
REPORT

3024/19

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors
FROM:	Shannon Gutoskie, Community Relations Coordinator
RE:	Mill of Kintail Conservation Area – Museum
DATE:	September 18, 2019

Recommendation of the Policy & Priorities Committee:

That the Board of Directors:

Approve the Mill of Kintail Strategic Plan as submitted and that in light of impacts of Bill 108, that a committee be struck to examine the future of the R. Tait McKenzie and Dr. James Naismith Collections in the museum at the Mill of Kintail Conservation Area.

1.0 ISSUE

In February 2019, work commenced on a five-year strategic plan for the Mill of Kintail Museum as required by the Ontario Ministry of Tourism, Culture and Sport’s Community Museum Operating and Pay Equity Grant (CMOG.) In May, a draft plan was distributed to member municipalities and the general public for feedback. After a 30-day commenting period, only two responses were received.

Subsequently, the Province of Ontario approved Schedule 2 of Bill 108 that tied Municipal Levies to conservation authority (CA) mandatory programs, which were reduced in scope by the legislation. This is forcing all CAs to examine current activities and determine whether they will remain eligible for Municipal Levy funding.

In examining the Mill of Kintail Museum, which focuses on the lives, philosophies, and accomplishments of two local residents—R. Tait McKenzie and James Naismith, it was concluded that the current focus and collection do not meet the core mandate of CAs and will likely no longer qualify for Municipal Levy funding when new regulations take effect, expected in 2021. A strategy is needed that addresses the direction and financial impacts of these legislative changes.

2.0 BACKGROUND

A staff report was presented to the Policy and Priority Committee on September 5, 2019. The report provided analysis of the site, operations, costs, and context amongst museums within Lanark County. It also presented five options for the Committee's consideration:

1. Increase user fees and secure alternative funding to allow the museum to continue at the current level and service and remain focused on Dr. R. Tait McKenzie and Dr. James Naismith.
2. Continue with the current focus, but reduce levels of service at the Museum to align with the new financial model (e.g. shorter season and hours of operation, and limited curation and changes of the displays.)
3. Continue with the current focus, but transfer ownership of the collection and museum operations to a third party, likely a local not-for-profit volunteer organization.
4. Transition the museum collection and focus so that they align with the legislated mandate of CAs (sustainable resource management); and, safely store the McKenzie-Naismith collections until such time as other entities in the community are found to take over the collections.
5. Transition the museum collection and focus so that they align with the mandate of CAs (sustainable resource management); and, transfer the McKenzie-Naismith collections to other museums, galleries, organizations, and collectors.

The public was made aware of the issue and invited to speak at the Committee meeting via a media release, social media, the MVCA website, and a briefing of the Mill of Kintail Advisory Committee. The Policy & Priorities Committee heard presentations from the following:

- Michael Rikley-Lancaster, Mississippi Valley Textile Museum
- Lucy Carleton, Mill of Kintail volunteer
- Jill Moxley, Ramsay Women's Institute
- Amy Gerus, Lanark County Museum Network
- Doreen Wilson, North Lanark Historical Society

3.0 CONCLUSION

Based upon the presentations by staff and public, the Committee determined that there was sufficient community interest in the McKenzie-Naismith collections and their location at the Mill of Kintail to warrant further investigation into options in consultation with the public. And, that the Strategic Plan should be submitted as is to enable receipt of the 2019 CMOG.

4.0 ATTACHMENTS

- Staff Report 3022/19 to the Policy & Priorities Committee Meeting, September 5, 2019
- Submissions made to the Policy & Priorities Committee Meeting, September 5, 2019
- Mill of Kintail Strategic Plan, 2019

REPORT

3022/19

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Policy & Priorities Advisory Committee
FROM:	Shannon Gutoskie, Community Relations Coordinator
RE:	Mill of Kintail Museum Strategy
DATE:	September 5, 2019

Recommendation:

That the Policy & Priorities Committee recommend to the Board of Directors:

1. That staff redraft the Strategy for the Mill of Kintail Museum to transition its focus from Dr. R. Tait McKenzie and Dr. James Naismith to matters more closely aligned to the legislated mandate of the Conservation Authority as presented as Option 4 in this report.
2. That the revised Strategic Plan provide time for the community to consider and pursue other options contained in this report and provide an alternative business case to the Board for consideration.
3. That a letter be sent to county council recommending that Lanark County spearhead a conversation with museum advocates and the community at large regarding the sustainability of community museums and potential opportunities to share or consolidate resources.

1.0 ISSUE

In February 2019, work commenced on a five-year strategic plan for the Mill of Kintail Museum as required by the Ontario Ministry of Tourism, Culture and Sport's Community Museum Operating and Pay Equity Grant. In May, a draft plan was distributed to member municipalities and the general public for feedback. After a 30-day commenting period, only two responses were received.

Subsequently, the Province of Ontario approved Schedule 2 of Bill 108 that tied conservation authority general municipal levies to conservation authority (CA) mandatory programs, which

were reduced in scope by the legislation. This is forcing all CAs to examine current activities and determine whether they will remain eligible for Municipal Levy funding.

In examining the Mill of Kintail Museum, which focuses on the lives, philosophies, and accomplishments of two local residents, it was concluded that the current focus and collection do not meet the core mandate of CAs and will likely no longer qualify for Municipal Levy funding when new regulations take effect, expected sometime in 2021. A Museum Strategy is needed that addresses the direction and financial impacts of these legislative changes.

In 2018, museum operations cost \$269,367. Another \$95,000 in capital improvements are required over the next five to ten years. Table 1 provides a breakdown of current funding sources.

Table 1: 2018 Revenues – Mill of Kintail Museum¹

Revenue Source	Amount	%
Municipal Levy	\$183,101	60
Town of Mississippi Mills	\$11,464	4
Provincial Grant	\$13,445	5
Education Program Fees	\$14,800	13
Entry and Other Fees	\$9,550	4
Other	\$37,009	14
TOTAL	\$269,369	100%

2.0 OBJECTIVES

- Retain and maintain the Mill heritage structure as a tourism attraction in the region.
- Use the building in a manner that aligns with the conservation authority’s mandate as defined by legislation.
- Secure sustainable funding for proper maintenance and capital reinvestment in the heritage building, and continued improvements to meet current accessibility standards.

3.0 OPTIONS

The museum structure is in very good condition, has two floors that are wheelchair accessible, modern communications systems, a kitchen, one flush toilet, and is an attractive and highly regarded landmark in the community. Originally built as a grist mill in 1830, it was converted to a home and studio in 1931, and subsequently into a museum in 1952. In 1981, the Town of Mississippi Mills approved heritage status for the Mill of Kintail (MOK). MVCA took ownership in 1972 and has made significant investments in the structure over the years to keep it in good

¹ Refer to Appendix 1: 2018 Mill of Kintail Operating Budget

working condition and compliant with applicable laws. As a valuable community asset worthy of continued use, abandonment is *not* considered an option. This leaves five options:

6. Increase user fees and secure alternative funding to allow the museum to continue at the current level and service and remain focused on Dr. R. Tait McKenzie and Dr. James Naismith.
7. Continue with the current focus, but reduce levels of service at the Museum to align with the new financial model (e.g. shorter season and hours of operation, and limited curation and changes of the displays.)
8. Continue with the current focus, but transfer ownership of the collection and museum operations to a third party, likely a local not-for-profit volunteer organization.
9. Transition the museum collection and focus so that they align with the legislated mandate of CAs (sustainable resource management); and, safely store the McKenzie-Naismith collections until such time as other entities in the community are found to take over the collections.
10. Transition the museum collection and focus so that they align with the mandate of CAs (sustainable resource management); and, transfer the McKenzie-Naismith collections to other museums, galleries, organizations, and collectors.

4.0 ANALYSIS

a) Site Museum Fees

In 2018, entry fees accounted for 4% of museum revenues. Currently there is no additional fee for visitors to enter the museum; rather, they pay upon entry to the site: \$6/vehicle, or \$45/vehicle for an annual pass. Admission to the museum is by donation. Prior to 2003, visitors were required to pay \$2/per person for admission to the museum. This resulted in stagnant visitorship. Only when admission became included with the overall site entry fee did visitorship increase: visitors in 2005: 4,260; visitors in 2015: 8,480. Table 2 compares fees charged for other recreation and leisure activities in Lanark County.

