

Mississippi Mills Museums Review 2020

	North Lanark Regional Museum	Mississippi Valley Textile Museum	Mill of Kintail Museums
2019 Operating Budget (from audited statements)	\$76,476.10	\$285,566	\$118,991
Amount received from Mississippi Mills	\$25,687	\$66,520	\$11,716
Percentage of Operating provided by MM	33.5%	23%	10%
2019 Capital Expenses (include breakdown of projects)	Building Supplies - \$670.54 Building Repair/Renovation - \$237.30 Total: \$907.84	\$3,580 floor replacement at entrance to first floor gallery. \$2,031 IT upgrades Total: \$5611.00	\$0
2019 Visitors to the museum broken down by month (walk-in, gift shop and tours only – not including special events)	Total = 255 ppl Jan – 9 Feb - 15 Mar - 29 Apr - 28 May - 35 June - 18 July - 40 Aug - 23 Sept - 22 Oct - 15 Nov - 18 Dec - 3	Total = 2070 ppl January 9 ppl February 22 ppl March 116 ppl April 55 ppl May 131 ppl June 184 ppl July 464 ppl August 242 ppl September 75 ppl October 187 ppl November 71 ppl December 84 ppl TOTAL = 1640 ppl Gift shop only January 0 ppl February 16 ppl March 37 ppl April 13 ppl May 32 ppl June 50 ppl	Total = 8304 ppl <i>We are a seasonal museum open from May until Thanksgiving</i> May – 306 (2 weeks) June – 1261 July – 2096 August – 2026 September 2219 October – 396 (2 weeks)

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		<p>July 63 ppl August 58 ppl September 79 ppl October 29 ppl November 26 ppl December 27 ppl Total = 430 ppl</p>	
<p>2019 Visitors to the Museum for Special Events (monthly)</p>	<p>Jan - 83 Feb - 206 Mar - 69 Apr - 122 May - 74 June - 136 July - 207 Aug - 89 Sept - 334 Oct - 54 Nov - 165 Dec - 0</p> <p>Total: 1,539</p>	<p>January 60ppl February 0 March 204 ppl April 1,655 ppl May -0 June 110 ppl July 99 ppl August 475 ppl September 2094 ppl October 52 ppl November 109 ppl December 0</p> <p>Total Special Events = 4,858</p>	<p>December - 400</p>
<p>List of grants that you applied for in 2019 (only include grants for Museum operations or capital not special projects outside of the Museum)</p>	<ul style="list-style-type: none"> -Canada Summer Jobs -FCC AgriSpirit Fund -Heritage Operating and Development Grant -Investing in Canada Infrastructure Program -Lanark County Community Grant -Seniors Community Grant -Summer Experience Program -Young Canada Words 	<ul style="list-style-type: none"> -Library & Archives Canada, - Documentary Heritage Communities Program -Canadian Museums Association, Young Canada Works In Heritage Organizations -Canadian Museum of History, Virtual Museum of Canada -Canadian Museum Association, Young Canada Works Building Careers in Heritage -Canada Cultural Spaces Fund Community Museum Operating Grant -Museum Assistance Program, Collections 	<p>CMOG Summer Experience Program Canada Summer Jobs Young Canada Works Mississippi Mills</p>

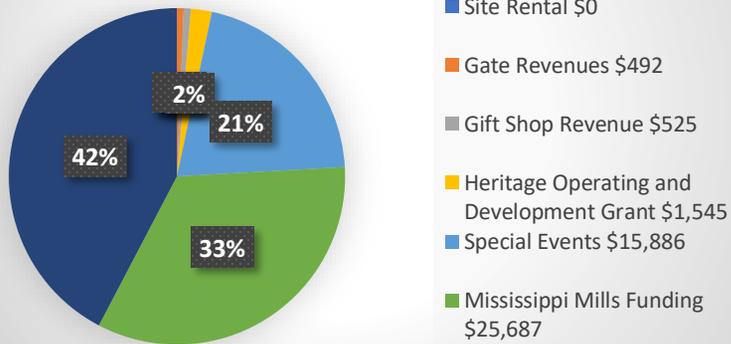
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		-Ontario Arts Council – Public Art Galleries Fund -Digital Strategies Fund – Canada Council For The Arts Building Communities through Arts & Heritage	
List of revenue received from Grants in 2019 (only include grants for Museum operations or capital not special projects outside of the Museum)	-Heritage Operating and Development Grant, \$1,545.00 -Canada Summer Jobs, \$4,271.00 -Summer Experience Program, \$3,658.00 -Young Canada Works, \$11,372.27 -Virtual Museum of Canada, \$6,780.00 Total: \$27,626.27	-Province of Ontario – Community Museum Operating Grant \$16,050 -Department of Canadian Heritage Museum Assistance Program – new artifact shelving \$41,535.00 -Department of Canadian Heritage Young Canada Works in Heritage Organizations administered by the Canadian Museum Association \$12,138.15 Total: \$69,723	CMOG - \$13,445 Total: \$13,445
Gate or entrance donation revenues received in 2019	\$492.00	\$1,705.33	\$20,019.96 <i>(this is a \$6 per vehicle site fee which includes entry into the museum)</i> \$971.45 <i>in donation bin in the museum</i>
Capital Expenses incurred in 2020	-Installation of new metal roof, \$13,500	\$4,000 structural engineer study.	
Any special or one-time Covid related funding received in 2020	-Museum Assistance Program, \$10,000 -Canada Emergency Wage Subsidy, \$7,477.68 Total: \$17,477.68	-Department of Canadian Heritage Museum Assistance Program -Emergency COVID-19 Support \$28,232 75% Wage Subsidy \$19,869.32 Total: \$48 101.32	- PCH – Museum Emergency Support Fund \$11,899 Total: \$11,899

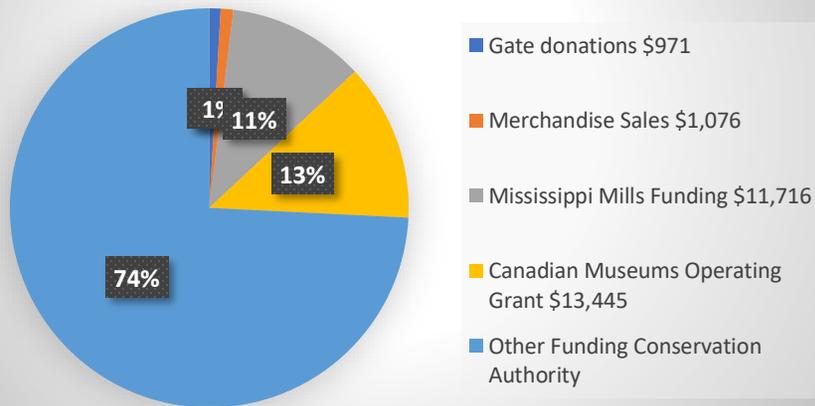
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Who does your snow plowing – What are your annual costs for this service?	The Municipality of Mississippi Mills - \$0	Cooney Construction & Landscaping. \$1,345	\$6,780 for site annually Snow removal and de-icing is contracted out
Who does your grass cutting – What are your annual costs for this service?	The Municipality of Mississippi Mills - \$0	\$0, no yard.	Approximately \$575 /year completed by MVCA staff in-house
What are your annual property taxes	N/A	\$245.00	\$4,941.45 for 2019
Annual Memberships 2019	71	91	154 (to MOK)
Gift Shop or Merchandise Revenue 2019	\$525.00	\$26,465.00	\$1073.91
Revenue raised by special events, workshops etc.	\$15,886.05	\$60,418	
Revenue Raised from Room/ Site Rentals	\$0	\$10,738.00	NA – overall site rentals are accounted to the Conservation Authority budget not museum revenue

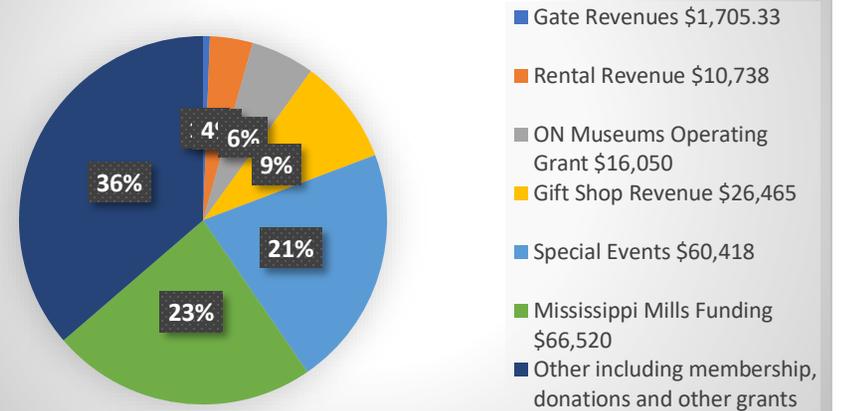
North Lanark Regional Museum \$76,476.10 - 2019



