

MISSISSIPPI VALLEY CONSERVATION AUTHORITY  
POLICY & PRIORITIES ADVISORY COMMITTEE

Mississippi Valley Conservation Centre  
Carleton Place

**MINUTES**

September 5, 2019

**MEMBERS PRESENT:**

J. Atkinson, Chair;  
K. Thompson, Vice-Chair;  
F. Campbell;  
J. Hall, ex-officio;  
B. Holmes;  
J. Inglis;  
J. Karau;  
J. Mason.

**MEMBERS ABSENT:**

R. Darling;  
T. Fritz;  
G. Gower.

**STAFF PRESENT:**

S. McIntyre, General Manager;  
R. Fergusson, Operations Supervisor;  
S. Gutoskie, Community Relations Coordinator;  
E. Levi, Recording Secretary.

**VISITORS PRESENT:**

R. Stewart, Concerned Citizen;  
L. Solomonian, Textile Museum & Ramsay Women's Institute;  
J. Moxley, Ramsay Women's Institute;  
M. Rikley-Lancaster, Textile Museum;  
D. Wilson, North Lanark Historical Society;  
B. McBain, Volunteer, Mill of Kintail;  
I. McBain, Volunteer, Mill of Kintail;  
M. Snedden, Ramsay Women's Institute;  
R. Ralph, Concerned Citizen;  
P. Ralph, Concerned Citizen;  
L. Carleton, Volunteer, Mill of Kintail;  
N. Carleton, Volunteer, Mill of Kintail;  
A. Gerus, Lanark County Museums Network;  
A. Gillis, Vice-President, North Lanark Historical Society;  
C. Blake, Concerned Resident;  
A. Kulp, Canadian Gazette;  
S. Humphrey, Ramsay Women's Institute;  
W. Morrison, Volunteer, Mill of Kintail;  
W. Bridges, Volunteer, Mill of Kintail;  
N. Manneling, Volunteer, Mill of Kintail;  
T. MacLaren, Municipality of Mississippi Mills;  
K. Stewart, Naismith Foundation;  
J. Lowry, North Lanark Museum;  
E. Wilson, North Lanark Historical Society;  
D. Abbott, Naismith Men's Shed;  
K. Ray, Naismith Foundation;  
N. Fry, Naismith Men's Shed.

J. Atkinson called the meeting to order at 10:00 a.m. He welcomed all visitors present to the meeting.

**B09/05/19-1**

**MOVED BY: F. Campbell**

**SECONDED BY: B. Holmes**

**Resolved, That the agenda for the Policy & Priorities Advisory Committee meeting be adopted, as amended.**

**“CARRIED”**

**BUSINESS:**

1. Minutes – Policy & Priorities Advisory Committee Meeting – May 15, 2019

**B09/05/19-2**

**MOVED BY: J. Hall**

**SECONDED BY: J. Karau**

**Resolved, That the Minutes of the Mississippi Valley Policy & Priorities Advisory Committee meeting held on May 15, 2019 be received and approved as printed.**

**“CARRIED”**

2. Mill of Kintail Museum Strategy

S. Gutoskie reviewed Staff Report #3022/19, attached.

J. Atkinson asked what kind of feedback the Authority has been receiving from community. S. Gutoskie advised that apart from the large turn-out of people at this meeting, she and the General Manager had received only a few phone calls and emails in addition to a small number of social media comments.

J. Inglis asked whether consideration has been given to gifting the Mill of Kintail site to the Town of Mississippi Mills. S. Gutoskie noted the possibility has been discussed with council members of Mississippi Mills and that formalizing this would be a lengthy process.

B. Holmes commented that she has received numerous calls asking to save the museum collections as they are. She noted that both the R. Tait McKenzie and Naismith collections represent heroes known worldwide. She expressed concern regarding the possibility of the collections becoming private, as it would be near impossible to get them back again. In terms of Mississippi Mills acquiring the collections as a gift, she noted it was a huge undertaking but perhaps the municipal council could discuss this option. She also advised that the news of the effect of *Bill 108* is very new and she expects much more feedback to be forthcoming.

J. Karau noted the question regarding the best option has existed for many years. He commented that it's not solely strategizing to incorporate core mandates, but also an opportunity to investigate what partnerships can be formed. He noted that much is unclear until province confirms what can be funded via the Municipal Levy by regulation. He advised that funding partners and fundraising scenarios need to be explored and more information regarding potential options were required before being able to make decisions on the outcome of the museum.