Table 2: Recreation & Leisure Comparisons in Lanark County

Blueberry Mountain	Free
Day pass to area Provincial Park	\$12.25 - \$21.00
Drive-in movie theatre	\$12/pp (adult) \$5/pp (child)
Perth Wildlife Reserve Conservation Area	\$7/vehicle
Pinhey's Point Historic Site	By donation

Fee increases alone will not address the 60% of revenues currently funded via the Municipal Levy.

b) Museums in Lanark County

The Mill of Kintail Museum is one of eleven (11) heritage museums in Lanark County, and one of four (4) located in Mississippi Mills. Table 3 summarizes key information regarding the museums. In 2015, a report was completed for the Town of Mississippi Mills “*Toward Sustainability for Mississippi Mills Museums*” with the following key findings:

- The museums in Mississippi Mills: James Naismith and the R. Tait McKenzie Memorial Museums, Mississippi Valley Textile, and North Lanark Regional Museum share several sustainability challenges including: limited staffing; lower than average staff compensation levels; limited time and resources to develop innovative and participative programming and to manage collections; lack of collection storage space; and financial constraints compounded by lower than average municipal funding.
- The museums need to: 1) be relevant; 2) collaborate and partner up; 3) secure adequate resources; and 4) take individual action in the face of sustainability challenges.
- Recommended actions: 1) Rethink the role of museums and how to engage people; 2) tell a complete story of Mississippi Mills; 3) increase and formalize joint actions and initiatives; 4) improve collections management; 5) created a shared pool of museum staff; 6) establish formal funding agreements; 7) increase municipal funding to museums; 8) develop capital investment plans; and 9) strengthen museum organizations from the inside out.

Table 3: Museums in the County of Lanark, 2018

Museum	Entry Fee	No. of Visitors	Hours Open/Wk	Operating Budget	Largest Funder
Mill of Kintail Museum	\$6/entry	7,500	45hr/wk; 24 wks/yr	\$269k	11 Municipalities of the MVCA ²
Archives Lanark	\$2/pp	250	2 days/wk	\$23k	Grant via Lanark County
Carleton Place	Donation	2,700	36/wk	\$73k	Carleton Place
Matheson House	Donation	10,100	Year round, hours vary	\$200k	Perth
Middleville	\$5/pp	500	12/wk		Lanark Highlands (\$3,000)
North Lanark	Donation	2,000	36/wk	\$70.6k	Mississippi Mills (\$6,000)
Textile Museum	\$7/pp	4,228	36/wk	\$270.6k	Mississippi Mills (\$65,000)

² Refer to Appendix 2 for details.

There is an opportunity to move the McKenzie and Naismith collections to one or more of the other museums to address some of the issues identified by the 2015 report. These discussions have not occurred to date.

c) Other Naismith and McKenzie Collections

Dr. R. Tait McKenzie

The art, writings, and other artifacts of Dr. McKenzie can be found at the following museums and galleries as well as in many private collections:

- Tait McKenzie Centre (sports facility at York University in Toronto)
- Recognized at McGill University in Montreal
- University of Tennessee
- Philadelphia Museum of Art

Dr. James Naismith

Artifacts associated with and recognition of Dr. Naismith can be found at the following:

- Naismith Memorial Basketball Hall of Fame: Springfield, Massachusetts
- High Plains Museum, Goodland, Kansas
- Kansas Sports Hall of Fame
- Canada's Sports Hall of Fame
- Posthumously inducted into Canada's Walk of Fame (2019)

While there is a strong desire in the community to retain the McKenzie-Naismith collections, if there is not the capacity to do so there are other organizations that may be interested in the collections.

d) Mill of Kintail Conservation Area and Museum Metrics

The museum is open 45 hours a week during the May to October operating season. For the years 2017-2018 annual attendance averaged 7,000/year. By comparison, more than 4,500 people visited the Museum between May 18 and August 13, likely due to the success of the Raptors Basketball team and associated media coverage of the museum. Over a period of six weeks this summer, museum staff asked a random sample of visitors what brought them to the site and where they were from in order to determine who is visiting the museum and why. Table 4 provides results.

Table 4: Visitor Origin and Intent (July 8 – August 13, 2019)

Origin	No. of Visitors
Eastern Ontario	185
Other Ontario	26
Out of Province	12
USA	14
Other International	11
TOTAL	248
Percentage who attended the MOK specifically to visit the museum	66%

While the MVCA’s education and wedding services are not supported in statements issued by some in the provincial government, they have proved very popular and are always fully booked well in advance. There is an opportunity to enhance these programs and services to increase site revenues. It is unlikely, however, that they can address the 60% in revenues currently addressed by the Municipal Levy.

In 2007, MVCA undertook a site analysis of the Mill of Kintail Conservation Area and identified strengths, challenges and opportunities for the site, including the following:

- Quiet and attractive natural setting offering a unique combination of educational, cultural and recreational activities developed around the legacy of an important and interesting historical figure;
- Proximity to large populations;
- Interesting alternative to local park destinations such as Piney Point Park in Dunrobin, Mackenzie King Estate in Gatineau Park, Provincial Parks;
- Chronic under funding of small museums (federal and provincial governments);
- Tenuous relationship between museum operation and the MVCA mandate; and
- R. Tait McKenzie is not a well-known figure and his story challenging to present (compared to Naismith, for example.)

e) Realignment of Museum Focus

The *Conservation Authorities Act* states that the mandate of CA’s is to “to provide, in the area over which it has jurisdiction, programs and services designed to further the conservation, restoration, development and management of natural resources.” At present, Mill of Kintail Museum operations do not align with that mandate, and the link under the Draft Strategic Plan prepared earlier this year is tenuous.

The Mill of Kintail Conservation Area contains a managed forest and agricultural lands, is bisected by the Indian River, and the Mill structure is an example of early water power generation and commerce in the region. As such, there are ample opportunities to redirect the focus of the museum and integrate it with site operations to tell stories, display artifacts and provide working examples that speak to the history and current state of forestry, agriculture, hunting and fishing, water transportation and water power generation in the Ottawa Valley.

While funding opportunities for the Tait-Naismith museum are limited, there are many private companies, industry and other organizations that could potentially support and partner with MVCA to develop this new focus. For example:

- Eastern Ontario Model Forest to demonstrate forestry best practices;
- Ontario Federation of Agriculture to demonstrate historical and current practices;
- Ducks Unlimited to demonstrate habitat protection for migratory birds;
- Ontario Power Generation to demonstrate small hydro;
- Algonquin College urban forestry program to practice/demonstrate skills; and
- Manufacturers to demonstrate future technologies employed in resource management.

Several of the artifacts within the McKenzie-Naismith collections could be used to tell those stories, and the history of the site itself would continue to be told. Existing staff could be used to plan and implement the transition of the museum; with support from volunteers to help tell the larger story of resource management in the Ottawa Valley. The proposed focus and greater integration with site operations would increase special event opportunities that could attract a broader range of visitors to the site and region.

5.0 COMMUNITY ENGAGEMENT

The McKenzie-Naismith collections are community asset owned and managed by the MVCA. Many in the community see the collections, particularly the R. Tait McKenzie collection, as inextricably tied to the Mill of Kintail property and will strongly object to relocating the collection. Time is needed to allow the community the opportunity to pursue the other options contained in this report and to prepare an alternative business case for consideration by the Board.

Ideally, the community engages in a broader discussion regarding the sustainability of small museums in the region, as all face aging volunteers, limited funding, static collections, and evolving demands of the viewing public. The revised Strategic Plan will allow time for the community to discuss not just the future of the McKenzie-Naismith collections, but also how they could fit into the broader scope of museums in the region. There may be an opportunity for the County of Lanark to coordinate the conversation as, collectively, the 11 museums in Lanark offer tremendous social value to the community.