Mill of Kintail Museums James Naismith and R Tait Mckenzie \$118,991 - 2019



Mississippi Valley Textile Museum \$285,566 - 2019



	Smiths Falls Heritage House Museum	Smith Falls Railway Museum	Perth Perth Museum	Carleton Place Carleton Place and Beckwith Heritage Museum	Arnprior Arnprior and District Museum	Merrickville Blockhouse Museum
How many museums	2		1	1	1	1
Municipal annual funding to Museum 2019	\$51,113 <i>\$121,030 minus \$69,917 Revenue (including grants)</i>	\$20,000	\$184,500 <i>\$207,000 minus \$22,500 Revenue</i>	\$80,000 Approx. (2019) <i>\$40,000 Annual grant plus operational expenses</i>	\$176,214 (2018) The Museum functions as a department of the Town with the annual operating budget being provided by the Town. No revenues available for comparison	\$30,000 Approx. in a non-pandemic year
Staffing	A full-time administrator (shared with Railway Museum) and part-time program coordinator to operate the Museum. All other staffing are brought in via summer student grants, special project grants, internships and coop placements.	The full-time administrator divides their time between the two museums. Railway Museum is not owned by the Municipality. The only support given administrative through staff support All other staffing are brought in via summer student grants, special project grants, internships and coop placements.	All Museum staff are municipal employees	No – the Municipality does not run day to day operations but pay operating expenses, hydro etc.	The curator is a municipal employee as is everyone who works at the museum Because the curator is a municipal employee the museum must comply with municipal by-laws and policies and attend all meetings as a member of the Senior Management Team.	Museum is managed/operated by historical society volunteers Summer students are hired with grant money and Municipality processes payroll and a/p for museum, as well as health & safety training.
Ownership Details	Municipality owns the building and leases the grounds from Parks Canada. Community Services Department maintains the building and grounds	Not owned by the Municipality	Municipality owns Museum building and land	Municipality owns Museum building and land	Municipality owns Museum building and land	Museum is owned by Parks Canada with lease agreement with municipality, and managed by Historical Society
Open Schedule	8 Months (open for events and tours during the off season)	8 Months (open for events and tours during the off season)	12 Months	12 Months	9 Months	May to October (aprox. 5 months)

Mississippi Mills Museum Profiles

April 27, 2015

Prepared by:
Kristi Farrier
Sagum Corporation

GOVERNANCE SUMMARY - All four museums are owned and operated by separate non-profit organizations. Varying degrees of organizational capacity exist across the museum organizations.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">North Lanark Regional Museum</p>	<p>The North Lanark Regional Museum, established in 1970, is owned and operated by the North Lanark Historical Society (NLHS) and is operated as a heritage, tourism and education destination. The NLHS was established in 1965 and was incorporated as a not-for-profit organization in 1982. The NLHS is governed by a Board of Directors which annually appoints a Museum Manager and Museum Committee to operate the Museum.</p> <p>In 2014 the NLHS developed and implemented governance, finance, collections and research policies. The North Lanark Historical Society aims to develop four additional policies in 2015 and begin development of a strategic plan for the NLRM. Board succession planning has also been identified as an area to be enhanced. Operating plans and a multi-year capital plan for the museum building and pioneer cabin also remain to be developed.</p> <p>COUNCIL REPRESENTATIVE: At the time of this report the Town of Mississippi Mills Council representative for the NLRM was Alex Gillis.</p>	<p>The Mississippi Valley Textile Museum was established in 1985 and is owned and operated by the non-profit Mississippi Valley Textile Museum Corporation. A volunteer Board of Directors manages the corporation. A strategic plan for the MVTM has been developed as well a multi-year capital plan for upgrading and maintaining the museum building complex. Museum policies and procedures have recently been reviewed and updated. Continual and active recruitment maintains a strong Board of Directors.</p> <p>COUNCIL REPRESENTATIVE At the time of this report, the Town of Mississippi Mills Council representative for the MVTM was Jill McCubbins.</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Mississippi Valley Textile Museum</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">James Naismith Museum</p>	<p>The James Naismith Museum collection is owned and managed as one element of the work of the non-profit Dr. James Naismith Basketball Foundation which was established in 1989. The Foundation strives to increase awareness of the values and legacies in sport, theology and medicine of Dr. James Naismith – the inventor of the game of basketball. The Foundation is operated by a volunteer Board of Directors.</p> <p>Recently developed strategic directions clearly reconfirm the museum as a significant core activity of the Foundation. The Foundation has Trillium Grant funding for 2014-16 to build the organizational capacity of the museum.</p> <p>COUNCIL REPRESENTATIVE: At the time of this report there was no Town of Mississippi Mills Council representative for the JNM.</p>	<p>The R. Tait McKenzie Memorial Museum is owned and operated by the non-profit Mississippi Valley Conservation Authority (MVCA). Although a conservation authority (CA) is primarily responsible for watershed management (MVCA is responsible for both the Mississippi and Carp River watersheds), Section 21 of the Conservation Authorities Act provides CAs with the authority to own and operate a museum.</p> <p>The MVCA is governed by a Board of Directors comprised of elected and appointed members representing each of the 11 municipalities in the watershed: City of Ottawa, the Towns of Carleton Place and Mississippi Mills, the Townships of Addington Highlands, Tay Valley, Beckwith, Central Frontenac, Drummond/North Elmsley, Greater Madawaska, Lanark Highlands, and North Frontenac.</p> <p>At the time of this report Councilors Duncan Abbot and Alex Gillis were the Town of Mississippi Mills representatives on the Board of Directors. The MVCA’s Mill of Kintail Advisory Committee also includes local community members and the two municipal councilors.</p> <p>The RTMMM s included in the MVCA’s Mill of Kintail Master Plan.</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">R. Tait McKenzie Memorial Museum</p>

MANDATE AND COLLECTION SUMMARY - While the mandates of the four museums are diverse, there are thematic gaps and overlaps that hinder the sharing of a comprehensive and integrated local history (e.g., women’s history). A primary concern for collection management for all four museums is limited space for collection storage and in some cases climate control of existing storage space is a challenge.

<p style="text-align: center;">North Lanark Regional Museum</p>	<p>THE NLRM mandate is to collect, preserve and display the history of Mississippi Mills. The museum collection includes local history related artifacts, photographs, documents and books. The research library contains local history books, family histories and some original copies of the Almonte Gazette. Exhibits include seasonal exhibits, permanent local history exhibits, and a pioneer log cabin. Recently, updates have been made to the Blacksmith and General Store exhibits and interpretation binders have been developed.</p> <p>The collection consists of approximately 15,000 artifacts of which approximately half are currently catalogued. A catalogued Reference Library is available on the NLRM website. Collection acquisition and management policies are in place.</p> <p>New shelving units for collections storage were built in 2013 and 2014 have improved the organization of the collection significantly; however the space is at maximum capacity. A climate controlled environment is a challenge for NLRM collection management.</p>	<p>The MVTM mandate is to represent the history of the Mississippi Valley and the textile industry. The museum collection focuses on the region’s heritage, culture and role of the textile industry in the development of Canada. Exhibitions range from early woolen mill history and period mill equipment to cottage industry and eclectic modern fibre art exhibitions.</p> <p>The collection includes woolen mill and textile related artifacts, a research library and an archive of digitized copies of the Almonte Gazette (from 1861 to 1989). The research library includes textile related documents and is an extension of the Almonte Library. The entire collection consists of 4912 artifacts of which all are catalogued. This includes 2500 artifacts for preservation, 2360 artifacts available for research and 52 artifacts used for education. Collection acquisition and management policies are in place. Recent collection management activities included collection cataloguing/digitizing and the online installation of a digital artifact/research collection.</p> <p>The MVTM collection is stored on-site in a climate controlled space. This space is at maximum capacity.</p>	<p style="text-align: center;">Mississippi Valley Textile Museum</p>
<p style="text-align: center;">James Naismith Museum</p>	<p>The mandate of the James Naismith Museum is to promote the values and life of James Naismith – the inventor of basketball. James Naismith was federally designated as a Historic Person in June 1976.(A National Historic Sites and Monuments Board plaque regarding the designation is mounted on the wall of the home now located on the original homestead of James Naismith locate at 4968 County Road 29.)</p> <p>The JNM collection consists of artifacts and photographs focusing on the four major stages of James Naismith’s’ life including his birth in Eastern Ontario, his time at McGill university in Montreal, his invention of basketball at Springfield College and his later years. The collection consists of ~12,000 artifacts (~10,000 photographs and ~2,000 objects). At present, approximately 10% of the collection has been catalogued/digitized. The Foundation is currently working to develop acquisition and collection management policies.</p> <p>From 1989 until 2009 the early collection of Naismith artifacts was known as the Naismith Museum and Hall of Fame. Since 2009, the Hall of Fame artifacts have been in the possession of Canada Basketball. The JNM is now co-located at the Mill of Kintail with the R. Tait McKenzie Memorial Museum.</p>	<p>The mandate of the R. Tait McKenzie Memorial Museum is to promote the values and life of R. Tait McKenzie - surgeon, educator and sculptor. Robert Tait McKenzie was federally designated as a Historic Person in June 1958. (A National Historic Sites and Monuments Board plaque regarding the designation is located at the Mill of Kintail.)</p> <p>The RTMMM has the largest collection of R. Tait McKenzie sculptures and memorabilia in Canada, consisting of 5000 artifacts, and showcases the life and works of Robert Tait McKenzie in the mill he used in the 1930’s as his summer home and sculpture studio. The museum also hosts special exhibits and artisan demonstrations. Collection acquisition and management policies are in place.</p> <p>JNM and RTMMM collections are housed together in a climate controlled location off-site of the Mill of Kintail museum building. This storage facility is currently at its maximum capacity.</p>	<p style="text-align: center;">R. Tait McKenzie Memorial Museum</p>

PROPERTY AND CAPITAL ASSETS SUMMARY – Three of the four local museums own and operate real property as part of their museum operation, the exception being the JNM collection which is co-located at the Mill of Kintail with the R. Tait McKenzie Memorial Museum.