J. Atkinson commented that there was no debate about value of the collections in community. The question is whether MVCA can continue to operate it under restrictions imposed by new provincial legislation. The submission of the strategy is required to achieve funding for 2019.

B. Holmes noted there were two issues: submission of the strategy to receive funding, and amending the strategy to reflect change from the impending legislation. S. McIntyre confirmed that the strategy could be submitted in its current form to obtain the 2019 CMOG grant.

Michael Rikley-Lancaster spoke to the committee on behalf of the Mississippi Valley Textile Museum and Ontario Museums Association, offering support to the Mill of Kintail Museum (supporting documents attached).

Lucy Carleton, volunteer with the Mill of Kintail, spoke to the committee of her support for the collections to remain at the Mill of Kintail (copy of statement attached).

Jill Moxley of the Ramsay Women's Institute stated her support for the Mill of Kintail and R. Tait McKenzie/Dr. James Naismith collections.

Amy Gerus read a statement of support for the Mill of Kintail on behalf of the Lanark County Museums Network (copy of statement attached).

Doreen Wilson spoke to the committee on behalf of the North Lanark Historical Society in support of the Museum at the Mill of Kintail.

There was a discussion regarding the revenues and expenditures at the Mill of Kintail. It was noted that approximately 60% of the funds to operate the Mill on Kintail are from the Municipal Levy. J. Mason advised that since Bill 108 appears to have deemed the museum as non-core, the City of Ottawa would need to be specifically solicited in order to secure its continued support which comprises the majority of the 60% municipal funding contributions.

J. Hall questioned whether there were any restrictions to MVCA obtaining funds in a fashion separate from the Municipal Levy. S. McIntyre advised that the regulation is very generic right now, but there does not appear to be any restrictions on obtaining funding separate from the Municipal Levy. She noted that she is hoping to meet with municipal councils within the watershed in coming months to discuss the potential Memoranda of Understanding to continue funding activities considered non-core under the legislation.

J. Inglis, J. Karau and B. Holmes all stated that given the presentations by supporters and lack of concrete information from the Province, more investigation needs to be completed before a decision can be made on this matter. J. Karau suggested forming a separate committee to examine options.

**B09/05/19-3**

**MOVED BY: B. Holmes**

**SECONDED BY: K. Thompson**

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

- 1) That the strategic plan be approved as submitted.**
- 2) That in light of the impacts of *Bill 108*, a committee be struck to examine the future of**

**the Dr. R. Tait McKenzie and Dr. James Naismith collections in the museum at the Mill of Kintail.**

**“CARRIED”**

3. Permit Approval and Signing Authority

S. McIntyre reviewed Staff Report #3023/19 (attached) seeking clear direction from the Board of Directors as to signing authority of the General Manager for permit approvals. She noted that currently the Manager of Planning and Regulations as well as the Director of Water Resource Engineering have signing authority. Enabling three staff to have signing authority ensures timely processing of permits.

**B09/05/19-4**

**MOVED BY: F. Campbell**

**SECONDED BY: K. Thompson**

**Resolved, That the Policy & Priorities Committee recommend that the Board of Directors delegate permit approval and signing authority under Section 28 of the *Conservation Authorities Act* to the General Manager, as presented in Staff Report #3023/19.**

**“CARRIED”**

4. Business Arising – Purchasing Policy & Procedures

As a result of questions arising from the previous Policy & Priorities Advisory Committee meeting on April 5, 2019, S. McIntyre gave a brief presentation regarding the Authority’s spending approval process and signing authority requirements.

Additionally, S. McIntyre reviewed Section 19 of the MVCA Administrative By-Law regarding liability and indemnification to Board of Directors for these purchasing policies.

**ADJOURNMENT**

The meeting was adjourned at 11:50 a.m.

**B09/05/19-5**

**MOVED BY: K. Thompson**

**SECONDED BY: J. Inglis**

**Resolved, That the Policy & Priorities Advisory Committee meeting be adjourned.**

**“CARRIED”**



“E. Levi, Recording Secretary

J. Atkinson, Chair”

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## 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:	<b>Mill of Kintail Museum Strategy</b>
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.

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### **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 Museum<sup>1</sup>**

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
<b>TOTAL</b>	<b>\$269,369</b>	<b>100%</b>

## 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

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<sup>1</sup> Refer to Appendix 1: 2018 Mill of Kintail Operating Budget

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 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:

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.