The duration of the engagement period will depend upon the transition period being imposed on Conservation Authorities under provincial regulations expected to be released in September.

6.0 FINDINGS & CONCLUSIONS

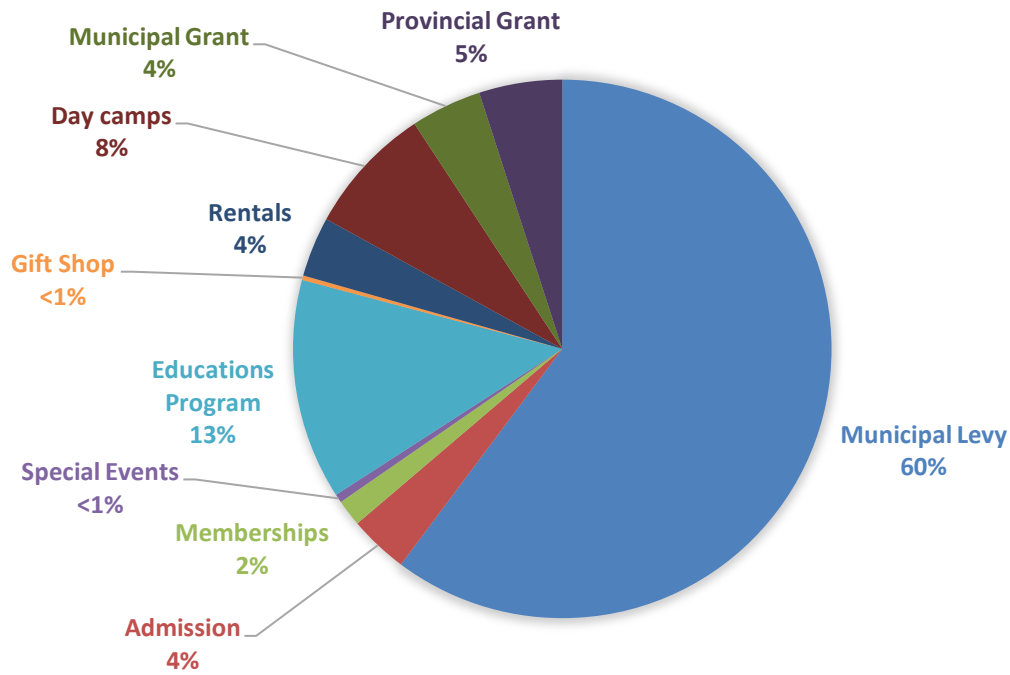
1. The MOK museum is in good condition, is a community heritage structure, is a major draw to the Conservation Area, and a valuable tourism and heritage asset in the region.
2. Museums within the Lanark County Museum Network (LCMN) are competing for limited funds, volunteers, and visitors.
3. Fees for services cannot be raised to a level that will address the 60% in revenues currently funded via the Municipal Levy.
4. While the Mill of Kintail Museum saw an increase in visitorship in 2019 due to the Toronto Raptors NBA final win, that level is unlikely to be sustained given limited funding to promote, advertise and enhance the exhibits.
5. There are limited opportunities to expand and change the existing McKenzie-Naismith collections to appeal to a broader population and encourage repeat visits.
6. A museum focused on sustainable resource management could offer a wider-range of programming that would be of interest to a broader spectrum of visitors, and allow for more events to attract people to the Conservation Area.
7. A museum focused on sustainable resource management would have greater partnership and funding opportunities than the current museum.
8. A museum focused on sustainable resource management should be eligible for Municipal Levy funding under the regulations expected this fall.
9. Other museums, organizations and individuals exist locally and outside the region with interest in the McKenzie-Naismith collections.
10. The community must be engaged to ensure that all options are appropriately explored before transitioning the museum's focus.
11. From a governance perspective, a fully integrated site that is operated and maintained by the MVCA would be most efficient.
12. Transitioning the museum to a new focus mitigates impacts to the community and staff arising from Bill 108.

7.0 NEXT STEPS

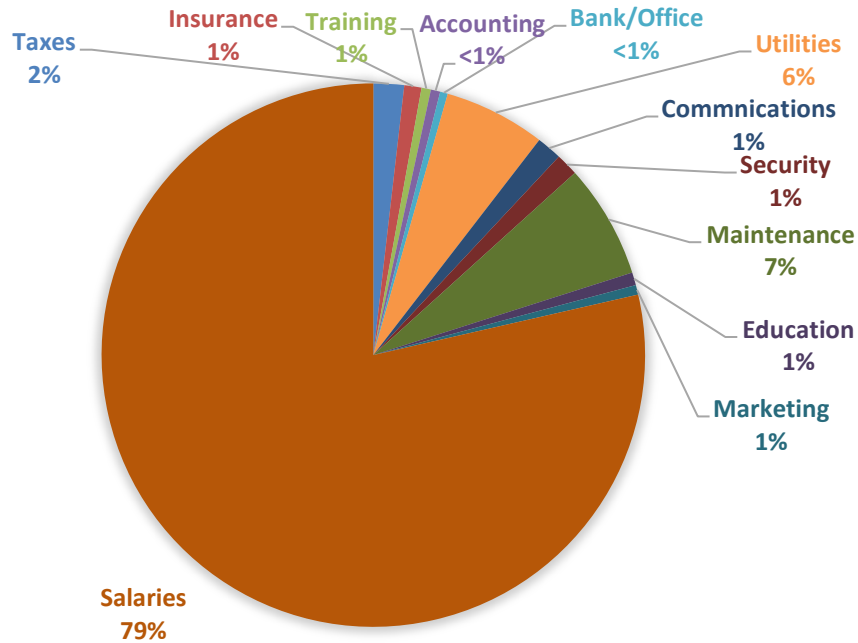
If approved by the MVCA Board of Directors in September, staff will revise the museum's Strategic Plan to allow for the proposed consultation and transition periods, and table the updated plan for final approval in October.

Appendix 1: 2018 Mill of Kintail Operating Budget

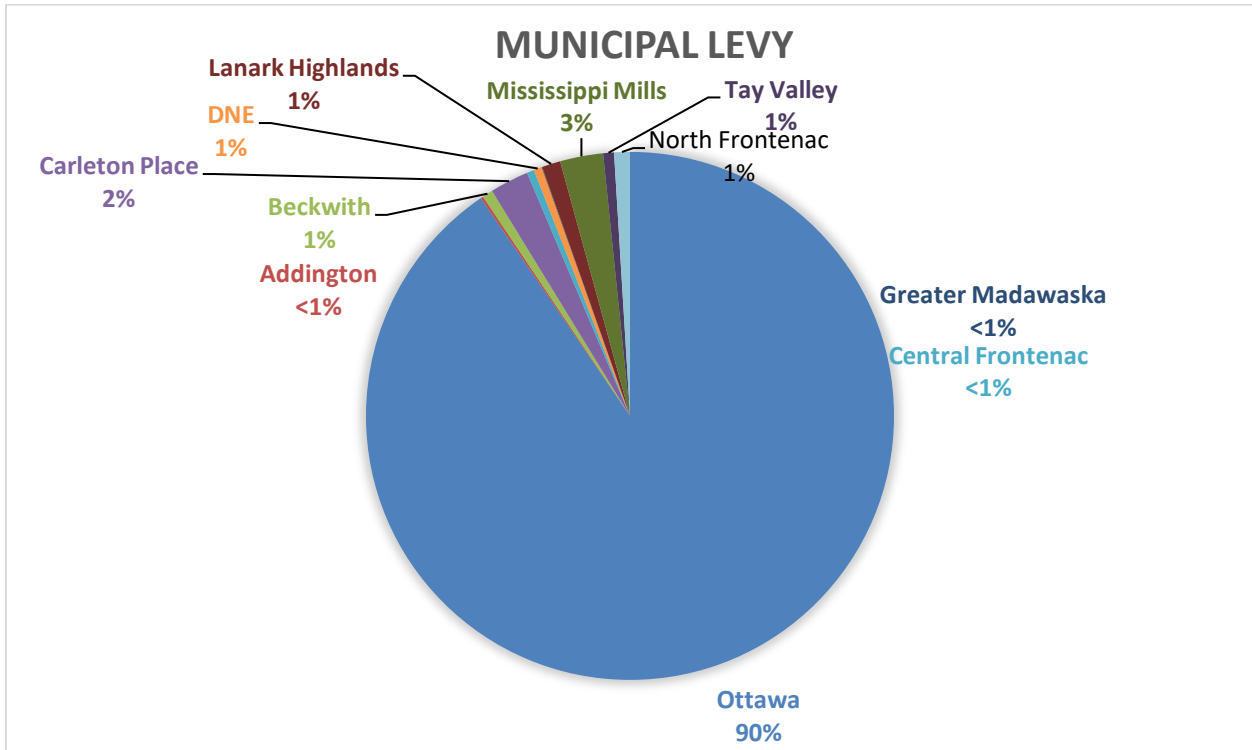
REVENUES



EXPENSES



Appendix 2:



Mississippi Valley Textile Museum

Presenter: Michael Rikley-Lancaster

Mill of Kintail Museum

Dr. R. Tait McKenzie Memorial Museum & Dr. James Naismith Museum

1. Information from the Ontario Museum Association
Presented by Michael Rikley-Lancaster, Councillor Ontario Museum Association
 - Research Summary Mill of Kintail Dr. R. Tait McKenzie Memorial Museum & Dr. James Naismith Museum
 - Conservation Authorities & Museums
 - Centralized Museum Services
 - Impact of Museums on Economic Development

2. Information regarding the Community Museum Operating Grant
Information from:

Elka Weinstein, MMSt, Ph.D.

Museum and Heritage Programs Advisor

Libraries, Arts, and Heritage Services Unit

Ministry of Tourism, Culture and Sport

3. Mississippi Valley Textile Museum
Executive Director/Curator
Collaboration - "We are here to help."

Research Summary: R. Tait McKenzie Memorial Museum at the Mill of Kintail

August 29, 2019; amended September 3, 2019 with feedback from MVCA.

Situation:

Due to changes in mandate for Ontario's Conservation Authorities included in *Bill 108*, the R. Tait McKenzie Memorial Museum, aka "the Mill of Kintail", has been slated for a change in operations due to its position within the Mississippi Valley Conservation Authority. With Conservation Authorities expected to focus on 'core functions', one option is a shift in focus away from the collections and stories of Dr. R. Tait McKenzie and Dr. James Naismith.³ The Mill of Kintail's Policy & Priorities Committee has not yet recommended anything to the Board of Directors. The Committee will receive a presentation by MVCA staff with their recommendations as well as hear delegations. The Committee will then decide what they will recommend to the Board at the September 18th Board of Directors meeting.

Conservation Authorities and Museums:

Across the province, Ontario's 36 Conservation Authorities have a wide range of operations. In some cases, these include the running of museums, heritage sites, or associated informal learning environments. Some examples include:

- Backus Heritage Conservation Area, Backhouse Historic Site
- Ball's Falls Centre for Conservation & Historic Chapel
- Black Creek Pioneer Village
- Bruce's Mill Conservation Area
- C.M. Wilson Conservation Area, Chatham-Kent Children's Safety Village
- Crawford Lake Conservation Area reconstructed Iroquois longhouse
- Fanshawe Pioneer Village
- John R. Park Homestead
- O'Hara Mill Pioneer Village
- Rock Glen Conservation Area, Arkona Lions Museum
- Ska-nah-doh Iroquoian Village and Museum
- Sheppard's Bush Conservation Area
- Utopia Conservation Area
- Westfield Heritage Village

³ Mill of Kintail Museum Strategy (September 5, 2019):
https://gallery.mailchimp.com/8d0406c61bdd8d30dcb21ef37/files/e63c517a-f2eb-4e57-8545-5198807452f6/19se05_AgendaFINAL.pdf

From Ontario Museum Association research, approximately 2% of Ontario museums are directly governed by Conservation Authorities.⁴ The above institutions contribute to the amenities and activities available to visitors, and showcase the value of protecting natural and modified landscapes.

The Mill of Kintail:

Built in 1840, the Mill represents a portion of the history of the Mississippi Valley. Its associations with the lives of Dr. R. Tait McKenzie and Dr. James Naismith contribute to its appeal. Most recently, the connection to the life of Dr. James Naismith has resulted in international media attention⁵ and increased visitor numbers for the site⁶.

The Mill of Kintail reports an average of 7,000 visitors per year⁷, which places it around the average for Ontario museums of its operating budget size⁸. The Mill of Kintail does not charge an admission fee separate from admission to the Conservation Area. Fully free admission is found in about one-quarter of museums of the Mill's budget size, and admission by donation at another 20%⁹. It has been noted that admission by donation has had a positive impact on visitorship at the site.¹⁰

Sector-wide Goals for Museums in Ontario:

Based on consultations held across the province, the Ontario Museum Association published *Ontario's Museums 2025: Strategic Vision & Action Plan* in 2016, which focuses on:

- Vibrant and Vital Museums
- Relevant & Meaningful Collections
- An Effective and Collaborative Workforce, and
- A Strong & Successful Sector¹¹

⁴ *Ontario's Museums 2014 Profile* (2016):

https://members.museumsontario.ca/sites/default/files/members/OntarioMuseums2014Profile_Online.pdf

⁵ "Four hours from the Raptors' home, the cradle of basketball also resides in Ontario." *Washington Post*. (June 1, 2019) <https://www.washingtonpost.com/sports/2019/06/01/four-hours-raptors-home-cradle-basketball-also-resides-ontario/>

⁶ Mill of Kintail Museum Strategy (September 5, 2019):

https://gallery.mailchimp.com/8d0406c61bdd8d30dcb21ef37/files/e63c517a-f2eb-4e57-8545-5198807452f6/19se05_AgendaFINAL.pdf

⁷ Ibid.

⁸ *Ontario's Museums 2014 Profile* (2016):

https://members.museumsontario.ca/sites/default/files/members/OntarioMuseums2014Profile_Online.pdf

⁹ Ibid.

¹⁰ Mill of Kintail Museum Strategy (September 5, 2019):

https://gallery.mailchimp.com/8d0406c61bdd8d30dcb21ef37/files/e63c517a-f2eb-4e57-8545-5198807452f6/19se05_AgendaFINAL.pdf

¹¹ *Ontario's Museums 2025: Strategic Vision & Action Plan* (2016):

https://members.museumsontario.ca/sites/default/files/members/publications/OntarioMuseums2025_OnlineView.pdf

These principles can be used to guide the vision for the Mill of Kintail and its operations.

Media Coverage and Strategies for Handling Changes

Site	Media Coverage	Strategies
Black Creek Pioneer Village	<ol style="list-style-type: none"> 1. https://www.thestar.com/news/city_hall/2019/08/22/pioneer-village-conservation-areas-threatened-by-ford-government-directive-official-warns.html 2. https://www.thestar.com/opinion/letters_to_the_editors/2019/08/25/we-should-be-celebrating-not-closing-black-creek-pioneer-village.html 3. https://www.thestar.com/news/city_hall/2019/08/23/doug-ford-says-black-creek-pioneer-village-wont-be-shut-down.html 	“won’t be shut down”
Backhouse Historic Site	<ol style="list-style-type: none"> 1. https://www.simcoereformer.ca/news/local-news/lprca-takes-wait-and-see-approach 	“wait and see”
Westfield Heritage Village	<ol style="list-style-type: none"> 1. https://www.cbc.ca/news/canada/hamilton/conservation-authority-core-mandate-1.5260484 	“asking province to clarify what it means by ‘core activities’”

Comments Re: Mill of Kintail Museum Strategy (Staff Report #3022/19)

The press release that was issued by MVCA on August 27 states:

The Mill of Kintail building is a jewel in our portfolio.

I suggest that the jewel needs a little polishing, not abandonment.