North Lanark Regional Museum	<p>The NLRM is located in the Village of Appleton between Almonte and Carleton Place at the corner of Appleton Side road and River Road. The ~2000 sq ft museum building and a pioneer cabin are owned by the North Lanark Historical Society. The ~2 acre parcel of land on which the museum sits is owned by the Town of Mississippi Mills. The NLRM was originally housed in the old Appleton School House, from 1970 to 1979, which was located on the property until it burned down in 1979. The school house (and the associated property) was an Ontario designated property. There is a lack of clarity between Town of Mississippi Mills and the NLHS as to whether the pioneer log cabin that has been relocated to the museum site has a heritage status. This should be resolved.</p> <p>The NLHS does not pay municipal taxes on the NLRM property. The Town of Mississippi Mills covers the museum building insurance while the NLHS covers liability insurance. The NLHS is responsible for on-going maintenance and grounds keeping for the NLRM however the Town of Mississippi Mills also provides some grounds maintenance (e.g., lawn mowing. The Town of Mississippi Mills has also provided periodic capital contributions to the NLRM to address emergency maintenance situations and to assist in meeting building code requirements (i.e, In 2008, NLRM received \$5.200 for emergency repairs). The NLHS is currently raising funds to build a ramp to increase accessibility to the museum.</p>	<p>The MVTM is housed in a complex consisting of the former Warehouse (constructed in 1872) and Counting House (constructed in 1904) of the Rosamond Woolen Company Mill located two blocks from Almonte’s downtown core. The mill was federally designated as a National Historic Site in 1986. The building was also designated as an Ontario Designated Property in 1981. The 12,952 square foot building now includes an office, gift shop, exhibit space, permanent exhibit space, reference library, storage space and a workshop room. The property is owned by the Mississippi Valley Textile Museum Corporation following the waiving of the mortgage on the property by the Town of Mississippi Mills. Significant capital repairs and upgrades have been completed over the past 8 years through capital investments enabled through grants, fundraising and donations. These repairs and upgrades included: interior work on the foundation and windows, re-pointing of walls, floor replacement, ceiling improvements, extensive work to meet safety and accessibility requirements, installation of heating and cooling systems, creation of a multi-use gallery/exhibit space, construction of a new education room, installation of an elevator, and installation of new lighting as well as exterior landscaping and paving of the parking lot. The building complex is now a fully accessible site. The MVTM does not pay municipal taxes and building insurance is covered by the Town of Mississippi Mills.</p>	Mississippi Valley Textile Museum
James Naismith Museum	<p>The Dr. James Naismith Basketball Foundation does not own or operate any real property. In 2011, the Naismith collection found permanent residence at the Mill of Kintail which is a shared space with the R.Tait McKenzie Memorial Museum. The co-location of the two museums is a natural fit as the two men were childhood friends known as the Brothers of the Wind.</p> <p>Through a contractual agreement between the Foundation and the Mississippi Valley Conservation Authority (MVCA) the James Naismith Museum receives exhibition space, curatorial services and outreach and programming services through the curator responsible for the R.Tait McKenzie Memorial Museum. The partnership benefits both parties with a source of revenue for the MVCA and a new home for the JNM. The partnership also enables efficiencies in joint promotion and marketing, human resources administration and training for JNM summer students.</p> <p>No municipal taxes are paid by the JNM.</p>	<p>The RTMMM is located north west of Almonte between Almonte and Pakenham at the Mill of Kintail Conservation Area. The museum collection is housed in the renovated grist mill that was a summer home and studio to R. Tait McKenzie. The building now known as the Mill of Kintail, and previously known as Woodside Mill, was designated as an Ontario Designated Property in 1981. The three-storey, ~3600 square foot building is located on the 154 acre site and surrounded by grounds and gardens that extend the museum experience.</p> <p>Building insurance and maintenance, as well as grounds maintenance are covered by the MVCA. The MVCA pays municipal taxes to the Town of Mississippi Mills on the property which amounted to ~\$5100 in 2014.</p>	R. Tait McKenzie Memorial Museum

FINANCIAL SUJMARY – All four museums receive funding from the Town of Mississippi Mills; however, the percent of operating budget that Town funding represents varies from museum to museum. Budget size varies significantly between the four museums. The JNM has the smallest operating budget in 2014 at \$33,414. The NLRM 2014 operating budget was \$83,780. This is significantly higher than previous years’ budgets as a result of successful grant applications. The average budget for NLRM over the past four years is ~\$40,000. The MVTM had an operating budget of \$216,956 in 2014 however the MVTM also made a \$135,400 investment in capital upgrades to the museum complex in 2014. The 2013 operating budget for the RTMMM was \$236,500. (2014 budget information was not provided nor was information regarding capital investments at the Mill of Kintail.)

North Lanark Regional Museum	<p>2014 BUDGET: \$83,780 (In 2014, NLRM received \$5,355 from the Town of Mississippi Mills which represented approximately 6% of the NLRM operating budget.)</p> <p>Budget levels have increased significantly in recent years due to successful grant applications as is demonstrated by operating budget levels from the previous three years: 2011 – \$37,455; 2012 - \$18,330; 2013 - \$20,664. The average budget over the past 4 years = \$40,057.</p> <p>FEES: Admission is by donation at the suggested amount of \$3/person.</p> <p>FUNDRAISING: Teas, special events, genealogy workshops, children’s summer camps, memberships and member donations.</p>	<p>2014 BUDGET: \$216,965 (In 2014, MVTM received \$40,000 from the Town of Mississippi Mills which represented approximately 18% of the MVTM operating budget.)</p> <p>As well, in 2014 MVTM applied an additional \$135,400 in capital grants toward the installation of an elevator. The museum also established a small endowment fund in 2014.</p> <p>FEES: General Admission \$5 (Children under 12 free); members admitted free with a single membership of individual (\$25); family (\$40); Corporate (\$100)</p> <p>FUNDRAISING: Fibrefest and Soup for Thought continue to be major fundraisers. Other fundraising includes room rental, workshops, gift shop sales and special events.</p>	Mississippi Valley Textile Museum
James Naismith Museum	<p>2014 BUDGET: \$33,414 (In 2014, JNM received \$5,355 from the Town of Mississippi Mills which represented approximately 16% of the JNM operating budget.)</p> <p>The JNM operating budget is usually in the \$25,000 range however the 2014 budget is larger due to hiring two summer students (normally one student) in 2013 and cataloguing services during the 2013-14 winter.</p> <p>FEES: No fees charged to access James Naismith Museum.</p> <p>FUNDRAISING: Nevada Ticket Sales (45% of gross revenue) sold at Almonte Mac’s Milk through a license renewed annually with Town of Mississippi. The Ontario Alcohol and Gaming Commission outlines what the license allows raised funds to be used for. Staffing, curatorial services, displays, collection and promotion are eligible expenses that the Nevada funds. General administration, rent and insurance are not allowable expenses.</p>	<p>2013 BUDGET: \$236,756 (In 2014, RTMMM received \$5,355 from the Town of Mississippi Mills which represented approximately 2% of the NLRM operating budget. The RTMMM received approximately 74% of its operating budget from other municipalities.)</p> <p>NOTE: MVCA’s ~\$2.5million budget is funded through a tax levy from member municipalities. ~90% of funding comes from the City of Ottawa. In 2014, with a levy of \$60,700, the Town of Mississippi Mills contributed ~2.5% to the overall MVCA budget.</p> <p>FEES: No admission fee is charged to enter the Mill of Kintail museums. Rather, admission is included in the fees charged to access the Mill of Kintail Conservation Area which are set at: \$5.00 per vehicle; \$3.00 per person for buses and tour groups; Seasonal vehicle pass \$30 for single/ \$50 for family</p>	R. Tait McKenzie Memorial Museum

SEASON, HOURS, ATTENDANCE SUMMARY – The MVTM is the only museum of the four local museums to operate with regular public hours year round. The other three museums have seasonal operations. The NLRM is open regularly from May to November and by appointment through the winter months. The RTMMM and JNM are open May to mid-October. Attendance data demonstrates that museums are reaching audiences both through direct visits to museums and as well through a variety of outreach events and activities.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">North Lanark Regional Museum</p>	<p>OPERATING SEASON: Open Daily May 1 to August 31. Open Wednesday to Saturday 1pm to 4pm September through November or by appointment. Winter 2014/15 – open by appointment and for special events. The research library and museum collection are available year-round by appointment.</p> <p>2014 AUDIENCE REACH: 1223 on-site visitors to the museum plus 2472 people engaged through special events, education outreach, fundraising events for total reach of 3695.</p> <p>Since 2012 total audience reach by the NLRM has increased by over 2 ½ times from 1398 people. With these increases a new audience segment of families with young children are engaging with the museum.</p>	<p>OPERATING SEASON: Open Year Round. October to March - Tuesday to Saturday: 10 am to 4 pm. April to September – Tuesday to Saturday: 10 am to 4 pm and Sunday: 1 pm to 4 pm.</p> <p>2014 AUDIENCE REACH: 4189 on-site visitors to the museum plus 8580 people engaged through special events, education outreach, fundraising events for total reach of 12,769.</p> <p>Total audience reach for the MVTM increased from 20% from 2013 (10568 people) to 2014 (12,769 people).</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Mississippi Valley Textile Museum</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">James Naismith Museum</p>	<p>RTMMM and JNM share a location at the Mill of Kintail.</p> <p>OPERATING SEASON: The Mill of Kintail is open from May to Thanksgiving weekend. Hours are: Monday to Friday 9 am to 3:30 pm, Saturday & Sunday 10:30 am to 4:30 pm.</p> <p>2014 AUDIENCE REACH: 8,460 visitors to the museum plus ~2700 people engaged through special events, education outreach, fundraising events for total reach of over 11,000 people annually.</p> <p>Since 2011, when the James Naismith Museum co-located with the R. Tait McKenzie Memorial Museum, there has been an increase in teenage and young adult visitors.</p> <p>A strategy of the JNM is to increase year round access is through an enhanced online presence.</p>		<p style="writing-mode: vertical-rl; transform: rotate(180deg);">R. Tait McKenzie Memorial Museum</p>

STAFF AND VOLUNTEERS SUMMARY - The JNM does not have any full-time staff, rather, the Foundation contracts curatorial services for the JNM through the RTMMM. Over the past 2 ½ years, the NLRM has funded a full-time Project Coordinator through grant money. The MVTM has a full-time Director/Curator and a full-time Administrative Assistant. The RTMMM has a full-time Curator/Manager position and periodically the full-time Educator position with the Mill of Kintail Conservation Area provides some support to museum related activities. The NLRM, RTMMM, and JNM all hire temporary seasonal (student) employees typically through the spring/summer months. These positions are funded through grants. The MVTM does not hire any additional seasonal staff at any point through the year.

