Requests for Volunteers

Requests for volunteers should be submitted in writing by group managers, and sent to Volunteer Services. The request should include a description of the volunteer assignment and a requested timeframe. All parties should understand that the recruitment of volunteers is enhanced by creative and interesting jobs and by advance notice. Volunteer Services reserves the right to refuse to recruit or place any volunteers until management are prepared to make effective use of volunteer resources.

3.3 Recruitment

Volunteers shall be recruited by the “Friends” on a proactive basis, with the intent of broadening and expanding the volunteer involvement of the community. Volunteers may be recruited either through an interest in specific functions or through a general interest in volunteering which will be matched with a specific function.

3.4 Recruitment of Minors

Volunteers who have not reached 18 years of age must present a written consent of a parent or guardian to Volunteer Services prior to volunteering. The volunteer

assignment for a minor should be in a non-hazardous environment and should comply with all appropriate requirements of Provincial labour laws.

3.5 Interviewing

Prior to being assigned, all regular volunteers should be interviewed to ascertain their suitability for and interest in that assignment. The interview should determine the qualifications of the volunteer and their commitment to fulfill the requirements of the assignment; and it should answer any questions that the volunteer has about the assignment. Interviews may be conducted either in person or by other means. A reference check may be made by the volunteer supervisor if appropriate for the volunteer assignment. Whenever possible, staff who will be working with the volunteer should participate in the design and conduct of the interview. Final assignment of a potential volunteer should not take place without review and approval of appropriate staff with whom the volunteer will be working.

3.6 Health Screening

If there are physical requirements necessary for the performance of a volunteer task, a screening or testing procedure may be required to ascertain the ability of the volunteer to safely perform the tasks. This cost will be paid by the “Friends”.

3.7 Criminal Records Check

Volunteers in certain assignments may be asked to submit to a background criminal check. Volunteers who do not agree to the background check may be refused assignment. This cost will be paid by the “Friends”

3.8 Certificate of Ability

Volunteers who indicate that they are under the care of a physician for a health condition may be asked to present a certificate from the physician as to their ability to perform their volunteer duties satisfactorily and safely. Volunteers under a course of treatment which might affect their volunteer work will not be accepted without written verification of suitability from their physicians. Any volunteer who, after acceptance and assignment by the “Friends”, enters a course of treatment which might adversely affect the performance of their volunteer duties should consult with their volunteer supervisor or the Volunteer Program Manager.

3.9 Placement

In placing a volunteer in an assignment, attention should be paid to the interests and capabilities of the volunteer and to the requirements of the volunteer assignment. No placement should be made unless the requirements of both the volunteer and the supervising staff can be met: volunteers should not be assigned to "make work" assignments nor should assignments be given to an unqualified volunteer.

3.10 Acceptance and Appointment

No volunteer should begin performance of an assignment until they have been officially accepted for that position and have completed all necessary screening and paperwork. At the time of final acceptance, each volunteer should have completed a volunteer application and received a copy of their volunteer description.

3.11 Reassignment

Volunteers who are at any time reassigned to a new position should be interviewed for that assignment and should receive all appropriate orientation and training for that assignment before they begin. In addition, any screening procedures appropriate for that specific assignment should be completed, even if the volunteer has already been on a previous assignment with the "Friends".

3.12 Professional Services

Volunteers shall not perform professional services for which certification or licensing is required unless currently certified or licensed to do so. A copy of such certificate or license is to be provided to Volunteer Services.

3.13 Length of Service

A predetermined time commitment should be developed with each volunteer assignment. At the end of their commitment, this should be re-negotiated. Most volunteer assignments request a seasonal commitment. After the end of the current season, the volunteer and staff supervisor decide whether the volunteer would like to continue their assignment, seek a different volunteer assignment within the "Friends", or retire from their volunteer service.

Volunteer Training and Development

4.1 Orientation

Volunteers are given an opportunity to attend a general orientation on the nature, purpose, and mission of the “Friends” review of the volunteer program; and, a tour of the Keewatin.

4.2 Training

Volunteers should receive training by their volunteer supervisor to provide them with the information on 1) knowledge and skills necessary to perform their volunteer assignment, 2) the operation of the program encompassing their volunteer activity, and 3) the purpose and requirements of the assignment. The timing and methods for delivery of such training should be appropriate to the complexity and demands of the assignment and the capabilities of the volunteer.

4.3 Management Involvement in Orientation and Training

Management members who are responsible for institutional programming and supervising volunteers should have an active role in the design and delivery of both orientation and training of volunteers. Those managers who will direct volunteers should have primary responsibility for design and delivery of on-the-job training to volunteers assigned to them.

Volunteer Direction and Feedback

5.1 Volunteer Direction

Each volunteer who is accepted with the “Friends” should have a seasoned volunteer person providing direction for the volunteer assignment. This person should be responsible for day-to-day management and guidance of the volunteer, and should be available to the volunteer for consultation and assistance.

5.2 Direction given by Volunteers

A volunteer may direct other volunteers, provided that the directing volunteer is under the direct supervision of a management member.

5.3 Volunteer/Staff Relations

Volunteers and managers are considered to be partners in implementing the mission and programs of the “Friends”, with each having a complementary role to play. Each partner should understand and respect the needs and abilities of the other.

5.4 Acceptance of Volunteers by Managers

Volunteers should not be assigned to a management person without the consent of that person, in consultation with the Captain. Since volunteers are considered a valuable resource in performing the institution's work, managers are encouraged to consider creative ways in which volunteers might be of service and to consult with the Volunteer Program Manager if they feel the need for additional training or assistance.

