

Mill of Kintail Museum Working Group

Terms of Reference

October 20, 2025

1. Mandate

Identify and conduct a feasibility analysis of options for retaining the collections of R. Tait McKenzie and James Naismith at the Mill of Kintail Conservation Area or locally.

2. Objectives

- A. Determine if there is a financially sustainable business case for a third-party entity/consortium to assume one or both collections no later than January 1, 2029 and:
 - a. Manage the museum at the Mill of Kintail, or
 - b. House one or both collections elsewhere in Lanark County, or
 - c. House one or both collections elsewhere in Canada.
- B. Document the assumptions of each business case and the financial and administrative analysis carried out.
- C. Where a financially sustainable option is identified, document:
 - a. all organizations that are part of the solution;
 - b. all written financial/other commitments secured from those parties;
 - c. assumed financial or other resources to be provided by MVCA before and after December 31, 2028; and
 - d. other business case assumptions that could affect current or future operations of the Mill of Kintail Conservation Area by MVCA.
- D. Table findings by May 30, 2026 so that they may be shared with the public and considered by MVCA's Board of Directors by June 30, 2026.

3. Group Members

- Motivated to find a local solution.
- Bring museum expertise, financial and/or other resources to the table.
- Have decision-making authority or can act autonomously (preferred).

- Committed to the process and timelines.

In addition to Scott Lawryk of MVCA, it is recommended that the following groups have a representative on the Working Group:

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| a) Municipality of Mississippi Mills | g) Mississippi Mills Community Foundation |
| b) Mill of Kintail Museum Advisory Committee | h) Ottawa Community Foundation |
| c) Mississippi Mills Textile Museum | i) Ontario Heritage Trust |
| d) North Lanark Regional Museum | j) National Capital Commission |
| e) Lanark County Arts & Heritage Committee | k) Leys and Naismith families |
| f) City of Ottawa | l) PHE Canada Alumni |
| | m) Board Member, Mississippi Mills |

If one or more organizations is unable to participate, then the GM may with the Board Member from Mississippi Mills substitute them with a member from the community.

4. Group Facilitation

It is recommended that an independent third-party with a background in organizational management and finance be retained to:

- guide the process
- set meeting agenda
- facilitate the meetings
- confirm next steps and individual commitments
- support drafting of findings and recommendations.

5. Meetings

- A full-day kick-off meeting to be held at the Mill of Kintail Conservation Area in January 2026.
- Subsequent meetings to be held twice monthly at MVCA's head office in Carleton Place or remotely.
- The Working Group may:
 - strike a Steering Committee and subcommittees.
 - Invite guests to attend one or more meetings to advise on matters of interest.

6. Administrative Support

MVCA will provide administrative support by:

- a) Scheduling meetings
- b) Issuing agenda
- c) Drafting minutes
- d) Formatting and circulating documents
- e) Issuing reminder emails

MVCA will support financial data analysis where required but will have limited resource availability during the annual audit period.