

MILL OF KINTAIL MUSEUM DRAFT STRATEGIC PLAN

Mississippi Valley
Conservation Authority

DRAFT May, 2019

INTRODUCTION

The purpose of this strategic plan is to set out the vision, mandate, and five-year goals and objectives for the museum, its collections, programs and facilities and the operating and capital investment needed to enable continued delivery of quality programming by the museum.

This plan was developed within the context of the Mill of Kintail Conservation Area Master Plan (MoKCAMP) that sets the strategy for the entire property. The strategy will be subject to review with any updates to the Master Plan.



BACKGROUND

The Mill of Kintail Museum displays the historical collections of Dr. R. Tait McKenzie, sculptor, surgeon, and pioneer in preventive and rehabilitative medicine; poet Ethel McKenzie, his life partner; and Dr. James Naismith, the inventor of basketball and McKenzie's life long friend.

The museum is located in the former Woodside grist mill on the Indian River constructed in 1830 by John Baird. McKenzie purchased the mill in 1931 and converted it into a summer home and studio, naming it the Mill of Kintail.

In 1952, the property was purchased by Major James Leys, an admirer of Dr. McKenzie who displayed McKenzie's works and artifacts in a memorial museum he created on the property.

Mississippi Valley Conservation Authority (MVCA) acquired the Mill of Kintail and the McKenzie collection in 1972. The Gatehouse that stores much of the collection and is used to conduct research was purchased by MVCA in 1986 and is also used for educational and conference purposes.

The Naismith collection was loaned to the museum in 2010, and became part of the permanent collection in 2017.

MUSEUM MANDATE

To safeguard and display the historical collections Dr. R. Tait McKenzie and Dr. James Naismith in a manner that protects the quality of archival materials and exhibits them in ways that make them of interest to and appreciated by visitors to the Mill of Kintail Conservation Area.



VISION

A living museum that celebrates the realms of physical activity, health, and nature through exploration of the lives of Dr. R. Tait McKenzie and Dr. James Naismith, and related experiential and educational opportunities.

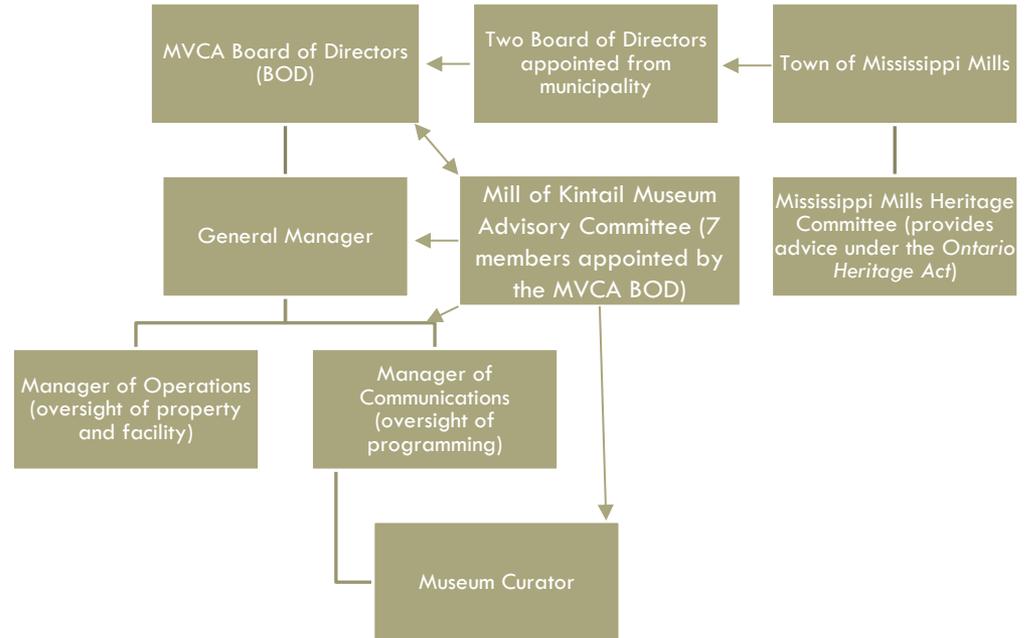


GOVERNANCE

The museum is owned and operated by the MVCA with significant operational support from volunteers including the Mill of Kintail Advisory Committee, and financial support from host municipality the Town of Mississippi Mills.