The recent Staff Report that refers to a 2007 MCVA site analysis does not mention the more recent 2013 Mill of Kintail Master Plan. This report states:

The primary purpose of the Mill of Kintail Museum is to promote the life and accomplishments of Dr. R. Tait McKenzie. This is achieved through the conservation and display of the Museum collection, comprised of his personal works and era-appropriate artifacts. The Conservation Area as a whole provides an opportunity for visitors to experience the environment that inspired Dr. McKenzie and the art that he created.

And in 2018 after the adoption of the James Naismith Museum, a later annual report restates the importance of the Mill of Kintail and its environment as an influence on these two men.

The 2019 staff report from MVCA goes on to say:

Many in the community see the collections, particularly the R. Tait McKenzie Collection, as inextricably tied to the Mill of Kintail property and will strongly object to relocation of the collection.

The Mill of Kintail on its own is nothing without its valuable collections. It is merely a grist mill. A shell of a building.

In order to be eligible for any CMOG funding a museum must have a collection of historical artifacts. Transitioning the Mill of Kintail to an exhibition space, as is suggested, will not make a museum. Collections define a museum.

Suggesting that a focus on sustainable resource management would be of interest to a broader spectrum of visitors is at best, a questionable idea. Take a look at your demographic and where your visitors are coming from. The majority of visitors coming to the Mill of Kintail are from the local area, and are repeat visitors. Hometown heroes, coupled with the attractive hiking trails, is a fantastic combination for encouraging repeat visitors. Families are proud to highlight their local heroes to out-of-town guests.

With reference to the James Naismith Basketball Collection, the staff report goes on to state that the increase in visitors this summer, due to the Raptors final win, is unlikely to be sustained in coming years. This is purely supposition. No one knows if there will be an increase or decrease in visitors in the future, with or without funding for advertising. There was little promotion for the James Naismith Museum up until the Raptors buzz, yet somehow, this small museum found itself in the June 1st edition of the Washington Post.

The staff report also states that museums within Lanark County are competing against each other. On the contrary, the LCMN has quickly come to the aid of the Mill of Kintail Museum with its petition to save these exceptional collections.

Finally, who are the other museums, organizations and individuals that exist with an interest in the McKenzie Naismith Collections? Twenty-two plaster models and two oil paintings belong to the University of Pennsylvania, on permanent loan. The Masks of Expression belong to McGill University, on permanent loan. Eighteen other items belong to the Ontario Heritage Foundation, on permanent loan. There is an obligation that MCVA has to these institutions and to the community regarding the public trust of these collections. In 1972, when MCVA purchased the Mill and its contents from Major Leys and his wife Irene, it agreed:

“that the Purchasers (MVCA) may operate the Museum to advantage, the Vendors agree to deliver as a gift without cost to the Purchasers, at the price of \$1.00, all items of art, artefacts, and other memorabilia, provided in return for a covenant that the Purchasers agree to hold these items in trust for the people of Canada, and agree to display said items at all reasonable times for the education and enjoyment of the public.”

Proviso and letter of intent File 7-CA3/71.October 28, 1971

As the Master Plan of 2013 states, the Mill of Kintail will **provide an opportunity for visitors to experience the environment that inspired Drs. McKenzie and Naismith.** Let’s begin to explore all options to keep these collections at the Mill of Kintail. Let’s invite our elected officials, our MPP, and our MP to work with Queen’s Park to save what we have. Let’s invite them to...

Cross the drawbridge at the Mill of Kintail, held up with log-boom chains from the upper Ottawa Valley lumber giant David Gillies, slowly open the weathered old wooden door with the wrought iron handle, and enter the living quarters of the McKenzie’s summer home, filled with rustic arts and crafts furniture of the 1930s. Immediately, one is transported into another era – as McKenzie said, a refuge, a place to read, to create, to contemplate. Whether one follows the creaky stairs to the basketball collection below or climbs up to the lofty sunny studio on the third floor, this is how one truly experiences the environment that inspired Drs. McKenzie and Naismith. Let’s keep them at the Mill of Kintail.

Ramsay Womens' Institute

Presenter: Jill Moxley

Presentation by Ramsay Womens' Institute to MVCA P&P Committee---Thursday 4 September

Introduce self and WI

Have been serving "Tea on the Lawn" at the MoK for 50+ years

History of Teas and connections—Irene Lees, James, Order of Canada etc.

Reasons for support

Income from Teas and subsequent support of Museums and local charities

Reasons for continuation of Museum as center of site

Potential & Possible future



Hello and thank you very much for giving me the opportunity to speak with you today. My name is Amy Gerus and I am here on behalf of the Lanark County Museums Network, representing all not-for-profit museums in Lanark County of which the Mill of Kintail museum is a member. The Lanark County Museums Network was very saddened to hear the news provided by the Mississippi Valley Conservation Authority regarding the future of the Mill of Kintail museum and the R. Tait McKenzie and James Naismith collections. These collections and the Mill of Kintail museums hold special significance for Canadian and local history, highlighting the remarkable lives of two brilliant men from Lanark County who inspire us to be creative, innovative, and to dream bigger than we think is possible.

On behalf of the Lanark County Museums Network, I urge the Mississippi Valley Conservation Authority to do all that they can to ensure that these collections remain in Lanark County in their current home at the Mill of Kintail. To lose this historical treasure, especially in light of the recent attention garnered by the Toronto Raptor's NBA successes and overall public support for the Mill of Kintail, would be a true loss to the community, and the legacies of R. Tait McKenzie and James Naismith.

Representatives of the Lanark County Museums Network:

Archives Lanark
Carleton Place & Beckwith Heritage Museums
Heritage House Museum
Lanark & District Museums
Middleville & District Museum
Mill of Kintail Museum
Mississippi Valley Textile Museum
North Lanark Regional Museum
Perth Hall of Remembrance
Perth Museum
Railway Museum of Eastern Ontario

Good Morning,

I am Doreen Wilson, and I am here to speak on behalf of the North Lanark Historical Society. The Society has been in existence for over 50 years, and operates the North Lanark Regional Museum whose mandate is to collect, preserve, conserve historical collections and artifacts for the Municipality of Mississippi Mills.

For those who may not know, the grist mill was acquired from Dr. R. Tait McKenzie's wife by Major James Leyes and his wife Irene in the 1950's. They actively promoted this site as a memorial to Tait McKenzie, and established a Museum in his honour. The property was subsequently acquired by the Mississippi Valley Conservation Authority in 1972, who agreed to maintain the Tait McKenzie Memorial in return for the gift of the contents of the Museum. Since 2011, the James Naismith collection has been housed at the Mill of Kintail.

Today, the Society wishes to share our concerns regarding the future of the Mill of Kintail.

The Mill of Kintail is more than a grouping of historic buildings, but rather it is the physical link to the past. Without this link, we erase and lose the stories of our past, as if the people who came before never existed.

What inspired Major Leyes to create the memorial to Tait McKenzie, and what motivated the establishment of the Naismith Basketball Foundation in 1989, was a strong desire to honour two important local men, and to educate future generations about their accomplishments and contributions to our community and to the entire world.

Any decision that affects the on-going operation of the Mill of Kintail must be taken with the greatest care to ensure that this vital community attraction, school trip destination, family day trips, and history of the local area is not lost.

The Society recognizes that it is demanding for the Mississippi Valley Conservation Authority to focus on key activities when government funding is reduced, however, we request that all efforts be undertaken to include the continued operation of the Mill of Kintail in its present location. This is an important priority not only for the local community, but for all Canadians.

Thank you,

Doreen Wilson
North Lanark Historical Society
Box 218, Almonte ON K0A 1A0

Neil Carleton – Mill of Kintail Volunteer, MVCA Supporter

DISTRIBUTION MVCA Policy and Priorities Committee Members.

* denotes attendance at the September 5 meeting.

