



MILL OF KINTAIL MUSEUM STRATEGIC PLAN

Mississippi Valley
Conservation Authority

September 2019

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1.0 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.

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.



1.1 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

2.0 FINDINGS AND ANALYSIS

2.1 HISTORY

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.

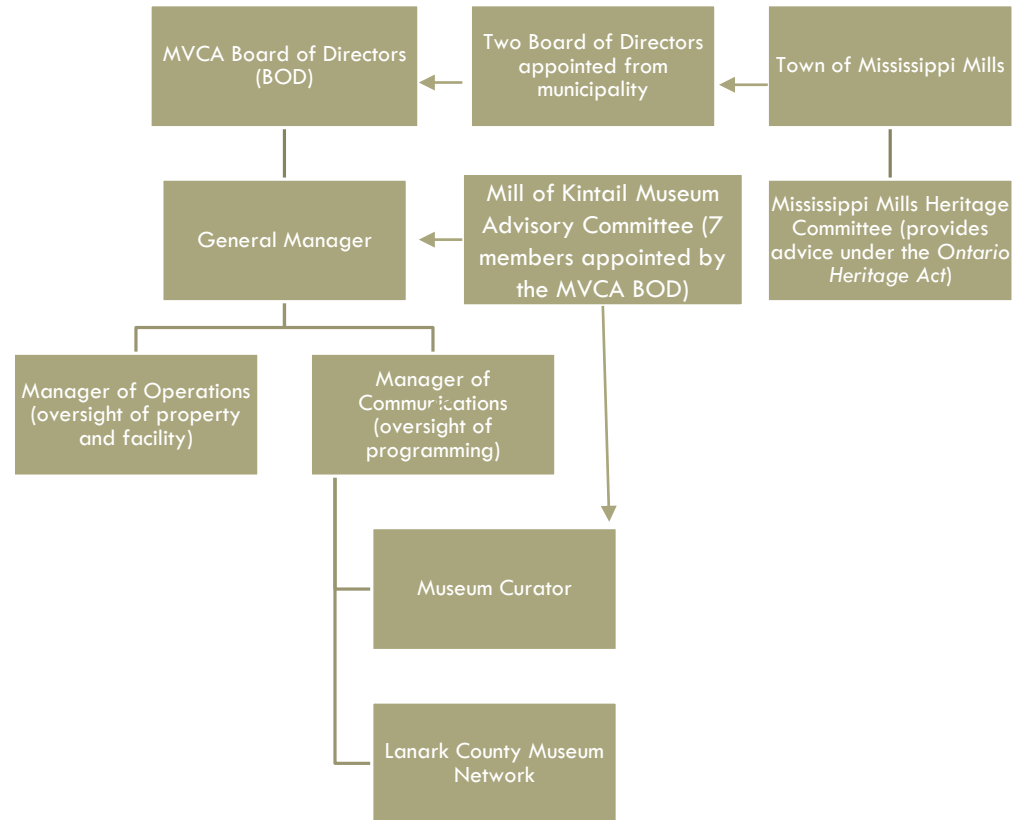
The Naismith collection was loaned to the museum in 2010, and became part of the permanent collection in 2017.

2.2 GOVERNANCE

The museum is owned and operated by the MVCA with significant operational support from volunteers including the Mill of Kintail Advisory Committee.

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.



2.3 MARKET ANALYSIS

The Mill of Kintail Museum lies in the Almonte Ward of the Town Mississippi Mills, population 13,163. Immediately to the east is the City of Ottawa, which is approaching one million in population, refer to Figure 1.

The MOK Museum is one of 11 museums in Lanark County, and one of three within the Town of Mississippi Mills.

The conservation area and museum support local interests and activities. Within eastern Ontario, the property provides 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 and diversity of activities available. The museum and property is an educational destination for local outdoor and nature enthusiasts, athletes and sports fans and area schools and teachers.

Currently there is no additional fee for visitors to enter the museum; rather, they pay upon entry to the site at \$6/vehicle, or \$45/vehicle for an annual pass. Admission to the museum is by donation and is considered affordable and competitive.

FIGURE 1

Both McKenzie and Naismith are world renowned within their fields, and attract visitors to the Conservation Area on this basis alone.