The Town designated the Mill of Kintail a heritage site in 1981 and administers the *Ontario Heritage Act* with the support of an Advisory Committee when considering permit applications submitted by the MVCA under the Building Code.

The MVCA Board of Directors holds fiduciary responsibility for the museum with 2 of the 17 Board members appointed by the Town of Mississippi Mills.



PLANNING APPROACH

Strategic Planning Team:

- General Manager
- Museum Curator
- Manager, Communications
- Manager, Operations
- MOK Museum Advisory Committee and Volunteers
- Kristy Giles, consultant

| | |
|-----------|---|
| Review | Review background documents |
| Establish | Establish vision and guiding philosophy |
| Identify | Identify program areas and goals |
| Conduct | Conduct market analysis |
| Analyze | Analyze strengths, weaknesses, opportunities and barriers |
| Set | Set 5-year goals and objectives |
| Obtain | Obtain input from MOK Advisory Committee |
| Draft | Draft Strategic Plan |
| Publish | Publish for public review and present to the MVCA Policy & Priorities Committee |
| Finalize | Finalize for submission to the MVCA Board of Directors |

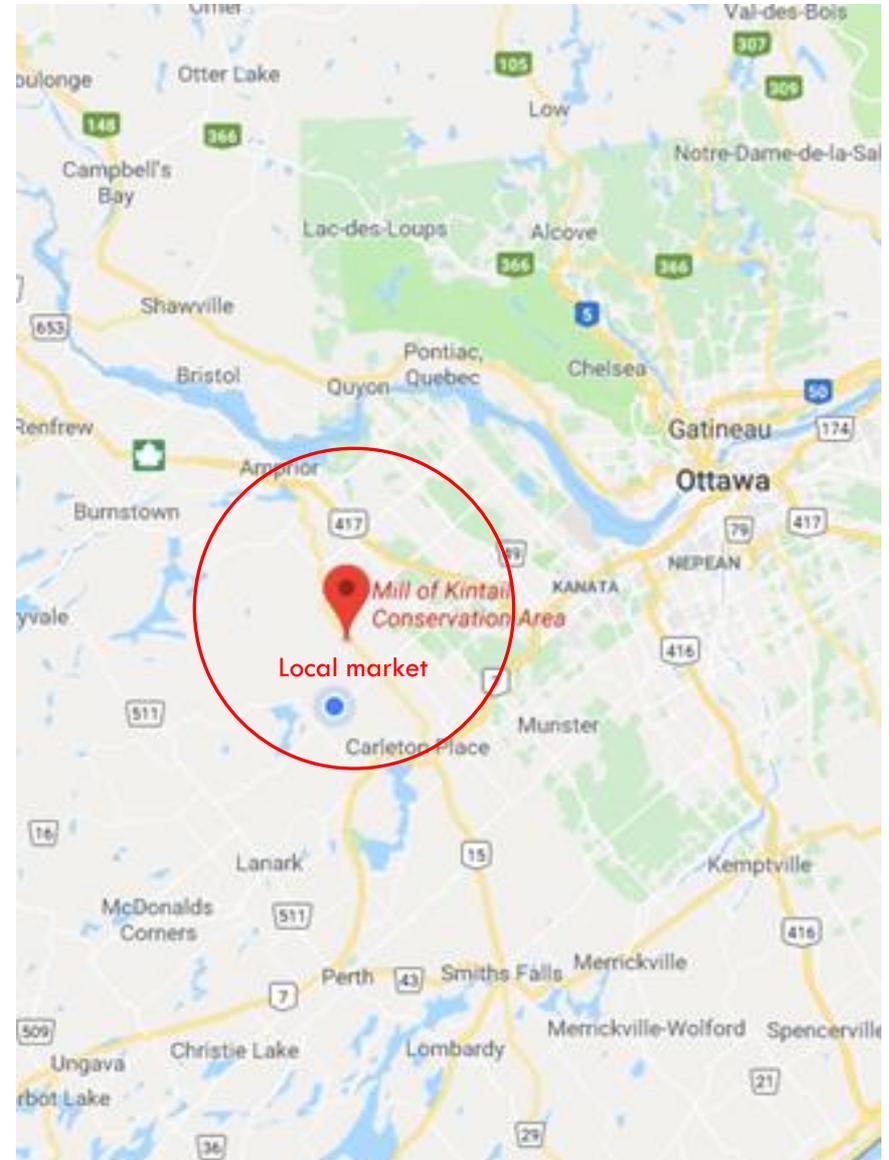
MARKET ANALYSIS

The Mill of Kintail Museum lies outside of Almonte in rural Mississippi Mills, population 13,163. Immediately west is the City of Ottawa, which is approaching one million. The Town of Arnprior and Town of Carleton Place are an easy 20-minute drive of the museum, with over 100,000 residents in western Ottawa within a 40-minute drive. The Mill of Kintail is one of Lanark County's Seven Wonders.

The conservation area and museum provide visitors with a half or full-day excursion that includes artistic exhibits, heritage buildings, passive and active outdoor recreation and information regarding the work, lives, and times of McKenzie and Naismith. Two thirds of the exhibition space is wheelchair accessible.

The site is well suited for families because of the space for children to run and diversity of activities available. The museum and property are an educational destination for local outdoor and nature enthusiasts, athletes and sports fans, and area schools and teachers.

In 2018, the museum received over 7400 visitors.