Jeff Atkinson Town of Carleton Place – Committee Chair *

Faye Campbell Township of Beckwith *

RoxAnne Darling Tay Valley Township

Theresa Fritz Town of Carleton Place

Glen Gower City of Ottawa

John Hall Township of Lanark Highlands – Board Vice Chair *

Bev Holmes Town of Mississippi Mills *

John Inglis Township of North Frontenac *

John Karau City of Ottawa *

Janet Manson City of Ottawa – Board Chair *

Kirby Thompson Township of Addington Highlands *

BILL 108 FORCES MVCA TO EXAMINE NON-CORE PROGRAMS

Thank you for the opportunity to observe the Committee's deliberations on Thursday, September 5. The recommendation to the MVCA Board, that further options be examined for the future of the Mill of Kintail Museum, was a wide decision. I hope my notes today will be of assistance.

1 August 27 Posting and Staff Report

2 Honouring the Brothers of the Wind

3 In Trust for the People of Canada

4 Supporting the Jewell

5 Black Creek Pioneer Village Decision

6 No Collections = No Museum = No Grants

7 Community Museum Operating Grant

8 Strategic Plan

9 Reality of Transition Expenses

10 Partnerships

11 Museum Strengths and Challenges

1 AUGUST 27 POSTING AND STAFF REPORT <http://mvc.on.ca/bill-108-forces-mvca-to-examine-non-core-program/>

I read both with dismay. Other MVCA and Mill of Kintail supporters who chanced upon the posting and report were also shocked at such a premature response. Of equal concern was missing information of significance that would be needed for the Committee's consideration.

Although I wrote in advance of the meeting, it was not evident last Thursday that any of my September 3 notes reached you via MVCA staff. It's possible too that you are not aware of Jim Moore's Millstone News letter of September 3. <https://millstonenews.com/2019/09/letter-possible-closure-of-mill-of-kintail-museum.html>

2 HONOURING THE BROTHERS OF THE WIND

Dr. Robert Tait McKenzie and Dr. James Naismith were born in the Mississippi watershed, and grew up here influenced by its history and landscape. The professional pursuits of these boyhood friends are widely recognized and honoured. These giants from the valley changed the world.

2.1 Some McKenzie Notables

National Historic Person

Canadian Olympic Hall of Fame

R. Tait McKenzie Public School – Almonte

R. Tait McKenzie Award – Almonte and District High School

Tait McKenzie Centre – York University multi-use sport and recreation facility

R. Tait McKenzie Society – University of Toronto academic honour society

R. Tait McKenzie Award – Physical and Health Education Canada (PHE Canada)

R. Tait McKenzie Memorial Address – Physical and Health Education Canada (PHE Canada)

R. Tait McKenzie Medallion – Canadian Academy of Sports and Exercise Medicine

R. Tait McKenzie Award – Society of Health and Physical Educators America (SHAPE America)

R. Tait McKenzie Award – Maryland Association for Health, Physical Education, Recreation, and Dance

2.2 Some Naismith Notables

National Historic Person

Canadian Olympic Hall of Fame

Canada's Sports Hall of Fame – Calgary

Canada's Walk of Fame – Toronto

Canadian Basketball Hall of Fame – Toronto
McGill University Sports Hall of Fame – Montreal
Ontario Sports Legends Hall of Fame – Toronto
Ottawa Sports Hall of Fame
Naismith Memorial Public School – Almonte
Kansas State Sports Hall of Fame – Wichita
Naismith Memorial Basketball Hall of Fame – Springfield
International Basketball Federation Hall of Fame – Spain

3 IN TRUST FOR THE PEOPLE OF CANADA

Since 1972 the MVCA has managed the McKenzie collection in trust for the people of Canada. The arrangements for the collection's acquisition were not completed in isolation, or in haste, or as a casual pursuit. The participation of local, provincial, and national organizations, in supportive and advisory capacities, included the National Capital Commission. The acquisition of the Naismith collection, in partnership with the Naismith Basketball Foundation, was publicly announced in 2018. <http://mvc.on.ca/james-naismith-museum-opens-for-the-season-under-mvca-management/>

The community of support for the Museum at the Mill of Kintail includes local, national, and international visitors, along with donors, universities, and researchers from near and far. Countless volunteers over nearly 50 years have made exceptional contributions to its success.

4 SUPPORTING THE JEWEL

Although the Museum is referred to in the staff report as the 'jewel of our portfolio', the Board was being prematurely positioned for the disposal of the McKenzie and Naismith collections to other museums, galleries, organizations, and collectors.

Missing as the 1st step was, and still is, a letter from the Board to the Premier and Minister championing the continuance of MVCA's management of these internationally significant collections in trust for the people of Canada. Of importance to the letter would be:

- federal designation of Robert Tait McKenzie as a National Historic Person https://www.pc.gc.ca/apps/dfhd/page_nhs_eng.aspx?id=1172;
- federal designation of James Naismith as a National Historic Person https://www.pc.gc.ca/apps/dfhd/page_nhs_eng.aspx?id=1173;
- MVCA's fiduciary obligation for the collections of the Mill of Kintail dating from 1972;
- risk of a high profile court challenge to any attempt at disposing of the McKenzie and Naismith collections.

5 BLACK CREEK PIONEER VILLAGE DECISION

As reported by the Toronto Star on August 24

https://www.thestar.com/news/city_hall/2019/08/23/doug-ford-says-black-creek-pioneer-village-wont-be-shut-down.html, Premier Doug Ford confirmed that Black Creek Pioneer Village will continue to operate, but other programs and services run by the Toronto and Region Conservation Authority remain at risk of being shut down.

This was, and still is, a wonderful opportunity for the Board to also address in its letter the same kind of exemption / grandfathering for the Mill of Kintail's renowned Museum and collections. A request for a follow-up presentation with the Premier and/or Minister would be a good procedural next step.

6 NO COLLECTIONS = NO MUSEUM = NO GRANTS

Of particular importance to any decision of the MVCA's Board of Directors are two criteria that enable the Museum at the Mill of Kintail Conservation Area to apply for a provincial operating grant. <https://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005138>

- It's an institution established for the purpose of acquiring, conserving, studying, interpreting, assembling and exhibiting to the public for its instruction and enjoyment a **COLLECTION** of artifacts of historical interest; and
- It is not established primarily for the purpose of conducting temporary exhibitions.

Should the disposal of the McKenzie and Naismith collections proceed, and/or should the Mill of Kintail be transitioned in some way as a venue for temporary exhibitions (i.e. sustainable resource management), there will no longer be a 'museum' on site that qualifies for provincial operating grants.

7 ONTARIO COMMUNITY MUSEUM OPERATING GRANT

If the confusion of last Thursday's Committee discussions has not yet been resolved, about what Strategic Plan documentation is actually required for the Museum's 2019-2010 provincial grant, this can be quickly sorted out today by:

- a phone call to Elka Weinstein, Ontario's Museum and Heritage Programs Advisor, at 416-212-8050 about the Strategic Plan; or
- reviewing online page 7 of the application criteria for a Strategic Plan. http://www.grants.gov.on.ca/prodconsum/groups/grants_web_contents/documents/grants_web_contents/prdr019704.pdf

7.1 Strategic Plan

The Mill of Kintail Museum does not need to devote any further attention to its overdue and incomplete Strategic Plan in order to receive a CMOG grant. The documentation that's required is a:

- 3-5 year Strategic Plan **OR** a letter from the governing body explaining when the Strategic Plan will be submitted;
- current strategic plan (Mill of Kintail Master Plan <http://mvc.on.ca/wp-content/uploads/2014/09/FINAL-VERSION-MILL-OF-KINTAIL-MASTER-PLAN-2011-Optimized-for-Web.pdf>) **OR** a letter from the governing body confirming that a plan or update is in progress and when it's expected to be complete.

7.2 Eligibility of a Reconstituted / New Mill of Kintail Museum

The same phone call would also clarify (i) if a reconstituted museum of some sort at the Mill of Kintail Conservation Area (i.e. under new operational management, under new ownership, etc.) would be considered a new institution, and (ii) what operational support are new museums eligible for under the current grant program, which is under review.

8 DRAFT STRATEGIC PLAN

The preparation of a draft Strategic Plan was not prompted by any operational policies or procedures of the Museum, but by the 2018 announcement of a new CMOG application requirement.