Mississippi Mills museums have high levels of volunteer commitment with a ratios ranging from a ten volunteers to one employee and higher, even with temporary staff included.

<p style="text-align: center;">North Lanark Regional Museum</p>	<p>STAFF: 1 full-time Project Coordinator (trained museum professional) at a salary of \$34,300 since 2012 funded through grants. Depending on available grant funding the museum hires 4 summer students who work between 3 to 5 days per week.</p> <p>VOLUNTEERS: 30-40 volunteers; 2357 volunteer hours; 11 volunteer board of director members.</p>	<p>STAFF: 1 full-time Executive Director/Curator at a salary of \$46,800 (trained museum professional) plus 1 full-time administration assistant at a salary of \$33,300.</p> <p>VOLUNTEERS: 3000 volunteer hours in 2014 by the Friends of the MVTM with 60 volunteers. (This is up from 2100 hours in 2013.) 9 volunteer board of director members.</p>	<p style="text-align: center;">Mississippi Valley Textile Museum</p>
<p style="text-align: center;">James Naismith Museum</p>	<p>STAFF: No year round full-time staff. Through grant funding the Foundation hires 2 full-time summer students who work on collection management and interpretation through the summer months. In 2015 the Foundation aims to hire an intern for a period of 8 months dependent upon approved grant funding through Young Canada Works.</p> <p>VOLUNTEERS: 7 volunteer board of director members.</p>	<p>STAFF: 1 full-time Museum Manager (trained museum professional) at a salary between \$42,633 and \$53,291. Typically the museum hires 2 students who work from May to October.</p> <p>The Mill of Kintail also has a full-time Educator position who periodically provides some support museum activities.</p> <p>VOLUNTEERS: 10 volunteers; Mill of Kintail Advisory Committee consists of 6 local community volunteers.</p>	<p style="text-align: center;">R. Tait McKenzie Memorial Museum</p>

PROGRAMMING AND EDUCATION SUMMARY – A variety of on-site and off-site programming is offered by the four museums.		
North Lanark Regional Museum	<p>PROGRAMMING: Programming includes special events and children’s camps that focus on the collection as well as a local history speaker’s series. Newly established events and revenue generating activities include: Student Day Camp for PA days, March Break Children’s Camp, Family Valentine’s Day event, and a Santa’s Christmas Tea for families;</p> <p>OUTREACH EDUCATION: 2 outreach programs (one for Kindergarten and one for Grade 3 students) are provided to 8 classes in local area schools. These programs have been jointly delivered with the R. Tait McKenzie Memorial Museum. Staff and volunteers also make presentations to various groups in the greater area community.</p> <p>NLRM also participates in the local Seniors Expo, Mississippi Mills at a Glance, Beckwith Heritage Days, Pakenham Frost Festival, Pakenham and Almonte Fairs and the Lanark County Harvest Festival.</p>	Mississippi Valley Textile Museum
James Naismith Museum	<p>PROGRAMMING: Museum programming and education outreach for both the JNM and RTMMM is done through the Manager of the RTMMM.</p> <p>OUTREACH EDUCATION: 3 outreach programs are delivered in local area schools. The two separate programs aimed at Kindergarten and Grade 3 students have recently been delivered jointly with the NLRM. A third program is delivered independently and is focused on Grade 5 students. The RTMMM also participates in Mississippi Mills Seniors Expo and Mississippi Mills at a Glance.</p>	R. Tait McKenzie Memorial Museum

PARTNERSHIPS and COLLABORATION SUMMARY - The four museum organizations participate to varying degrees in partnerships and collaborative initiatives. All have established some partnerships and collaborations with local businesses or organizations. The MVTM has been very effective in this respect and has built partnerships at the local, regional, provincial, national and international level

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">North Lanark Regional Museum</p>	<p>Museums: R. Tait McKenzie Memorial Museum; James Naismith Museum; Mississippi Valley Textile Museum; Lanark County Museums Network; Arnprior and District Museum; Heritage House Museum (Smiths Falls) Businesses: Equator Coffee; Heirloom Cafe & Bistro; The Hub; Almonte Antique Market; Mill Street Books; Alliance Coin and Bank Note; Toyshack Toys Organizations: Town of Mississippi Mill; Almonte Legion Branch 240; Appleton WI until recently; Mississippi Mills Public Library; Mississippi Valley Conservation Authority; Local High Schools; Upper Canada District School Board, Veterans Affairs Canada, North Lanark Highland Games, Perth Citizens' Band Other Social Capital: Member of Ontario Historical Society; Brian Tackaberry re. military history; Bob Butler re. website; engagement with: Pakenham Fair organizer; Almonte Fair Board; Seniors Expo Committee; Town of Mississippi Mills; Beckwith Township; and Lanark County.</p>	<p>Museums: Canadian Museum of History (formerly Canadian Museum of Civilization); Canada Science and Technology Museum; Upper Canada Village; The Diefenbunker: Canada's Cold War Museum; Lanark County Museum Network; The Mill of Kintail; North Lanark Historical Museum Businesses: The Heirloom Café & Bistro; The Mill Street Crêpe Company; Foodies Fine Foods; Café Postino; Robin's Nest Tea Room; Moose McGuires; Ballygibblins; The Barley Mow; The Hub; Almonte Antique Market; Acanthus; Sage; Mill Street Books; Alliance Coin and Bank Note; Mississippi River Power Corporation; Ryno Motors; Neilcorp; Pakobrats Online New Media Design; Coady's Car Care' Devlin's Collision Centre; L-D Tool and Die Organizations: Mississippi Mills Chamber of Commerce; Almonte Crazy Quilters; West Carleton Fibre Guild; Mills Community Support; The Elizabeth Kelly Foundation; The Valley Players; Almonte Public Library; Town of Mississippi Mills; Lanark County Quilters Guild; Embassy of Japan; RBC Foundation; St. Andrew's United Church; St. Paul's Anglican Church; The Almonte Quilt Guild; Hand Made Harvest; Royal Canadian Legion - Branch 240 Almonte Other Social Capital: Member of Mississippi Mills Heritage Advisory Committee, Member of the Mississippi Mills Festivals Consortium, Mississippi Mills Heritage Conservation District Study Committee, Ontario Historical Society's Museums Advisory Committee, Ontario Museums Association's, Looking Ahead Planning Committee; Chair of the Mississippi Mills Cultural Advisory Committee; and Young Awards Foundation - Awards Selection Committee; Treasurer of the Mississippi Mills Chamber of Commerce</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Mississippi Valley Textile Museum</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">James Naismith Museum</p>	<p>Museums: R. Tait Memorial Museum; Lanark County Museum Network Businesses: Mac's Milk (Almonte) Organizations: Mississippi Valley Conservation Authority – Mill of Kintail; Town of Mississippi Mill Other Social Capital: Member of the Mississippi Mills Chamber of Commerce</p>	<p>Museums: James Naismith Museum; North Lanark Regional Museum; Mississippi Valley Textile Museum; Lanark County Museums Network Organizations: Mississippi Mills Chamber of Commerce; Town of Mississippi Mills, Mississippi Valley Field Naturalists; Royal Astronomical Society of Canada; Ramsay Women's Institute; Children' Resources on Wheels; Almonte Area Artists Association; Catholic District School Board of Upper Canada; Upper Canada District School Board; Naismith Public School; Algonquin College; The Hub (Hike for Hospice); Carleton Place Food Bank; Pat Browne and the Night Sky Conservation; Almonte and District Cub Scouts Other Social Capital: Participate in local Seniors Expo and Pakenham Fair</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">R. Tait McKenzie Memorial Museum</p>

Toward Sustainability
for Mississippi Mills
Museums

FINAL REPORT

April 27, 2015

Prepared by:
Kristi Farrier
Sagum Corporation

Executive Summary

Mississippi Mills has four community museums: the James Naismith Museum (JNM); the Mississippi Valley Textile Museum (MVTM); the North Lanark Regional Museum (NLRM); and the R. Tait McKenzie Memorial Museum (RTMMM). A recent review of these museums resulted in the development of:

- *Mississippi Mills Museum Profiles*, a document providing an overview of the current status of each of the four museums; and
- *Toward Sustainability for Mississippi Mills Museums*, a report summarizing issues faced by local community museums, presenting data on recent academic thinking and approaches with respect to museum sustainability, and recommending actions on how local community museums can move toward sustainability.

The project methodology included consultations with staff and board members from the four local museums and as well as with staff from the Town of Mississippi Mills. Financial, planning and other administrative documents from the museums were reviewed. Recent academic literature, government reports and other documents related to museum sustainability were also reviewed. Discussions with four other Ontario museums provided additional insights on addressing sustainability challenges.

While each local museum has its unique strengths, they 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. In fact, cultural spending by the Town of Mississippi Mills is below both national and provincial averages.

An analysis of consultation input, together with literature and document reviews, point to the need for museums to: 1) be relevant; 2) collaborate and partner up; 3) secure adequate resources; and 4) take individual action in the face of sustainability challenges. Specific recommended actions in these areas include:

- #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 - Create a Shared Pool of Museum Staff
- #6 - Establish Formal Funding Agreements
- #7 - Increase Municipal Funding to Museums
- #8 - Develop Capital Investment Plans
- #9 - Strengthen Museum Organizations From the Inside Out

NOTES:

1. Information included in this report on the four museums has been provided by museum representatives or taken from official museum documents. Opportunities were provided to museum organizations to review and verify the information. As well, information and data related to the Town of Mississippi Mills was provided by Town staff or taken from official Town of Mississippi Mills documents. Town staff were provided with the opportunity to verify the information included in the report.

2. Recommendations were developed based on information gathered between the beginning of February 2015 and the end of March 2015. Any changes in the status of museums after the end of March 2015 (e.g., changes in staffing levels) are not reflected in this report or the accompanying recommendations.