EASTERN ONTARIO / WEST QUEBEC

DAY-TRIP MARKET

DRAFT FOR COMMENT

5-YEAR GOAL

Integrate the McKenzie and Naismith exhibits in a manner that:

1. Highlights their shared interest in nature and promotion of the health benefits of physical activity in conservation lands.
2. Leads visitors through the story of their lives, values, and accomplishments in Lanark County and beyond.
3. Improves inclusivity and accessibility to both collections and the full range of materials exhibited.
4. Improves visitor flow and management.

OBJECTIVES

1. Upgrade all archival storage to efficient, compact and digitized systems so that all archival materials, artifacts and records are housed in accordance with appropriate museum standards.
2. Integrate Dr. Naismith and Dr. McKenzie's stories throughout the museum and promotional materials that emphasize key messages and influences.
3. Improve movement and traffic patterns within the museum to allow better access and more exhibits and display space.
4. Develop an updated, curriculum-based museum tour with an audio option for download and listening while visiting the museum.
5. Continue to strive to meet, where possible, with Canadian Museum Association's Ethics Guidelines.
6. Pursue and develop partnerships to provide at a minimum one new special exhibit and several enhanced special events to support the site and increase visitorship.
7. Upgrade and interpret historic features surrounding the museum that relate to Dr. Naismith and Dr. McKenzie around the museum i.e. Boy Scout Cabin, Ethel's Spot, Mill Stones, Gatehouse, Historic Gardens, etc.
8. Develop a social marketing campaign and promotional material to increase awareness of the improvements to the museum and Dr. McKenzie and Dr. Naismith.
9. Seek expert and public input into the developments in the museum and surrounding grounds to continue to augment the experience.
10. Develop the Gatehouse with historic interpretation and conservation related exhibits to add features and educational opportunities.

CURRENT OPERATIONS

1. Collection

GOAL: Manage the collection in accordance with the R. Tait McKenzie Memorial Museum Policies and Procedures by providing responsible storage, care and decision -making of all artifacts, in accordance with the vision.