8.1 First Concern

Alas, aside from an invitational website posting <http://mvc.on.ca/museum-strategic-plan/>, it's not evident that the preparation of this latest draft, or its consultant produced predecessor, actually engaged the Museum's community of:

- visitors (interviews, exit surveys, focus groups, etc.); or
- artifacts donors (meetings, correspondence, etc.); or
- permanent loan contributors, including universities and heritage agencies; or
- researchers; or
- collections volunteers; or
- municipal funders around the council table of the Town of Mississippi Mills; or
- other proud supporters near and far.

It is a meaningless proposal without the full participation and endorsement of the Museum's significant community of supporters.

8.3 Second Concern

Neither the assertions, surmises and suppositions of the consultant's report, nor the proposals of this draft, are supported by museological research.

9 REALITY OF TRANSITION EXPENSES

The pursuit of 'transition' options includes significant risk. To attempt in some way the circumvention of the Authority's legal responsibilities and fiduciary obligations for the Mill of Kintail Museum and its collections would be a betrayal of public trust, and a catastrophic direction for the Board to pursue. Nevertheless, if it's the intention of some Board members to proceed with 'transition' options that involve the disposal of the McKenzie and Naismith collections (other museums / galleries / organizations / collectors), the Board should not be expected to realistically consider such proposals without financial estimates for:

- (i) legal cost of transferring ownership of the McKenzie and Naismith collections;
- (ii) cost of packing + transportation + storage + insurance of the Museum's collections (from fragile documents, plaster casts, and fine art to massive sculptures) until such time as their ownership is transferred;
- (iii) cost of insuring and returning loan collections to the University of Pennsylvania, McGill University, etc.;
- (iv) transitioning / upgrading cost of the Mill of Kintail's display spaces for temporary exhibitions;
- (v) cost of co-producing / co-hosting / shipping temporary exhibitions;
- (vi) costs of a court challenge.

These expenses would easily exceed the Museum's operating expenses for years and years to come for the necessary contracted professional services, MVCA staff participation, etc.

10 PARTNERSHIPS

Although the solution to the dilemma of the Mill of Kintail's Museum's future does not rest on the pursuit of partnerships, there is much to be learned from the experience of other institutions. Museums across the country actively pursue partnerships to help fund a portion of their operations. Their needs range from building renovations to exhibition development. Their partners include government agencies, corporations, foundations, individuals, and other not-for-profit organizations. The support they seek might be a one time grant, a longer term sponsorship, or some other initiative of mutual interest.

10.1 Suggested Readings

- Museum & Community Partnerships: Collaboration Guide and Additional Resources - NISE Network <https://www.nisenet.org/collaboration-guide>
- Sponsorships and Partners - Ingenium <https://ingeniumcanada.org/join-and-support/sponsorships-and-partnerships>
- Next Practices in Partnerships – AAMD <https://aamd.org/our-members/from-the-field/next-practices-in-partnerships>

11 MUSEUM STRENGTHS AND CHALLENGES

As evidenced from the Committee's September 5 meeting + staff report + Mill of Kintail Master Plan + draft Strategic Plan, some operational challenges need attention right now to assist the Museum in realizing its full potential.

11.1 Museum Statement of Intent

- nowhere is it adequately documented what the Museum's aspirations are, what policies are to followed in shaping its future, and how the Board and staff can gauge its progress
- attached is a sample Statement of Intent I've prepared

11.2 Annual Museum Financial Statement

- not available from the MVCA's current accounting and reporting system
- it was not possible for Board members, or staff, or public visitors to determine the actual cost of the Museum's operation from the charts of the September 5 staff report presentation
- a simple reporting system is needed so staff are able to account for time / resources that are devoted to each of the Museum's basic activities as documented by its Statement of Intent
- this should be separate from reporting on any other components of the Mill of Kintail Conservation Area: boy scout cabin + bridge + cloister + fields + gatehouse board room rental + education center + observatory + parking lot + picnic shelter + pioneer cabin + playground + roads & walkways + trails + washroom & temporary toilet + water fountain

11.3 Museum Annual Report

- how have MVCA staff and Board members been able to gauge Museum progress each year without one?
- with a Statement of Intent as a guide, an annual report becomes a routine component of the Museum's operation where strengths and accomplishments are celebrated, and challenges can be identified for further attention

12 PLEASE KEEP IN TOUCH

What is the Board's plan for communicating with MVCA and Mill of Kintail Museum supporters (i) on progress towards the development of other options, and (ii) to invite public comment and participation?

Best wishes to Board members and staff for the continued success of the MVCA.

Neil Carleton
Mill of Kintail Volunteer
MVCA Supporter

3 Argyle Street, P.O. Box 1644, Almonte, Ontario, K0A 1A0

613-256-2018 cell

COPY MVCA staff

Ross Ferguson Operations Supervisor

Shannon Gutoskie Communications Coordinator

Stephanie Kolsters Mill of Kintail Site Manager / Museum Curator

Sally McIntyre General Manager

COPY September 5 Public Delegations

Lucy Carleton Volunteer Archivist, Mill of Kintail Museum

Amy Gerus Lanark County Museums Network

Jill Moxley Ramsay Women's Institute

Michael Rikley-Lancaster Executive Director / Curator, Mississippi Valley Textile Museum

Doreen Wilson Museum Manager, North Lanark Regional Museum

COPY other MVCA and Mill of Kintail supporters via the Millstone News

DRAFT 1

11 September 2019

Neil Carleton

Mill of Kintail Volunteer

Mill of Kintail Museum

Statement of Intent

Purpose of the Statement of Intent

The Board of Directors of the Mississippi Valley Conservation Authority (MVCA) adopts this Statement of Intent as a summary of its aspirations for the Museum and of policies to be followed in shaping its future. This Statement is intended both as a guide for the Board and MVCA staff, and as a guage by which progress may be measured. Accordingly, the Board will require the Curator to make regular reports on progress in implementing all matters covered in the Statement, and on plans for further progress.

Commitment to Excellence

The Board affirms its determination that the Museum shall strive to achieve excellence in all of its programs and activities, and the Board accepts its obligation to obtain resources to achieve this goal.

Mission of the Museum

The purpose of the Mill of Kintail Museum is, through accepted museological standards, to promote an understanding and appreciation of the lives, accomplishments and legacies of Dr. R. Tait McKenzie (national historic figure) physician, educator, pioneer in preventive and rehabilitative medicine, sculptor, athlete, soldier, and scouter; Ethel O'Neil, poet, musician, and wife of Dr. McKenzie; and Dr. James Naismith (national historic figure) physician, educator, sports coach, inventor of basketball, and life long friend of Dr. McKenzie.

Objectives of the Museum

The objectives of the Mill of Kintail Museum are:

- (a) to acquire by gift, donation, bequest or loan wherever possible, and by purchase where necessary and desirable, artifacts, objects, and specimens of cultural significance, including archival, artistic, scientific, historical and technological material, that support its mission;
- (b) to document, preserve and study the collections it has acquired, and to interpret the collections for public instruction and enjoyment through a variety of means including, but not limited to, exhibitions, publications, demonstrations, lectures, educational programs, tours, field trips, films, websites, and social media;
- (c) to assist, co-operate with and enlist the aid of organizations with related purposes including, but not limited to, museums, archives, historical societies, heritage agencies and universities;
- (d) to create and foster public interest and involvement in the Mill of Kintail Museum by various means including, but not limited to, a Museum website, market research, advertising, press releases, brochures, newspaper and magazine articles in print and digital format, and contributions to websites and other forms of social media;
- (e) to develop partnerships for the financial support of its mission with various public and private contributors including, but not limited to, government agencies and departments, corporations, foundations, and individuals;
- (f) to provide museological and historical expertise on the lives, accomplishments and legacies of Dr. R. Tait McKenzie, Ethel O'Neil and Dr. James Naismith;
- (g) to do such other things as are incidental or conducive to the attainment of its mission.

Basic Programs of the Museum

The basic programs of the Mill of Kintail Museum listed below shall constitute the core activities of the Museum, and shall be used in program evaluation, in allocating staff responsibilities and organization, and in budget preparation.