For example, Naismith is also honoured through the Naismith Memorial Basketball Hall of Fame in Springfield, Massachusetts and has been inducted into the Kansas Sports Hall of Fame and Canada's Sports Hall of Fame.

Similarly, McKenzie is recognized at McGill University in Montreal, Quebec and has a sports facility at York University in Toronto named in his honour.

In 2018, the museum received over 7,400 visitors.

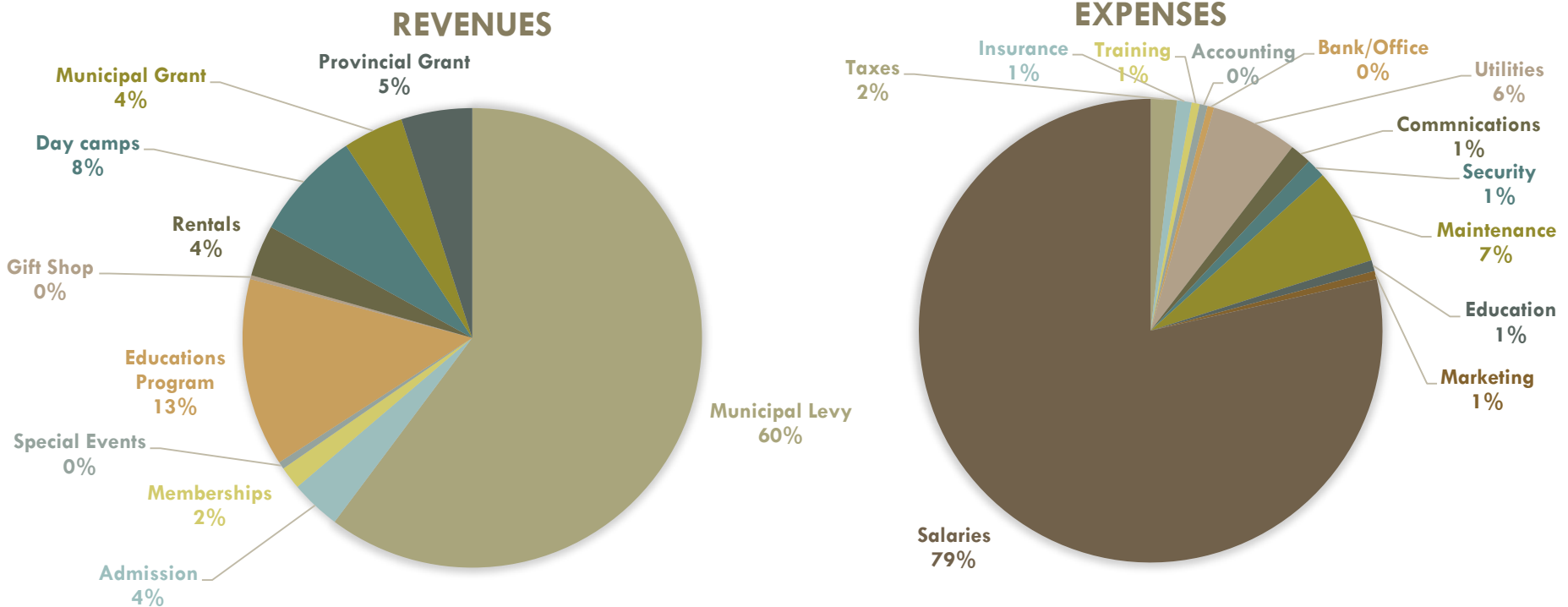


2.4 CURRENT OPERATING BUDGET

The Mill of Kintail Museum operating budget for 2018 was \$269,000. Major revenue sources consisted of 60% from the 11 member municipalities, as well as provincial and municipal grants and the education program. Expenses largely consisted of salaries, utilities and maintenance as shown in Figure 2.

The following sections outline the current operational goals and objectives supported by this budget.

FIGURE 2: 2018 OPERATING BUDGET



TOTAL BUDGET: ~\$269,000

2.5 CURRENT OPERATIONS

Operations are administered in accordance with the following goals and objectives.

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.*

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.

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.
Art	Permanent and temporary exhibits from the collection as well as local 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).*

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.

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.

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 Features

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.

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.