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| Historic Building | Storage and research relate to the historic values of the building |
| History of R. Tait McKenzie | Collection, storage and research related to the life accomplishments and values of Dr. R. Tait McKenzie and his wife Ethel |
| History of Dr. James Naismith | Collection, storage and research related to the life accomplishments and values of Dr. James Naismith |
| Physical Rehabilitation/Health/Physical Activity | Collection, storage and research that represent McKenzie and Naismith's contribution to these fields including art and sport |
| Research & Documentation | Research and documentation equipment to support care and development of the collection |

CURRENT OPERATIONS

2. Exhibits

GOAL: Develop exhibits, as per the R. Tait McKenzie Memorial Museum Policies and Procedures, that support the life and accomplishments of Dr. James Naismith and Dr. R. Tait McKenzie in an inclusive, educational, and professional manner.

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|-------------------------------------|---|
| Historic Building | The architecture and history of the building from Grist Mill to McKenzie’s summer home and art studio to Major Leys acquisition |
| History of R. Tait McKenzie | Collection and interpretive information that represent the life accomplishments and values of Dr. R. Tait McKenzie and his wife Ethel |
| History of Dr. James Naismith | Collection and interpretive information that represent the life accomplishments and values of Dr. James Naismith |
| Physical /Health/ Physical Activity | Interpretation, art and exhibits that represent McKenzie and Naismith’s contribution to these fields including art and sport |
| Local Art | Temporary exhibits of local community artists typically related to nature, health and physical activity, supporting their talents and encouraging their aspirations |

CURRENT OPERATIONS

3. Programs

GOAL: Programs and tours that provide the best educational and influential experience of the life and accomplishments of Dr. James Naismith and Dr. R. Tait McKenzie (in the realms of physical activity, health, nature).

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| Interpretive Tours | Available to all site visitors who visit the museum |
| Group Tours | Specialized tours provided to special interest groups |
| Outreach Programming | Off-site curriculum-based programming and information provided by museum curator |
| Educational Program | Interpretive tours provided to school age groups |

CURRENT OPERATIONS

4. Events

GOAL: History and nature appreciation related events that attract visitors to the site while promoting physical activity, nature appreciation and health related values.

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| Tea on the Lawn | Tea and refreshments catered by the Ramsay Women's Institute commemorating the social events the McKenzie's hosted at the Mill |
| Kintail Country Christmas | A winter event attracting new visitors to the site and encouraging outdoor activity in the winter while linking many historic features of the site |
| CROW Sprinkler Party | Annual community summer event attracting children and young families to the site and encouraging outdoor activity |

CURRENT OPERATIONS

5. Gatehouse

GOAL: The Gatehouse supports the programs and operations of the museum and site while being developed to provide additional historic and natural education opportunities.

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|-------------------------|--|
| Artifacts Storage | Environmentally controlled storage facility for the collection |
| Research Facility | Research space and equipment for staff and other community groups |
| Rental & Event Facility | Provides space for community groups and rentals as well as a facility to support special events |
| CA/Nature Exhibits | Display historic and nature related information that can also be linked to McKenzie and Naismith |
| Historical Significance | Interpret the heritage value of the gatehouse |

CURRENT OPERATIONS

6. Outdoor Exhibits

GOAL: Enhance the features surrounding the Museum that educate on the life and accomplishments of Dr. James Naismith and Dr. R. Tait McKenzie and make a connection with the natural environment while enticing visitors in to the museum.

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|--------------------------|---|
| Ethel's Spot | A sitting stone with a view of museum |
| Mill Stone | Representative of the original grist mill stones |
| Boy Scout Cabin | Bunkie representative of McKenzie's commitment to the Boy Scouts |
| Ethel's Historic Gardens | Gardens surrounding the museum, representative of heritage perennials of McKenzie and Ethel's time |
| Basketball Court | Available near play structure where visitors can bring their own basketball or sign one out when the museum is open |
| McKenzie Loop | A 700m loop trail with view of museum and representative or original McKenzie lands |
| Cloister on the Hill | Memorial to McKenzie often rented for weddings |
| Playground | Supports McKenzie's commitment to Playgrounds of America Society |
| Hugging Tree | Nature appreciation opportunity |

CURRENT OPERATIONS

7. Corporate Services

GOAL: Management that supports and enhances the programs and features of the Mill of Kintail.