## **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**

<b>Blueberry Mountain</b>	<b>Free</b>
<b>Day pass to area Provincial Park</b>	\$12.25 - \$21.00
<b>Drive-in movie theatre</b>	\$12/pp (adult) \$5/pp (child)
<b>Perth Wildlife Reserve Conservation Area</b>	\$7/vehicle
<b>Pinhey's Point Historic Site</b>	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 <sup>2</sup>
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)

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)

<sup>2</sup> Refer to Appendix 2 for details.

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)**

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

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.

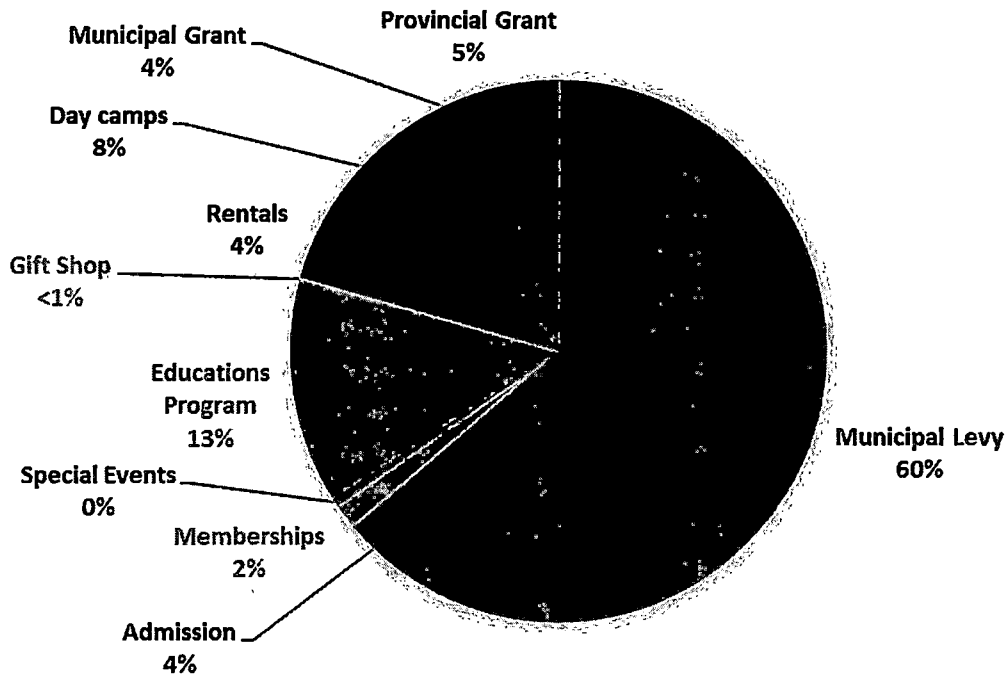
8. A museum focused on sustainable resource management should be eligible for Municipal Levy funding under the regulations expected this fall.
9. Other museums, organizations and individuals exist locally and outside the region with interest in the McKenzie-Naismith collections.
10. The community must 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**

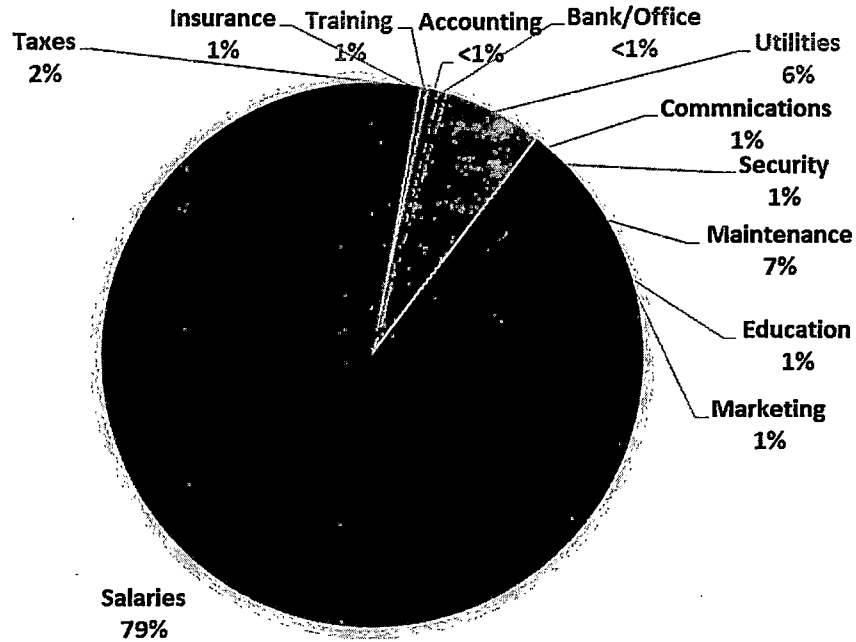
If approved by the MVCA Board of Directors in September, staff will revise the museum's Strategic Plan to allow for the proposed consultation and transition periods, and table the updated plan for final approval in October.