Institutional Planning and Organization

Collections

Preservation

Research

Exhibitions

Relations with Heritage Organizations

Marketing

Government Funding

Partnerships

Physical Facilities

1. **INSTITUTIONAL PLANNING AND ORGANIZATION**

1.1 As a part of the MVCA's orientation initiatives, an information package including, but not limited to, the history of the Mill of Kintail Museum and this Statement of Intent shall be provided to:

- each new MVCA Board member and each new MVCA staff member; and
- each new Museum volunteer and each new seasonal Museum staff member.

1.2 An organizational structure shall be adopted which assigns clear staff responsibility for each of the basic programs of the Mill of Kintail Museum.

1.3 The Curator is responsible for day-to-day museum operations, and, under normal circumstances, no interference in these operations by Board members is acceptable other than at the request of the Curator or by raising the matter at a Board meeting.

1.4 The Curator shall be expected to manage the Museum so as to implement the programs listed above, and described in more detail subsequently in this Statement;

1.5 The Curator shall report on Museum operations quarterly, annually, and as otherwise needed, to the MVCA's General Manager in accordance with the program list shown above.

1.6 The importance to the Museum of volunteer support is acknowledged and the Curator shall identify appropriate roles for volunteers and shall encourage, supervise, and evaluate their participation.

2. **COLLECTIONS**

2.1 The collection is the foundation upon which a museum is built. The collection of the Mill of Kintail Museum must reflect its stated objectives in order to maintain the integrity of its holdings.

2.2 The Museum shall prepare written policies and procedures for acquisitions, loans, and deaccessioning.

2.3 An Advisory Committee shall be established by the Curator to recommend for approval:

- the acquisition of only those artifacts, objects, and specimens that it judges satisfactory according to a prescribed list of criteria that the Committee has prepared;
- the deaccessioning of any artifacts, objects, and specimens that it judges to be redundant or inappropriate, in accordance with a Collections Management Policy it has prepared.

2.4 The Mill of Kintail Museum shall register and catalogue each artifact, object, and specimen in the collection in accordance with accepted museological practices and standards.

3. PRESERVATION

3.1 The Museum shall take all reasonable steps to prevent the deterioration of artifacts, objects, and specimens in its collection.

3.2 The Museum shall seek the best possible advice on appropriate storage and exhibition conditions for the preservation of its collection.

3.3 The Museum shall continue to upgrade its facilities and equipment to achieve the conditions required for the storage and exhibition of its collection, and shall monitor those conditions.

3.4 The Museum shall regularly review the adequacy of its measures to protect its collection from damage by the public, fire, water, and theft.

4. RESEARCH

4.1 The ongoing research function of the Museum is to provide information for the documentation, exhibition, and promotion of its collection.

4.2 The focus of the Museum's research is on the lives, accomplishments and legacies of Dr. R. Tait McKenzie (national historic person), physician, educator, pioneer in preventive and rehabilitative medicine, sculptor, athlete, soldier, and scouter; Ethel O'Neil, poet, musician, and wife of Dr. McKenzie; and Dr. James Naismith (national historic person), physician, educator, sports coach, inventor of basketball, and life long friend of Dr. McKenzie.

4.3 The Museum recognizes the importance of (i) accuracy and objectivity in the results of its research, (ii) ethical behaviour in research (e.g. confidentiality of records, ownership of information), and meeting legislative copyright requirements.

4.4 The Museum recognizes its responsibility to share its research information with the public and outside researchers from other organizations including, but not limited to, museums, archives, historical societies, heritage agencies and universities.

4.5 The Museum shall ensure that researchers who have access to the collection have training in handling artifacts, objects, and specimens.

4.6 The Museum shall maintain a library of reference material to support its research function.

4.7 The Mill of Kintail Museum is committed to preserving records of its own history.

5. **EXHIBITIONS**

5.1 The Mill of Kintail Museum is not established primarily for the purpose of conducting temporary exhibitions.

5.2 The focus of the exhibition program is the display of the Mill of Kintail Museum's collection.

5.3 The themes for the permanent and temporary display of the Museum's collection shall be consistent with the objectives of the Museum.

5.3 The Museum commits to accuracy and fairness in respect to exhibit presentation, and recognizes the importance of legislative requirements such as safety codes and copyright.

6. **RELATIONS WITH HERITAGE ORGANIZATIONS**

6.1 The Mill of Kintail Museum shall seek, for its own benefit and the benefit of others, to strengthen its association within the fields of museum management and historical research through:

- liaison with heritage organizations including, but not limited to, museums, historic sites, archives, historical societies, heritage agencies, and university departments;
- membership in, and participation in the programs of, the Ontario Museums Association and the Canadian Museums Association;
- assisting and advising other museums, as appropriate and as requested, in areas where the Museum has expertise and successful experience;
- coordination of efforts with agencies involved in heritage preservation, education, tourism, public service, and other activities in which the Museum has an interest in the furtherance of its objectives.

7. **MARKETING**

7.1 In the development of its marketing strategy, the Museum shall identify target audiences by collecting data through various means including, but not limited to,

guest book registrations, attendance statistics, exit surveys, focus groups, and other methodologies.

7.2 The Museum shall prepare and update its marketing plan in consultation with community leaders and regional tourism and destination marketing organizations, and with other related agencies at the local, or provincial, or national level within the greater national capital area.

7.3 The Mill of Kintail Museum shall reach out to target audiences with information on its events and activities, as well as newsworthy information of timely / cultural / historical significance, in a variety of ways including, but not limited to, a Museum website, social media, newspaper and magazine articles in print and digital formats, radio and TV features, and other creative approaches.

7.4 For the promotion of special events and activities the Museum shall take into consideration the effectiveness of paid advertising to reach targeted demographics.

8. GOVERNMENT FUNDING

8.1 Through active liaison with government departments and agencies at the local, provincial and national levels, the Museum shall keep up to date on the policies and programs of financial assistance and other support that are applicable to its objectives.

8.2 In the preparation of funding applications and supporting documentation, the Museum shall consult with the government administrators / advisers of granting programs in advance of submission deadlines to confirm its eligibility and to seek any advice that may be needed for the completion of a proposal.

8.3 The Museum shall account for the expenditure of government grants in accordance with the financial reporting systems of the MVCA.

8.4 The Mill of Kintail Museum shall acknowledge the support of government grants and other means of government support in a variety of ways including, but not limited to, on the Museum's website, through social media, in the Museum's annual report, and via other media formats.

9. PARTNERSHIPS

9.1 In the furtherance of its objectives, the Museum shall conduct research on the feasibility of financial or other kinds of supporting partnerships with public and private contributors including, but not limited to, not-for-profit organizations, corporations, foundations, and individuals.

9.2 In the development and preparation of partnership proposals, the Museum shall request confirmation from the MVCA's General Manager that the details of the negotiated arrangements are in accordance with the policies and procedures of the Authority and legislative requirements.

9.3 The Museum shall account for any expenditures of financial assistance from partnerships in accordance with the financial reporting systems of the MVCA.

9.4 The Mill of Kintail Museum shall acknowledge the support of each partnership initiative in a various ways including, but not limited to, on the Museum's website, through social media, in the Museum's annual report, and via other media formats.

10. PHYSICAL FACILITIES

10.1 The Mill of Kintail Museum shall adopt procedures for physical planning to identify the needs of its facilities for the objectives and long range plans of the Museum;

10.2 The Museum shall prepare and keep current a Facilities Master Plan to accommodate the physical and functional needs of its collection, staff, visitors, and activities within, but not limited to, the Mill of Kintail and the Gatehouse at the Mill of Kintail Conservation Area.

10.3 The Facilities Master Plan of the Museum shall include, but not be limited to:

- federal, provincial and municipal requirements that apply to the physical safety of staff, volunteers and visitors;
- an emergency preparedness plan that includes, but is not limited to, (i) procedures to respond to threats, emergencies and disasters (ii) training for staff and volunteers;
- a system of regularly scheduled inspections.

_____ Date of Approval

_____ Signature of Chair, Board of Directors

_____ Witness Signature of MVCA General Manager

_____ Witness Signature of Mill of Kintail Museum Curator