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|------------------------|---|
| Promotion | Brochures, other museums, municipality |
| Communication | Email, Facebook, social media, website |
| Gift Shop Souvenirs | Gift items that serve as reminders of the Mill of Kintail Museum, McKenzie & Naismith |
| Volunteer Program | Naismith Men's Shed volunteer agreement, Wine and Cheese Volunteer appreciation event |
| Financial & HR | MVCA |
| Budget | MVCA Levy, Program revenues, Mississippi Mills Municipal Grant, Community Museum Operating Grant, other grants or project funds |

CURRENT OPERATIONS

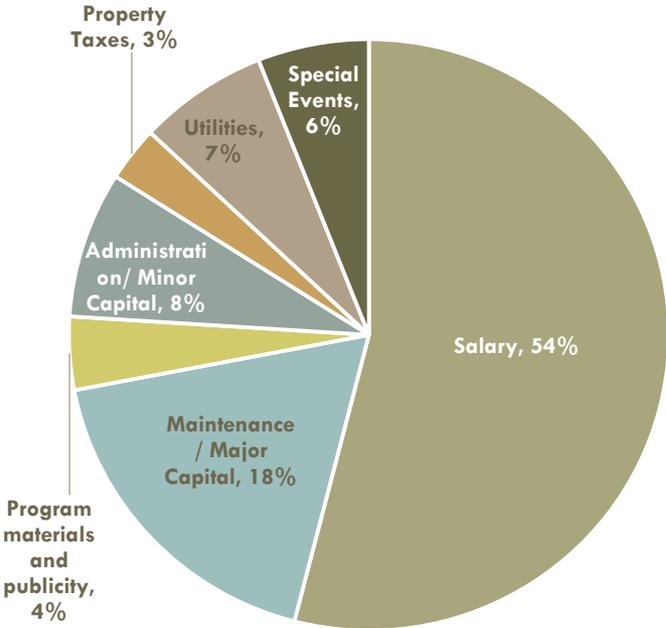
8. Facilities Maintenance

GOAL: Management of facilities that supports and enhances the programs and features of the Mill of Kintail.

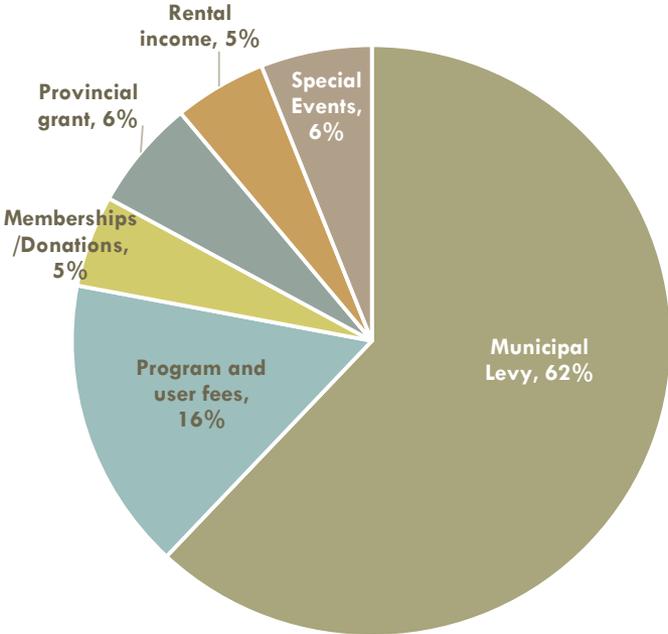
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| Utilities | Heat, hydro, water: propane, electricity, water treatment system, water testing, furnace maintenance, water softener |
| Communication Systems | Telephone, computer, internet |
| Safety/Security | Fire, theft, safety: Fire inspections & extinguishers, alarm monitoring, health & safety inspections |
| Repairs/Maintenance | Building, equipment, grounds: inspections & minor repairs, road maintenance & snow removal, summer grounds-keeping |
| Cleaning/Janitorial | Floors, windows, furniture, artifacts, exterior & walkways artifacts |