3. Financial data is based on 2014 museum budgets with the exception of the RTMMM which provided detailed financial information for 2013. No 2015 core or capital funding contributions from the Town of Mississippi Mills to museums is included in this report.

4. The following individuals participated in consultations that informed the development of this report and recommendations.

Stephanie Kolsters - R. Tait Memorial Museum (Mill of Kintail)

Michael Rikley-Lancaster - Mississippi Valley Textile Museum

Kathy Priddle - Mississippi Valley Textile Museum

Sarah Chisholm – North Lanark Regional Museum

Doreen Wilson – North Lanark Regional Museum

Ed Wilson – North Lanark Regional Museum

Kathy Stewart – James Naismith Museum

Clem Pelot – James Naismith Museum

Tiffany MacLaren – Town of Mississippi Mills

Diane Smithson – Town of Mississippi Mills

Rhonda Whitmarsh – Town of Mississippi Mills

Anne Shropshire – Railway Museum of Eastern Ontario

Cathy Molloy – Markham Museum

Henriette Riegel – Diefenbunker

Shane Edwards – Carleton Place and Beckwith District Museum

Marilyn Snedden – Pakenham “pop-up” museum collection

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PART I: BACKGROUND

PURPOSE AND METHODOLOGY

This report was commissioned by the four Mississippi Mills museums with support from the Town of Mississippi Mills. The four museums include: the James Naismith Museum (JNM); the Mississippi Valley Textile Museum (MVTM); the North Lanark Regional Museum (NLRM); and the R. Tait McKenzie Memorial Museum (RTMMM). This report summarizes issues faced by local community museums, presents recent thinking and current approaches with respect to museum sustainability, and recommends actions on how local community museums can move toward sustainability. The document *Mississippi Mills Museum Profiles* provides an overview of the current status of each of the four local museums and should be read as background to this report.

The methodology for this project included consultations with staff and board members from the four museums of Mississippi Mills and staff from the Town of Mississippi Mills. Financial and planning reports as well as other administrative documents provided by each museum were reviewed. Recent academic literature on museum sustainability and other related documents such as museum sustainability plans from Ontario municipalities, museum association publications and other related government reports and surveys were reviewed. Additional discussions were undertaken with four other Ontario museums (the Railway Museum of Eastern Ontario, the Diefenbunker, the Carleton Place and Beckwith Museum and the Markham Museum) to gain additional perspectives on addressing sustainability challenges.

INTRODUCTION

Cultural heritage is a collective resource. Heritage artifacts and stories are often a source of pride in communities and contribute to a sense of identity, belonging, and understanding of a place and its culture. They are also valuable resources that invite learning, questioning and reflection.

Museums play a key role in collecting, preserving and sharing cultural heritage and are a large part of Canadian culture. In 2010, 13.4 million Canadians, representing nearly half the population (47.8%), visited a museum (Hill Strategies Research Inc., 2012).

A museum is defined as “a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment. (International Council of Museums, 2007).

Museums fill many roles and make many contributions to communities and society. In their most traditional role, they function as public trusts that collect, preserve, and share artifacts and stories of our heritage in a professional and ethical manner.

They undertake research and educate citizens on our history and heritage, which leads to learning and understanding. By linking the past to the present, museums provide opportunities to translate lessons of the past into solutions for the future.

Museums make direct contributions to the economy through jobs for trained museum professionals and skill development opportunities for volunteers and students. They function as tourism destinations, and can be significant drivers of cultural tourism in communities. Museums are also part of vibrant local cultural scenes that attract individuals and businesses to settle in a community. As well, museums are beginning to offer business type services within communities. (e.g., space rental, workshops).

The social contributions of museums to communities and society are significant and are emerging as increasingly important in facilitating understanding among community members and building community cohesion. Through museums we celebrate our heritage, and museums provide entertainment and special event opportunities. Through exhibits, education and outreach programming, museums can give voice to traditionally silenced or marginalized groups in society, as well as provide neutral ground for addressing contemporary social/political issues. Museums can also facilitate collective transition or grieving within a community (i.e., through the interpretation of a loss of a way of life/industry or of tragic events). They function as gathering places for community and as safe public indoor spaces (indoor versions of parks), and more and more frequently, museums are becoming sites for community social programming and service delivery.

MISSISSIPPI MILLS MUSEUMS

Mississippi Mills is a community with a population of 12, 385 (Statistics Canada, 2011) and consisting of rural lands, small villages (Pakenham, Blakeney, Clayton and Appleton) and the urban centre of Almonte. The 2014 municipal budget for the Town of Mississippi Mills was \$13.5 million. That the citizens of Mississippi Mills value culture is demonstrated through the community's many festivals, events, artists, and the fact that there are four local non-profit museums. However, consultations with museum staff and board members, as well as with staff of the Town of Mississippi Mills staff, pointed to numerous challenges for the local community museums.

- Museums of Mississippi Mills receive lower than average levels of municipal funding compared to national and provincial averages of support to heritage institutions
- Municipal funding support representing different proportions of local museum operating budgets creates tension in the museum community through both real and perceived inequity, causes distrust, and hinders collaboration.
- Compensation for full-time staff positions at Mississippi Mills museums tend to be below national and provincial averages.

- Limited municipal funding results in museum staff expending significant efforts to self-generate revenue and limiting time available for engaging users, developing exhibitions, programming and outreach, and researching and managing collections.
- Significant competition for fundraising dollars exists between museums and with the many other non-profit organizations in the local community.
- Museums have little to no reserve funds for matching grants, dealing with emergencies, or for taking advantage of opportunities.
- No overarching vision exists for museums in Mississippi Mills lead by either the Town of Mississippi Mills or by the museums as a united group.
- Gaps and overlaps in museum mandates and themes results in a lack of an integrated and comprehensive presentation of the history of Mississippi Mills.
- Museums are functioning with limited full-time staff.
- Although there are some, collaborative initiatives between museums are limited.
- Collections storage space for all museums is at capacity.
- Local museum access is limited during the winter months as the MVTM is the only local museum is currently open for regular hours year round. As well, the MVTM is also the only museum that has direct access and can accessed by foot from the downtown core of Almonte, the urban centre of Mississippi Mills. The NLRM and RTMMM (with the co-located JNM) have the benefit of larger grounds in rural areas of the community that serve as attractions and venues for associated outdoor programming; however the need exists for transportation to access these sites.

TOWN OF MISSISSIPPI MILLS SUPPORT FOR MUSEUMS

The Town of Mississippi Mills supports local museums through policy positions, in-kind services, contributions to annual operating budgets and, in some cases, periodic capital funding. However, the degree of municipal support varies from museum to museum and is based, to a large degree on an evolution of relationships and circumstances of each museum over time, as opposed to a deliberate and specific vision for museum funding by the municipality.

POLICY POSITION TOWARD LOCAL MUSEUMS

Local museums have been a matter of consideration for the Town of Mississippi Mills since at least 2005 when the Town Council struck a Museums Rationalization Committee. This committee produced the 2006 *Report of the Museums Rationalization Committee* which included recommendations to: resolve issues with respect to the James Naismith Museum; build capacity within museum organizations, increase collaboration between museums; to gather information on museum funding in the region; and develop broader heritage strategies for the municipality. Following the report, the James Naismith Museum moved out of the Old Town Hall to its eventual current co-location with the R. Tait McKenzie Memorial Museum. However, the degree to which other recommendations were actioned is unclear.

In 2011, following lobbying by local museums, the Town of Mississippi Mills agreed to make funding to all museums part of on-going core budget funding (as opposed to part of the municipal grant process). Funding levels were set at \$5000 for the JNM, NLRM,

and RTMMM, and \$40,000 for the MVTM, and it was agreed that funding would be annually adjusted in accordance with the rate of inflation (as budgets allowed). 2011 Council motions (see Appendix A) also included various funding conditions and required annual reporting on: attendance from local and out of town visitors; the amount of fees collected; quality (meaning financially determined value) of the museum collection; amount of money fundraised; and whether museums applied and received CMOG grant funding and if so, the amount of grant funds received. The degree to which the funding conditions and reporting criteria have been adhered to since 2011 is unclear as no formally documented funding agreements exist between the Town and the museums.

The 2014 Town of Mississippi Mills Cultural Plan demonstrated continued interest and support of culture by the municipality. The Cultural Plan emphasized the importance of museums in the community and the need to present both urban and rural local history and heritage. The Cultural Plan also made specific reference to both the role of the MVTM and NLRM in sharing local history (Miller Dickinson Blais, 2014)

Notwithstanding the demonstrated recognition of the importance of museums through various municipal policy positions and actions, the Town of Mississippi Mills lacks an overarching vision or explicit objective statement with respect to community museums.

IN-KIND SUPPORT FOR LOCAL MUSEUMS

The Town of Mississippi Mills provides in-kind services to museums, including:

- Inclusion of museums in promotional campaigns (All museums)
- Highway tourism signage (All museums)
- Property tax waivers (NLRM; MVTM)
- Building Insurance (NLRM; MVTM)
- Some grounds maintenance (NLRM)

DIRECT FUNDING TO LOCAL MUSEUMS

The table below shows Town of Mississippi Mills museum funding from 2008 to 2015.

Year	JNM	MVTM	NLRM	RTMMM	Total
2008	2,500	35,000	5,000*	5,000	47,500
2009	2,000	35,000	3,000	5,000	45,000
2010	5,000	35,000	3,500	3,100	46,600
2011	5,000	37,500	5,000	5,000	52,500
2012	5,125	38,450	5,125	5,125	53,825
2013	5,250	39,219	5,250	5,250	54,969
2014	5,355	40,000	5,355	5,355	56,065
2015 Proposed	5,410	40,400	5,410	5,410	56,630

*In 2008, the Town of Mississippi Mills provided an additional \$5,200 to NLRM for emergency property maintenance.