**Appendix 1: 2018 Mill of Kintail Operating Budget**

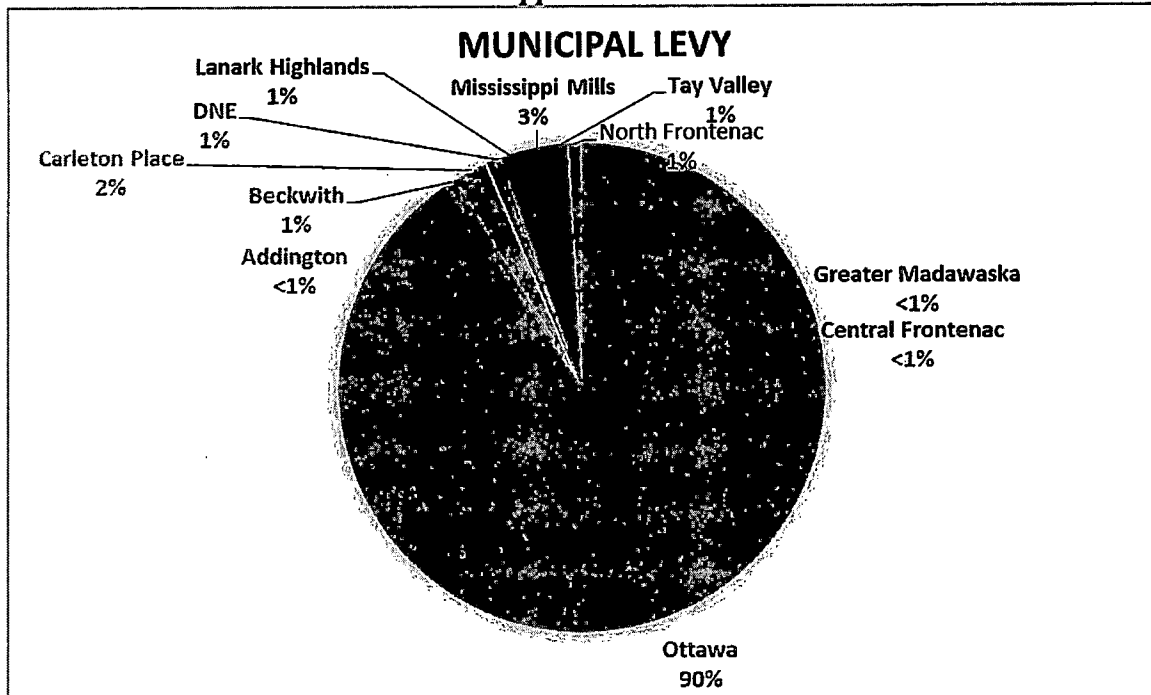
**REVENUES**



**EXPENSES**



*Appendix 2:*



## **Research Summary: R. Tait McKenzie Memorial Museum & Dr. James Naismith Museum at the Mill of Kintail**

August 29, 2019

### **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. With Conservation Authorities expected to focus on 'core functions', the Mill of Kintail's Policy & Priorities Committee recommended to the Board of Directors a shift in focus away from the collections and stories of Dr. R. Tait McKenzie and Dr. James Naismith.<sup>1</sup>

### **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

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

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<sup>1</sup> Mill of Kintail Museum Strategy (September 5, 2019):  
[https://gallery.mailchimp.com/8d0406c61bdd8d30dcb21ef37/files/e63c517a-f2eb-4e57-8545-5198807452f6/19se05\\_AgendaFINAL.pdf](https://gallery.mailchimp.com/8d0406c61bdd8d30dcb21ef37/files/e63c517a-f2eb-4e57-8545-5198807452f6/19se05_AgendaFINAL.pdf)

<sup>2</sup> *Ontario's Museums 2014 Profile* (2016):  
[https://members.museumsonario.ca/sites/default/files/members/OntarioMuseums2014Profile\\_Online.pdf](https://members.museumsonario.ca/sites/default/files/members/OntarioMuseums2014Profile_Online.pdf)



### **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 attention<sup>3</sup> and increased visitor numbers for the site<sup>4</sup>.