2017 OPERATING EXPENSES & REVENUES

Museum Expenses



Museum Revenues



5-YEAR ACTION PLAN

1. COLLECTIONS

| Item | Description | Year(s) | Time (days) | Expense |
|------|--|---------|-------------|----------|
| 1.1 | Purchase and install space efficient archival storage system | 3 | 8 | \$10,000 |
| 1.2 | Purchase and install industrial strength archival shelving | 4 | 8 | \$5,000 |
| 1.3 | Purchase and install an archival work station | 5 | 3 | \$500 |
| 1.4 | Digitize all of archives: digitize, barcode, data entry | 1-5 | volunteers | |

5-YEAR ACTION PLAN

2. EXHIBITS

| Item | Description | Year(s) | Time (days) | Expense |
|------|---|---------|-------------|---------|
| 2.1 | Open closed room for travel and exhibit | 1 | 9 | nil |
| 2.2 | Develop map and layout of exhibits | 1 | 10 | nil |
| 2.3 | Integrate Naismith and McKenzie exhibits | 2 | 15 | nil |
| 2.4 | Develop mp3 tour of museum | 3 | 10 | nil |
| 2.5 | Develop gap interpretation to integrate stories | 4 | 15 | \$2,000 |
| 2.6 | Revise Museum Program based on changes | 2-5 | 10 | nil |
| 2.7 | Develop conservation related exhibit for Gatehouse | 1 | 5 | \$1,000 |
| 2.8 | Design and install new interpretive panels – gatehouse and Ethel’s spot | 1 | 5 | \$2,000 |
| 2.9 | Design and install new interpretive panels – boy scout cabin and grist mill stone | 2 | 5 | \$3,000 |
| 2.10 | Design and install heritage gardens | 1 | 5 | \$1,000 |
| 2.11 | Develop and install annual special exhibit | 1-5 | 5 | \$2,500 |

5-YEAR ACTION PLAN

3. MARKETING, COMMUNICATIONS, and DEVELOPMENT

| Item | Description | Year(s) | Time (days) | Expense |
|------|---|---------|-------------|---------|
| 3.1 | Enhance social media campaign showcasing developments | 1-5 | 15 | \$500 |
| 3.2 | Develop a public survey to collect public feedback | 1 | 5 | nil |
| 3.3 | Distribute survey through social media, email & on site | 1-2 | 5 | \$500 |
| 3.4 | Develop an Inventory of promotional items for gift shop | 1 | 2 | \$2,500 |
| 3.5 | Develop inclusion & accessibility plan | 1 | 5 | \$500 |
| 3.6 | Develop fund-raising strategy | 1-2 | 5 | \$1,000 |
| 3.7 | Prepare grant applications | 1 | 10 | nil |

5-YEAR ACTION PLAN

4. FACILITIES – Operations and Maintenance

| Item | Description | Year(s) | Time (days) | Expense |
|------|--|---------|-------------|------------|
| 4.1 | Interior painting | 1 | 10 | \$800 |
| 4.2 | Exterior painting (trim, windows, drawbridge) | 1 | 15 | \$5,000 |
| 4.3 | Refinish Floors – Phase II (main floor and studio) | 2-3 | 60 | \$4,000 |
| 4.4 | Paint basement floor | 4 | 9 | \$800 |
| 4.5 | Eavestrough replacement | 2 | contracted | \$7,000 |
| 4.6 | Repointing (gatehouse & pillars) | 1-5 | 25 | \$8-10,000 |
| 4.7 | Replace board and batten – Gatehouse | 3 | 25 | \$10,000 |
| 4.8 | Drainage – Gatehouse | 2 | 3 | \$2,000 |
| 4.9 | Road Improvements | 2&4 | 15 | \$10,000 |

* Time includes planning, preparation and proper care of artifacts

5-YEAR CAPITAL NEEDS & PRIORITIES

| Item | Requirement | Risk | Cost Estm. |
|------|--------------------------|------|------------|
| 1 | Balcony | High | \$30,000 |
| 2 | Septic | High | \$20,000 |
| 3 | Retaining wall - roadway | High | \$15,000 |
| 4 | Roof replacement | Med | \$45,000 |
| 5 | Lighting replacement | Low | \$4,000 |