Although not direct funding, the Town of Mississippi Mills also has a Municipal Heritage Property Tax Refund Program and a Heritage Property Grant Program to which eligible museums can apply.

NOTE ON COMPARATIVE DATA:

National and provincial level comparisons are provided in this report as comprehensive and detailed data related to cultural spending for smaller municipalities is not readily available.

Equally, little comprehensive and detailed data is published on municipal funding specifically to museums. However, it should be noted that the Ontario Museum Association is currently undertaking a museum sustainability project that includes gathering data on museum budgets. As such more detailed and accurate comparisons should be possible in the future. (The Director-Curator of the MVTM is part of the provincial committee coordinating this study.)

CULTURAL SPENDING AND SOURCES OF MUSEUM OPERATING FUNDS

Municipal funding is critical for the operation of local museums and enables museums to leverage additional funding from provincial and federal governments, and from foundations, corporations, and private donors. However, the following data demonstrates that the Town of Mississippi Mills cultural funding is somewhat low in comparison to total cultural spending by other municipalities, and significantly lower than other municipalities with respect to the proportion of municipal funding making up community museums operating budgets.

Total cultural spending by the Town of Mississippi Mills in 2014 equaled to \$769,197, or \$62 per capita. This figure factors in cultural spending as follows: \$14,715 - Heritage Committee; \$38,000 - Other Cultural; \$20,950 - Events Almonte; \$34,850 - Events Pakenham; \$56,065 - Museums; \$125,000 - Estimated Related Salary/Benefits; and \$479,617 - Library.

In 2009, the national average for municipal cultural spending (including libraries) was \$87 per capita and in Ontario average municipal spending on culture was \$92 per capita (Statistics Canada, 2013). Five years later, at \$62 per capita, Town of Mississippi Mills cultural spending is lower than both the 2009 national and provincial averages.

Town of Mississippi Mills spending on libraries alone equaled 62% of total cultural spending or \$38.50 per capita. In turn, spending on all other cultural activities (excluding libraries) equaled 38% of total cultural spending or \$23.50 per capita. Spending on museums represented only 7% of total cultural spending or \$4.53 per capita.

2009 cultural investments (excluding libraries) by five Canadian big cities demonstrated an average big city cultural investment equaling \$35 per capita and the following individual city per capita levels of cultural spending: Montréal - \$55 per capita; Vancouver - \$47 per capita; Calgary - \$42 per capita; Ottawa - \$28 per capita; and Toronto - \$19 per capita (Hill Strategies Research Inc., 2012).

At \$23 per capita, current Town of Mississippi Mills cultural spending (excluding libraries) was lower than average big city cultural spending, and all individual city per capita spending with the exception of Toronto.

SOURCES OF MUSEUM REVENUES

In 2011, Canadian heritage institutions received 50% of operating revenues from government, 35% from earned revenues and 14% from the private sector (e.g.,

donations, sponsorship, etc.) (Canadian Heritage, 2014). Similarly, 2008 research into the sustainability of Ontario's community museums demonstrated that, on average, for museums receiving the provincial Community Museum Operating Grant (CMOG), 51% of funding was received from municipalities (Ontarion Museum Association, 2008).

The chart below demonstrates that on average, in recent years, Ottawa community museums received 50% or more of operating revenues from the City of Ottawa. It should be noted that in 2005 the City of Ottawa developed and implemented a Museum Sustainability Plan that included increased operating and capital funding of community museums (City of Ottawa, 2005).

% Operating Revenue from Various Sources for City of Ottawa Community Museums

# of Museums	Year	Source of Operating Funds			
		City of Ottawa	Earned	Private	Other Government
8	2008	57.56%	18.17%	6.01%	18.26%
8	2009	64.81%	17.86%	4.65%	12.68%
7	2010	56.36%	5.23%	5.23%	33.18%
7	2011	57.51%	19.34%	4.90%	18.25%
6	2012	50.72%	21.35%	9.13%	18.80%

Note: The Diefenbunker receives about 25% of its total operating revenue from the City of Ottawa with about 70% earned. This outlier brings the average percent of funding received down considerably. As such, it is likely that some museums received closer to 60% of operating funding from the City of Ottawa.

In comparison, the chart below shows that the Town of Mississippi Mills contributes significantly less than 50% of operating funds to local community museums with support ranging from 2% to 18% of local museum operating budgets in 2014.

Note: Although the Town of Mississippi Mills only contributed 2% to the RTMMM, the RTMMM received 74% of its funding through municipal levy on 11 municipalities within the Mississippi Valley Conservation Area (MVCA) watersheds. Although, the RTMMM does not face the same challenges with respect to a low percentage of municipal funding, nonetheless, the museum has faced internal budget cuts in recent years and sustainability challenges.

Operating Revenue of Mississippi Mills Museums***

		Core/Permanent Funding						Self-Generated and Applied For Funding									
		All Core/Permanent Funding				Total Self Generated and Applied For		Other Government Revenue (Require successful completion applications)				Self-Generated Revenue					
Museum	2014 Operating Budget	ToMM Line Funds	% of Total	Other Municipal Levy	% of Total	All Self-Generated	% of Total	Provincial Grants	% of Total	Federal Grants	% of Total	Other Grants	% of Total	Other Self-Generated	% of Total	Admission Fees	% of Total
JNM*	33,414	5,250	16%	-	0%	28,164	84%	-	0%	7,577	23%	-	0%	20,587	61%	-	0%
MVTM	216,956	40,000	18%	-	0%	176,956	82%	27,952	13%	9,000	4%	4,096	2%	128,678	60%	7,230	3%
NLRM*	83,780	5,355	6%	-	0%	78,425	94%	42,090	50%	17,090	20%	105	<1%	18,210	22%	930	1%
TOTAL/AVG	334,150	50,605	15%	-	0%	283,545	85%	70,042	21%	33,667	10%	4,201	1%	167,475	51%	8,160	2%
R. Tait**	236,756	5,088	2%	175,364	74%	56,304	24%	13,445	6%	-	0%	-	0%	36,149	15%	6,710	3%
TOTAL/AVG	570,906	55,693	10%	175,364	31%	339,849	60%	83,487	15%	33,667	6%	4,201	<1%	203,624	36%	14,870	3%

*JNM figures reflect the 2013 contribution from the Town of Mississippi Mills because the JNBF recently changed fiscal years and 2014 funding from the Town of Mississippi Mills is included in the current fiscal year Jun/14 to May/15 to cover off the 2014 museum season.

**RTMMM figures are based the 2013 operating budget.

***Percentages may not equal exactly 100 due to rounding.

VOLUNTEERS

It should also be noted that Mississippi Mills museums have high levels of volunteer commitment. Data from the 2011 Government of Canada Survey of Heritage Institutions indicated that volunteers typically outnumbered staff members by about a three-to-one ratio in heritage organizations (Canadian Heritage, 2014). With respect to the museums of Mississippi Mills, the ratio is significantly higher, ranging from ten volunteers to one employee, and up, even with temporary staff included.

MUSEUM STAFF COMPENSATION

The chart below shows 2011 average salaries for three position types that are most similar to the full-time positions found in museums of Mississippi Mills. These positions include Curator-Director; Educator and Administrative Assistant. (Descriptions for the museum positions can be found in Appendix B - Position Descriptions.)

Excerpt of Findings from the CMA 2011 National Compensation Survey Results			
Annual Base Salary (By Various Criteria)			
	Director-Curator	Administrative Assistant	Educator
National	\$68,559	\$38,111	\$41,944
Regional - Ontario	\$77,922	\$38,620	\$58,899
Annual Organization Budget			
under \$100,000	\$44,819	\$31,620	\$33,352
\$100,000 - \$499,999	\$54,739	41,734	\$41,941
1-3 Full-time Employees	\$48,284	no data avail.	no data avail.
Institution Type -Community Museum			
	\$59,516	\$38,429	\$46,888
Governing Body			
Provincial	\$109,642	\$46,970	\$51,931
Municipal	\$77,144	\$40,123	no data avail.
Incorporated body	\$50,652	\$31,755	\$36,054
Other	\$49,901	no data avail.	no data avail.

In comparison, data below on current salaries/salary ranges for full-time museum staff at Mississippi Mills museums indicates that compensation levels, in almost all cases, is lower than averages identified in the 2011 CMA report.

Full-Time Employee Compensation Levels for Mississippi Mills Museums				
Museum	Position	Full-Time Staff Compensation	# Full-Time Employees	Operating Budget
JNM	N/A	N/A	0	\$33,414
MVTM	Director/Curator	\$47,500	2	\$207,475
MVTM	Administrative Assistant	\$33,300	2	\$207,475
NLRM	Project Coordinator	\$32,400	1	\$83,780
RTMMM	Manager/Curator	\$42,633 - \$53,291	1	\$236,756

2014 data from the Lanark County Museums Network further demonstrates the trend of lower than average compensation levels for museum staff in Lanark County.

Full-Time Employee Compensation Levels for Other Museums in Lanark County	
Other Lanark County Museums	Full-Time Staff Compensation
Archives Lanark	\$0
Carleton Place and Beckwith Heritage Museum	\$40,000
Hall of Remembrance	\$0
Heritage House Museum	data not provided
Lanark and District Museum	data not provided
Middleville Museum	\$0
Railway Museum of Eastern Ontario	\$40,000

PART II: RECOMMENDATIONS FOR SUSTAINABILITY

In consultations with local museum representatives, participants most often referenced the need for more resources (human and financial) as the solution to museum sustainability challenges. While resources are key, sustainability also requires adaptability, flexibility and a strong base of community support.