The Mill of Kintail reports an average of 7,000 visitors per year<sup>5</sup>, which places it around the average for Ontario museums of its operating budget size<sup>6</sup>. 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%<sup>7</sup>. It has been noted that admission by donation has had a positive impact on visitorship at the site.<sup>8</sup>

### **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 Sector<sup>9</sup>

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

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<sup>3</sup> "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/>

<sup>4</sup> Mill of Kintail Museum Strategy (September 5, 2019): [https://gallery.mailchimp.com/8d0406c61bdd8d30dcb21ef37/files/e63c517a-f2eb-4e57-8545-5198807452f6/19se05\\_AgendaFINAL.pdf](https://gallery.mailchimp.com/8d0406c61bdd8d30dcb21ef37/files/e63c517a-f2eb-4e57-8545-5198807452f6/19se05_AgendaFINAL.pdf)

<sup>5</sup> Ibid.

<sup>6</sup> *Ontario's Museums 2014 Profile* (2016): [https://members.museumsontario.ca/sites/default/files/members/OntarioMuseums2014Profile\\_Online.pdf](https://members.museumsontario.ca/sites/default/files/members/OntarioMuseums2014Profile_Online.pdf)

<sup>7</sup> Ibid.

<sup>8</sup> Mill of Kintail Museum Strategy (September 5, 2019): [https://gallery.mailchimp.com/8d0406c61bdd8d30dcb21ef37/files/e63c517a-f2eb-4e57-8545-5198807452f6/19se05\\_AgendaFINAL.pdf](https://gallery.mailchimp.com/8d0406c61bdd8d30dcb21ef37/files/e63c517a-f2eb-4e57-8545-5198807452f6/19se05_AgendaFINAL.pdf)

<sup>9</sup> *Ontario's Museums 2025: Strategic Vision & Action Plan* (2016): [https://members.museumsontario.ca/sites/default/files/members/publications/OntarioMuseums2025\\_OnlineView.pdf](https://members.museumsontario.ca/sites/default/files/members/publications/OntarioMuseums2025_OnlineView.pdf)

## **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 1<sup>st</sup> 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.



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.

The Mill of Kintail museum is one of the first and oldest museums in Mississippi Mills, and has been an important part of the local community for over 40 years, bringing the stories of R. Tait McKenzie and James Naismith to life. The Lanark County Museums Network understands that the Mississippi Valley Conservation Authority has been put in a difficult situation regarding their current funding structure, and the need to place more emphasis on activities and exhibits related to sustainable resource management, however this does not mean that the R. Tait McKenzie and James Naismith collections should be transferred elsewhere. The Lanark County Museums Network supports the idea of keeping the Mill of Kintail museum open in its present condition, while reorganizing the site to include the priorities outlined by the Mississippi Valley Conservation Authority.

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

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**REPORT**

**3023/19**

<b>TO:</b>	The Chair and Members of the Mississippi Valley Conservation Authority Policy & Priorities Advisory Committee
<b>FROM:</b>	Sally McIntyre, General Manager
<b>RE:</b>	<b>Permit Signing Authority</b>
<b>DATE:</b>	September 5, 2019

**Recommendation:**

That the Policy & Priorities Committee recommend that the Board of Directors delegate permit approval and signing authority under Section 28 of the *Conservation Authorities Act* to the General Manager, as presented in this report.

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**1.0 BACKGROUND**

Mississippi Valley Conservation Authority issues permits under Section 28 of the *Conservation Authorities Act*. Section 28 (2) allows the Board to “*delegate any of the authority’s powers or duties under the regulation to the authority’s executive committee or to any other person or body, subject to any limitations and requirements that may be set out in the regulation.*” Currently, this power resides with the Director of Water Resources and the Manager of Planning & Regulation. It is unclear from MVCA records whether this authority was automatically transferred to the new General Manager, Sally McIntyre. The purpose of this report is to obtain clear direction on this matter; and to provide generic wording that will allow for automatic transference of this authority going forward. Having three people with signing authority ensures that permits can be processed in a timely manner.