Promotion	Brochures, other museums, municipality.
Communication	Email, Facebook, social media, website.
Gift Shop Souvenirs	Gift items that highlight the Mill of Kintail Museum, McKenzie & Naismith.
Volunteer Program	Naismith Mens 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.*

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.

2.6 SWOB ANALYSIS

The team conducted research and analysis, met with the Mill of Kintail Advisory Committee, and solicited public feedback. Based upon information and comments received a SWOB Analysis (Strengths, Weaknesses, Opportunities, Barriers) was prepared as presented in Table 1. Key challenges and opportunities moving forward are the following:

- Museums within the Lanark County Museum Network (LCMN) are competing for limited funds, volunteers, and visitors.
- There are limited opportunities to expand and change the existing McKenzie-Naismith collections to appeal to a broader population and encourage repeat visits within existing budget.
- There is a opportunity to highlight and build on the importance that outdoor recreation played in the lives of Naismith and McKenzie, and their life's work.

Based upon this analysis, the following sections present the recommended Vision, Mandate, Goals, Objectives and Capital Investment needed for the museum for the next five years.

TABLE 1

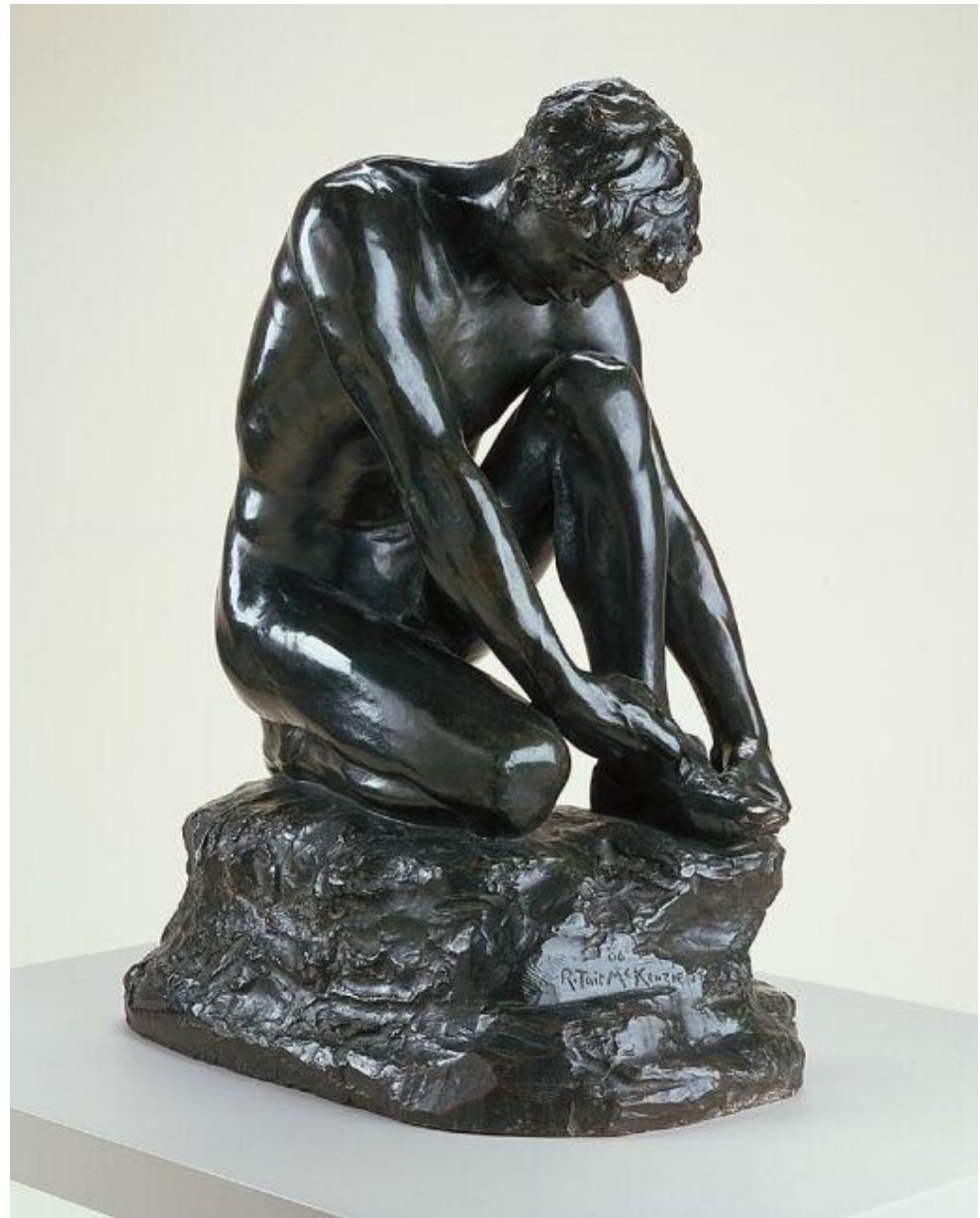
SWOB ANALYSIS – MILL OF KINTAIL MUSEUM

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • McKenzie and Naismith were lifelong friends, colleagues and national historic figures that ties the two collections. • Both men valued the importance of developing both mind and body, and left lasting legacies. • Quality archival storage system • Well-maintained structure • Existing visitorship (7,400 visitors to Museum, 16,000 to the site in 2018) • Supports critical mass of heritage museums in Lanark County • Dedicated trained staff 	<ul style="list-style-type: none"> • Challenging to keep Museum relevant and interesting for younger generation • Narrow scope and limited materials inhibit regular rotation of exhibits and attraction to visitors • Poor alignment with Conservation Authority mandate • Current volunteers are of retirement age