Addressing sustainability challenges will require museums to: 1) be relevant; 2) collaborate and partner up; 3) secure adequate Resources; and 4) take individual action. Recommendations in these areas include:

- #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 - Create a Shared Pool of Museum Staff
- #6 - Establish Formal Funding Agreements
- #7 - Increase Municipal Funding to Museums
- #8 - Develop Capital Investment Plans
- #9 - Strengthen Museum Organizations From the Inside Out

BE RELEVANT

“Learn what the community needs and fit the museum to those needs.”
John Dana Cotton, Founder of the Newark Museum established in 1909

A great deal of time is spent focusing on financial resources of museums while an equally critical element of long term sustainability is museum relevance within the community. If what a museum is collecting, preserving and presenting, and how it is being shared does not matter to people then long term sustainability will be limited.

Museums are relevant when the museum experience engages people and creates a connection to things that are meaningful in a person’s life. Contemporary thinking on museum sustainability emphasizes rethinking and expanding the traditional roles of museums which in turn provides opportunities for museums to contribute to community building. Museums are being encouraged to “...reconsider [their] direct relationship with [their] community” and to become facilitators of civic dialogue through a “shift from solely disseminating information to encouraging purposeful exchange around civic issues (Schaffer Bacon, Korza, & Williams, 2002).

Museums can increase their relevance in communities by becoming more like “piazzas” - open public gathering spaces within communities that are used on a regular basis for both formal and informal activities - as opposed to “stadium” type venues that primarily

remain empty other than when a special event or exhibit is on display (Friedman, 2007) (Bradburne, 2001).

Getting people to feel welcome, and eager to spend time in museums, also involves shifting from the idea of museum “visitors” to museum “users” as using something implies direct and active engagement (Bradburne, 2001). Reorienting the purpose and vision of a museum to create connections with people means developing participative experiences that invite interaction with the artifacts and stories collected, preserved and shared by museums and that put people in positions of “active agents” rather than “passive beneficiaries” (Carter, Castle, & Soren, 2011) . Participative programming will deepen connections with the heritage and ideas the museum is sharing. This connection will increase museum relevance and support within the community (Simon, 2012).

In this respect, however, a lack of contemporary elements in a museum collection can be a barrier to attracting new museum users because traditional collections may not represent groups or issues that have been overlooked or marginalized in the past (Smith, 2012). As a result, contemporary audiences simply may not be able to relate to traditional collections and therefore be unable to develop any connection the museum. Invigorating and re-inventing existing exhibits with the introduction of related contemporary artifacts or linking existing collections to contemporary issues and ideas can facilitate broader engagement with new groups of museum users.

Finally, while working to address community needs through innovative programming and engagement opportunities will increase museum relevance, it can at the same time, be an effective strategy for gaining financial support from non-traditional foundations and granting agencies that focus on meeting social needs (Heumann Gurian, 2001).

RECOMMENDATION #1 – RETHINK THE ROLE OF MUSEUMS AND HOW TO ENGAGE PEOPLE

It is recommended that:

- People and their experiences be put at the centre of visioning, planning and programming for museums. Museum boards must lead in this paradigm shift and move beyond entrenched ideas and methods. They must ask the hard questions about current mandates. Are the themes important today? Are the artifacts and stories relevant? How do themes, artifacts and stories connect to contemporary society?
- Museum boards and staff determine the roles a museum can fulfill, ranging from the traditional roles of collecting, preserving and sharing heritage to more contemporary roles as agents of social change. Where each museum lands on this spectrum will be influenced by organizational culture, mandates and themes, location, resources and partnerships.
- Museum boards and staff examine how museum collections, stories and spaces can be used to create connections for museum users and develop programming that invites active participation and results in meaningful experiences.
- The Town of Mississippi Mills determine the roles it envisages museums playing within the community. This exercise would ideally be pursued through dialogue

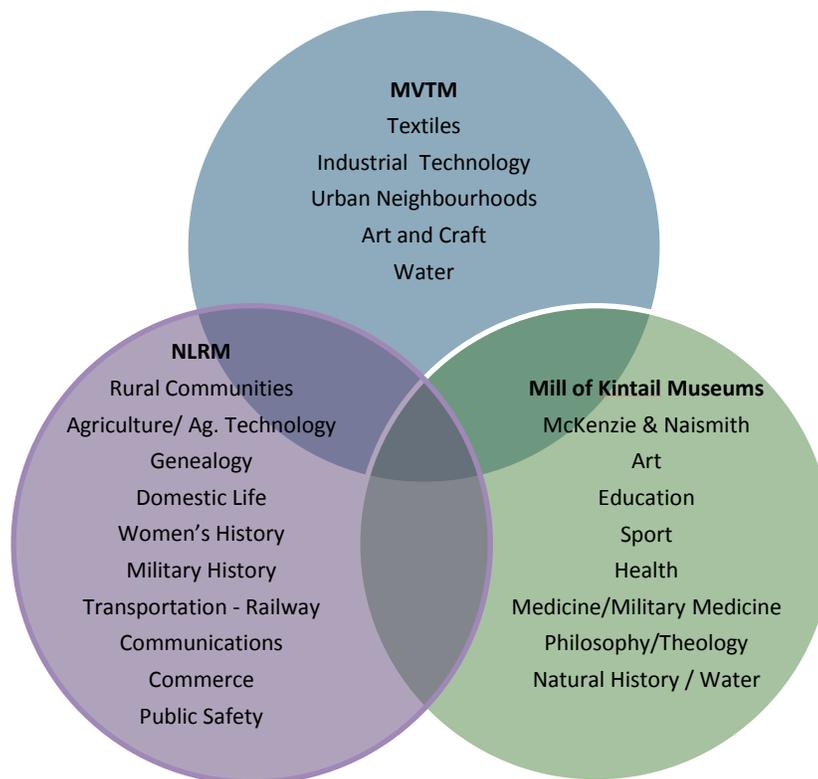
with museum organizations and could form the basis of a municipal museums strategy to guide Town Council and staff in decision-making related to museums.

RECOMMENDATION #2 – TELL THE COMPLETE STORY OF MISSISSIPPI MILLS

It is recommended that:

- The four museums work with the Town of Mississippi Mills to identify and address gaps and overlaps in the themes and stories currently presented by the museums to ensure a holistic representation of the history of Mississippi Mills. This would involve museums building on elements of existing programming themes or introducing new themes that have natural links to their existing mandates. [This approach was effectively used by the cities of Ottawa and Brantford in their Museum Sustainability Plans (City of Ottawa, 2005) (City of Brantford, 2007).]
- The museums identify together how ways to engage individuals in the community that have artifact collections that might help tell parts of the story of Mississippi Mills and who may be willing to exhibit these artifacts on a temporary basis.
- Proposed themes be considered to build on or link to existing museum mandates. The themes could be adopted as is or serve as a springboard for discussion of this approach.

Potential Model of Expanded Themes



COLLABORATE AND PARTNER UP

Collaboration, or working together, is a tide that can “raise all boats together” through common approaches and promotion of shared interests. Collaboration, however, cannot be forced. It must stem from understanding, trust, and common ground that stems from on-going communication and open information sharing.

Building on collaboration, partnerships even more effectively address sustainability issues through formalized relationships that focus on achieving specific mutual objectives or undertaking specific initiatives based on clearly identified roles, responsibilities and expectations. Partnerships have, in fact been highlighted as the first element in determining an non-profit organization’s capacity to respond to sustainability challenges (Centre for Research and Education in Human Services and Social Planning Council of Cambridge and North Dumfries, 2004).

Through collaboration and partnering financial and human resources can be leveraged and create results that would not be possible alone. Funders favor collaborative efforts and partnership because more areas of need are addressed and service duplication can be limited.

RECOMMENDATION #3 – INCREASE AND FORMALIZE JOINT ACTIONS AND INITIATIVES

It is recommended that:

- The four Mississippi Mills museums collaborate as the Mississippi Mills Museums Network (MMMN) to work together on joint initiatives at both staff and board levels of museums (e.g., board to board engagement; staff to staff training and development for both full-time and summer staff; sharing of policies/procedures and collections management approaches; development of joint temporary exhibits and a portable multi-museum exhibit that could be set up at various events).
- As well, through the MMMN,
 - museums access and/or join other collaborative initiatives to take advantage of information sharing, communications and training opportunities and to broaden the overall web of social capital for museums. For example, connecting with existing Mississippi Mills Festivals Consortium will strengthen the overall community cultural network;
 - museums investigate opportunities to work with local libraries and archives organizations;
 - museums develop joint grant applications (e.g., the celebration of Canada’s 150th anniversary in 2017 may include opportunities to access cultural legacy funding grants);
 - museums work together to develop a local tourism package centered on the four museum experiences (e.g., museums passport project); and
 - museums work together, and potentially with other culture and heritage organizations, to generate innovative joint revenue approaches (e.g., such Toronto’s BeautifulCity initiative (BeautifulCity.ca) where the Arts community successfully lobbied to have a charge on billboards go toward funding for art in the public sphere).

- The Town of Mississippi Mills provide matching funds up to \$5000 annually to the MMMN in support of joint initiatives. This municipal funding would be matched collectively through contributions from each museum.
- Museums work together to “extend the operating season” and increase public access to the collections of the NLRM, JNM and RTMMM by having MVTM host jointly curated temporary exhibits from these collections during the winter months when the NLRM, JNM, and RTMMM are closed or have limited public hours.
- The Town of Mississippi Mills Cultural Coordinator reinstate regular joint meetings with museums representatives.
- Museums work with the Town of Mississippi Mills to take advantage of continued joint marketing efforts that include museums and to participate in Town coordinated volunteer recruitment initiatives.
- The Town of Mississippi Mills take a lead role in hosting an annual roundtable or summit of museums and other cultural/heritage organizations in the community to facilitate information sharing and encourage idea generation and action implementation strategies to advance cultural activities in Mississippi Mills.