5.5 Manager Training

Training on working with volunteers should be provided to managers who direct volunteers. Volunteer Services expects to provide effective training to volunteers.

5.6 Volunteer Involvement in Management Evaluation

Examination of their effective utilization of volunteers should be a component in the evaluation of manager persons who are assigned to work with volunteers.

5.7 Management Involvement in Volunteer Feedback

Management who direct volunteers should use the feedback form and evaluate work assignments of volunteers each season.

5.8 Lines of Communication

Volunteers should have access to information pertinent to their assignments. This may include: appropriate memos, Digest, materials, and meetings. To facilitate the receipt of this information on a timely basis, volunteers should be included on appropriate distribution schedules and may be assigned a site or mailbox for receipt of information distributed in their absence. Primary responsibility for ensuring that the volunteer receives such information should rest with the

management directing the volunteer. Lines of communication should operate in both directions and should exist both formally and informally. Volunteers should be informed regarding decisions which would substantially affect performance of their duties.

5.9 Absenteeism

Volunteers are expected to perform their duties on a scheduled and timely basis. If expecting to be absent from a scheduled duty, volunteers should inform their staff supervisor as far in advance as possible so that alternative arrangements can be made. Continual absenteeism may result in a review of the volunteer's work assignment or term of service, and could result in ending the volunteer's relationship with the "Friends".

Volunteer Support

6.1 Reimbursement of Expenses

Volunteers may be eligible for reimbursement of reasonable expenses incurred while undertaking business for the "Friends". Examples of these expenses include mileage, meals, out of pocket expenses, travel and parking. This expense will be charged to the "Friends" Finance Department. Prior approval must be sought for any reimbursable expenditure.

6.2 Recognition

The "Friends" plans to hold an annual recognition to highlight and recognize the contributions of volunteers who have contributed at least twenty hours of service per year, to the "Friends". All management responsible for volunteer supervision are encouraged to undertake ongoing methods of recognition of volunteer service on a regular basis throughout the year. These methods of informal recognition should range from simple "Thank you" to a concerted effort to include volunteers, as appropriate, in program planning, decision making, and implementation. There is also a Scholarship opportunity for students who volunteer for a whole season. Information on this policy is available from the Finance Manager.

6.3 Volunteer Opportunities

Volunteers are encouraged to develop their skills while serving with the institution. They may be assisted through new volunteer opportunities to assume additional and greater responsibilities.

Other Policies

7.1 Political and Civic Activities

The “Friends” recognizes the right of every staff member and volunteer to participate in political and civic activity. However, all such activity must be conducted on the staff member’s or volunteer’s own time and without the use of the “Friends” name or materials unless specific approval has been granted by the “Friends” governing board. As a general rule, all political and civic activities should be conducted outside of work or volunteer assignment. A management member or volunteer may not display or distribute political or civic materials on “Friends” property.

7.2 Sexual Harassment

The “Friends” does not tolerate sexual harassment. Sexual harassment includes unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature when

- Submission of such conduct is made either explicitly or implicitly a term or condition of a management member’s employment or volunteer’s placement; or
- Submission to or rejection of such conduct by a management member or volunteer is used as the basis for engagement decisions affecting the management member or volunteer placement; or
- Such conduct has the purpose or effect of unreasonably interfering with a management member’s or volunteer’s work performance or creating an intimidating, hostile, or offensive work environment.

If a management member or volunteer feels harassed or offended by another manager member or volunteer, a supervisory or management person, a customer/patron, or any other person whom s/he encounters in the course of employment or volunteer placement, whether the opposite sex or same sex, and does not want to deal with the problem directly, the management member or

volunteer should contact his/her supervisor, department head, division head, any member of the “Friends” management, volunteer manager, or a member of the human resources department.

7.3 General Harassment

The “Friends” believes that every management member and volunteer has the right to work in an environment free from harassment and will not tolerate harassment based on race, color, creed, religion, national origin, sex, sexual preference or orientation, disability, age, marital status, or status with regard to public assistance. General Harassment includes unwelcome verbal or physical conduct that denigrates or shows hostility or aversion toward a management member or volunteer because of his/her status in relationship to a class defined above when such conduct

- Has the purpose or effect of creating an intimidating, hostile, or offensive work environment;
- Has the purpose or effect of unreasonably interfering with a management member’s or volunteer’s work performance;
- Otherwise adversely affects the management member’s employment opportunities or volunteer placement; and
- The Corporation knows or should know of the existence of harassment and fails to take timely and appropriate action.

General harassment does not include negative effects a management member or volunteer may experience as a result of actions taken by a supervisor that are within the scope of the supervisor’s responsibilities and would be considered reasonable and appropriate actions.

7.4 Zero Tolerance of Violence

The “Friends” will not tolerate violence on or around its premises either by or against management members, volunteers, or members of the public. Management members and volunteers are expected to treat other human beings with respect and dignity.

Any incident of violence should be reported promptly to the appropriate supervisor, volunteer manager, department head, division head, or any member of management.. Violence includes, but is not limited to, verbal or physical intimidation, contact, or threats. Reported incidents are subject to investigation or corrective action. Any management member or volunteer who does not comply with this policy may be subject to discipline, up to and including dismissal.



From the past, changing the future.

*Registered Charity Number
81676 3536 RR0001*

8

Please sign the enclosed document to show that you have read the above, understand it and the responsibilities you have as a volunteer.

Name of volunteer.....

Street Address.....Apt. Number.....

Postal Code.....

email.....

phone number.....

Volunteer area assigned.....

I have read the above document on the Policies and Procedures for "Friends of Keewatin" and understand and agree with them.

Date enrolled.

Signed.....Print name.....

Date.....

June _____ 2016



From the past, changing the future.

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