OPPORTUNITIES	BARRIERS
<ul style="list-style-type: none"> • Evolve to more closely align with Conservation Authority mandate • Acquire exhibits that facilitate regular rotation with greater appeal to broader audiences • Allows for exhibits beyond the walls of the museum • Solicit historical artifacts from across eastern Ontario 	<ul style="list-style-type: none"> • Limited funds to acquire new assets • Limited opportunity to revise fees • Resistance to change • Aging infrastructure • Other recreational opportunities in Lanark County and nearby City of Ottawa for the same or less admission costs

3.0 RECOMMENDATIONS

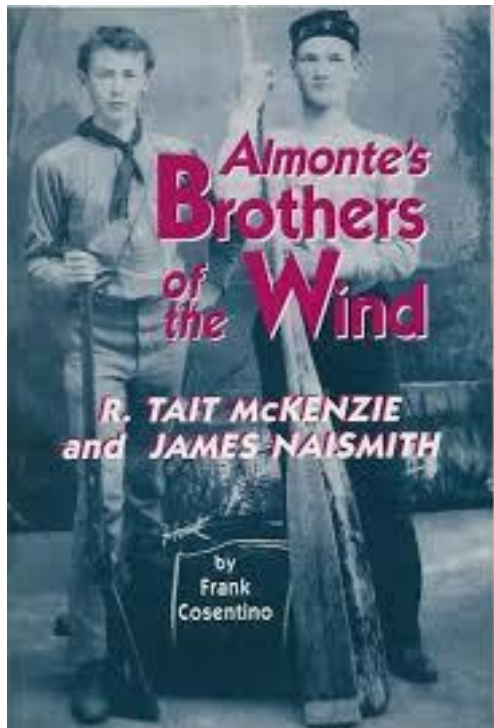
3.1 VISION

A historical, cultural and natural experience that celebrates the realms of physical activity and rehabilitation, health, nature and art through exploration of the lives of Dr. R. Tait McKenzie and Dr. James Naismith, and related experiential and educational opportunities.



3.2 SETTING THE MANDATE

Going forward the Mill of Kintail Museum and Conservation Area will strive to:



- *illustrate the shared recreational values of McKenzie and Naismith and their influence on sport and health promotion and recovery.*
- *collect, preserve, exhibit and interpret the collections in a manner that protects the quality of all materials and exhibits them in ways that both engages and educates visitors.*
- *integrate the museum into the Conservation Area in a manner that illustrates to visitors the art, history, and philosophies of McKenzie and Naismith.*
- *ensure that the museum and its exhibits are accessible to visitors with varied interests and abilities.*

3.3 5-YEAR GOALS

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 as they grew up locally, the values that motivated them to achieve great things and accomplishments recognized around the world.
3. Improves inclusivity and accessibility to both collections and exhibits the full range of materials so that everyone can experience their influence.
4. Improves visitor flow and management to provide a sense of ease and excellence as visitors travel through the museum.

3.4 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.

3.5

5-YEAR ACTION PLAN

1. COLLECTIONS

Item	Description	Year	Time (days)	Cost	Source	Lead
1.1	Purchase and install space efficient archival storage system	3	10	\$10,000	Grant	SK
1.2	Purchase and install industrial strength archival shelving	4	10	\$5,000	Grant	RF
1.3	Purchase and install an archival work station	5	3	\$500	MVCA	RF
1.4	Digitize all of archives: digitize, barcode, data entry	1-5	Volunteers		N/A	SK

5-YEAR ACTION PLAN

2. EXHIBITS

Item	Description	Year	Time (days)	Cost	Source	Lead
2.1	Improve access and redesign layout of main floor exhibit rooms	2	10	nil	N/A	SK
2.2	Develop map and layout of exhibits	2	10	nil	N/A	SK
2.3	Integrate Naismith and McKenzie exhibits	3	15	nil	N/A	SK
2.4	Develop mp3 tour of museum	4	10	nil	N/A	SK
2.5	Develop gap interpretation to integrate stories	5	15	\$2,000	Grant/ Fundraise	SK
2.6	Revise museum program based on changes	2-5	10	nil	N/A	SK
2.7	Develop conservation related exhibit for Gatehouse	5	10	\$1,000	MVCA/ Grant	SG
2.8	Design and install new interpretive panels – gatehouse and Ethel’s spot	4	10	\$2,000	MVCA/ Grant	SG
2.9	Design and install new interpretive panels – boy scout cabin and grist mill stone	3	10	\$3,000	MVCA/ Grant	SG
2.10	Manage the design and install heritage gardens	1	5	\$1,000	MVCA	SK
2.11	Develop and install annual special exhibit	1-5	10	\$2,500	MVCA	SK

5-YEAR ACTION PLAN

3. MARKETING, COMMUNICATIONS, and DEVELOPMENT

Item	Description	Year	Time (days)	Cost	Source	Lead
3.1	Enhance social media campaign showcasing developments	1-5	15	\$500	MVCA	SG
3.2	Develop a public survey to collect public feedback	1	5	nil	N/A	SG
3.3	Distribute survey through social media, email & on site	1-2	5	\$500	MVCA	SG
3.4	Develop an online shop for promotional items	3	15	nil	N/A	SG
3.5	Develop inclusion & accessibility plan	1	5	\$500	MVCA	SK
3.6	Develop & implement a fund-raising strategy in cooperation with MVC Foundation & MoK Advisory Committee	1-3	5	\$1,000	MVCA	SK
3.7	Prepare grant applications	1-3	30	nil		SK/SG
3.6	Seek out staff & volunteers training opportunities	2-5		TBD	Fundraise	

5-YEAR ACTION PLAN

4. FACILITIES – Operations and Maintenance

Item	Description	Year	Time (days)	Cost	Source	Lead
4.1	Interior painting	1	10	\$800	MVCA	RF
4.2	Exterior painting (trim, windows, drawbridge)	1	15	\$5,000	Fundraise	RF
4.3	Refinish Floors – Phase II (main floor and studio)	2-3	60	\$4,000	MVCA	RF
4.4	Paint basement floor	4	9	\$800	MVCA	RF/SK
4.5	Eavestrough replacement	2	contracted	\$7,000	Fundraise	RF
4.6	Repointing (gatehouse & pillars)	1-5	25	\$8-10,000	MVCA	RF
4.7	Replace board and batten – Gatehouse	3	25	\$10,000	Fundraise	RF
4.8	Drainage – Gatehouse	2	3	\$2,000	MVCA	RF
4.9	Road Improvements	2&4	15	\$10,000	MVCA	RF
4.10	Retaining wall reconstruction	1	contracted	\$15,000	Fundraise	RF
4.11	Lighting replacement	5	5	\$4,000	Fundraise	SK/RF

FUTURE CAPITAL NEEDS

The following are capital needs that must be considered in the long term planning of the museum.

Note: the balcony is presently restricted to visitors.

Item	Requirement	Cost Estimate
1	Balcony	\$30,000
2	Septic	\$20,000
4	Roof replacement	\$45,000