RECOMMENDATION #4 – IMPROVE COLLECTIONS MANAGEMENT

It is recommended that:

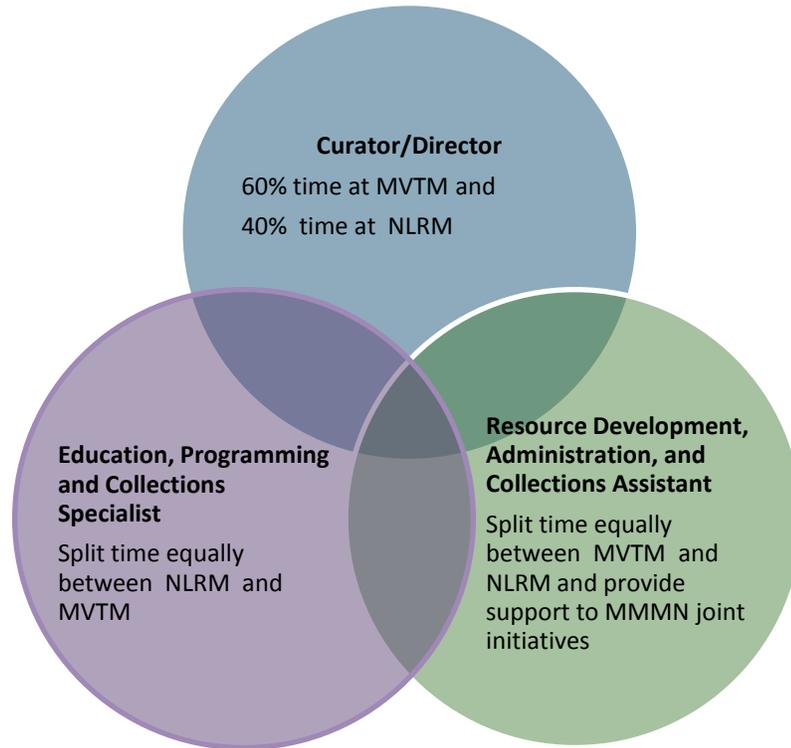
- The four Mississippi Mills museums establish a joint acquisitions committee that would meet periodically to share information on acquisitions and work together to determine the best location for artifacts in order to reduce overlap in collections.
- The museums determine if there is any existing available storage space that could be shared.
- In the longer term, museums investigate the possibility of an off-site shared location for collections storage and processing of artifacts. Private and corporate partners and sponsors should be sought out for such an undertaking (e.g., an existing business warehouse that could be retrofitted). A joint capital fundraising campaign should be considered. The development of a business case for such an undertaking would position museums to be ready to apply for possible infrastructure funding that may come available in the future.

RECOMMENDATION #5 - CREATE A POOL OF SHARED MUSEUM STAFF

It is recommended that:

- A pool of shared full-time museum staff be created within the following parameters:
 - MVTM and NLRM have a full-time staff to enable CMOG eligibility
 - MVTM and NLRM be responsible for staffing the respective positions
 - The shared museum staff would also provide support to RTMMM and JNM through MM Museum Network collaborative initiatives.
- A potential model of shared full-time museum staff is presented below. The proposed model could be adopted as presented or could serve as a springboard for discussion of this approach and to determine the most appropriate complement of skills and positions to meet the combined needs of the museums.

Potential Model of Shared Museum Staff



SECURE ADEQUATE RESOURCES

In 2011, staff compensation, at 43% of all expenditures, accounted for the largest area of expenditure in heritage organizations (Canadian Heritage, 2014). Adequate compensation is a key element in recruiting and retaining trained, professional museum staff. Competent and committed staff are key to the success of museums. They are essential for the development of effective participative programming, engaging exhibits, and sound collections and organizational management. In addition to human resources, capital resources are critical for on-going maintenance and upgrades to museum real property.

RECOMMENDATION #6 – ESTABLISH FORMAL FUNDING AGREEMENTS

It is recommended that:

- Formal funding agreements be established between the Town of Mississippi Mills and individual museums to outline financial contributions and in-kind services from the municipality and identify specific objectives and performance measures. These agreements would increase the transparency of the funding process and provide an accountability mechanism to the municipality and ultimately to tax payers
- Funding agreements have multi-year terms (e.g., three years) and involve annual reporting to the municipality followed by a thorough review and evaluation of

performance against set objectives at the end of the set term. A multi-year approach will enable longer-term planning for museums and enable museums to leverage other multi-year funding grants and partnerships.

- A condition of multi-year agreements be that museums must demonstrate that future oriented strategic and operational planning has taken place and that a clear direction for the museum exist for the next three to five years exists.
- Annual reporting processes and standards for performance measures be defined to better enable year over year comparisons for individual museums as well as comparisons between museums.
- The Town of Mississippi Mills expand the performance measures for museums beyond financial impacts and attendance figures as identified in the 2011 funding conditions passed by Council. Measures of success for museums should also include information on programming, education initiatives, collection condition (versus monetary value of the collection), and community engagement or community building.

RECOMMENDATION #7 – INCREASE FUNDING TO MUSEUMS

It is recommended that:

- For local museums currently receiving less than 50% of operating funds from any municipal sources,
 - the Town of Mississippi Mills increase core funding, to a minimum of 33% and a maximum of 50% of each museum’s 2014 operating budget, for a period of three years. These funds would be directed to meeting sustainability challenges through developing participative programming, engaging exhibits, ensuring sound collections and organizational management, and through elevating staff compensation to be on par with average Ontario compensation levels for museum staff.
 - increased funding levels (between 33% and 50% of current operating budgets) for three years, be determined based on the existence of museum strategic and operational plans and the development of a costed, three year sustainability plan outlining specific actions to be achieved.
 - the Town of Mississippi Mills, after three years of increased funding, continue on-going museum funding at no less than 33% of 2014 museum operating budgets adjusted for inflation.
- Museums, through the MMMN, and the Town of Mississippi Mills, through Council representatives on the Board of the MVCA, lobby for the MVCA to increase compensation for the Mill of Kintail Museum Manager position to be on par with average Ontario compensation levels.

RECOMMENDATION #8 – DEVELOP CAPITAL INVESTMENT PLANS

It is recommended that:

- Museums operating museum buildings develop long term, costed capital investment plans for their museum buildings, including all real property plans such as, sale, relocation or additions to buildings.
- Museums, based on capital investment plans, engage in negotiations to develop agreements for capital funding from the Town of Mississippi Mills based on the municipality matching funds (dollar for dollar) that are fundraised by a museum for capital projects.
- Town of Mississippi Mills adopt a policy to waive building permits for museum capital projects.

TAKE INDIVIDUAL ACTION

In addition to efforts to increase relevance, to collaborate and form partnership, and to secure adequate resources, museum organizations can take many individual actions address sustainability challenges.

RECOMMENDATIONS #9 –STRENGTHEN MUSEUM ORGANIZATIONS THE INSIDE OUT

It is recommended that:

- Museums develop and/or maintain a strong volunteer base through active recruitment and recognitions activities including engaging youth as volunteers
- Museums identify key organizations, businesses and institutions with shared objectives and seek to develop partnerships.
- Museums ensure branding and marketing communicates clear and consistent messages and information about the museum.
- Museums continue to meet or strive to meet standards and requirements and apply for the Ontario Community Museums Operating Grant.
- Employ diverse fundraising approaches including, but not limited to, membership programs, corporate sponsorship, establishing foundations, bequest programs, on-line crowd source funding, and special events.
- Museums use facilities to generate revenue (e.g., room rental, workshops, weddings, gift shops, sale of unique/related products)
- Museums develop sustainability plans guided by recommendations in this report.

PART III: CONCLUSION

The role of museums in contemporary society is evolving. Museum sustainability is directly tied to changing with the times. This means museums must find ways to actively engage museum users in experiences that will create meaningful connections with heritage collections and stories. Sustainability challenges can also be addressed through greater collaboration and partnering efforts. Adequate resources to attract and retain professional and competent staff and maintain museum real property are also critical and require increased support at the municipal level as well as concerted effort by organizations to take individual actions to generate social capital and additional revenues.

The recommendations presented in this report point to actions that will contribute to ensuring the sustainability of the museums of Mississippi Mills as they firmly establish and maintain their roles as significant and vital contributors to building a vibrant and connected community.

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APPENDIX A: 2011 TOWN OF MISSISSIPPI MILLS RESOLUTIONS
REGARDING MUSEUM FUNDING



COUNCIL RESOLUTION

No. 101 - 11

March 7, 2011

MOVED BY: *[Signature]*
SECONDED BY: *[Signature]*

BE IT RESOLVED THAT the Council of the Corporation of the Town of Mississippi Mills consider base funding for museums in 2011 based on the following:

Mississippi Valley Textile Museum	\$37,500
R. Tait McKenzie Museum (Mill of Kintail)	5,000
Naismith Museum	5,000
North Lanark Regional Museum	5,000
Total	\$52,500

AND FURTHERMORE THAT these amounts be increased by the cost of living percentage established by Statistics Canada for Ontario as at December (subject to the availability of funding each year) except that no cost of living increase be provided to any museums until the Provincial Community Museum Operating Grant (CMOG) criteria have been completed and submitted for the North Lanark Regional Museum and the Naismith Museum or alternatively that an implementation schedule is provided to Council outlining the work still required to meet CMOG standards.

- CARRIED DEFEATED
 DEFERRED Tabled
 REFERRED TO: _____



113



COUNCIL RESOLUTION

March 7, 2011

No. 097 - 11

MOVED BY: *[Signature]*
SECONDED BY: *[Signature]*

BE IT RESOLVED THAT the Council of the Corporation of the Town of Mississippi Mills require the four Mississippi Mills Museums to report annually by December 31 each year on the following factors in order to be considered for base funding by the municipality in the following fiscal year:

1. Attendance figures by local and out of town visitors to the museums including the amount of attendance fees collected
2. Quality (value) of the collection which can be reported on in terms of the asessed insurance value of the collection or any other means of determining the value of the collection
3. The fundraising capacity of the museum i.e. how much fundraising was completed in the current fiscal year
4. Provincial grant eligibility – has the museum completed the Community Museum Operating Grant application and if so, what amount if any was received in the current fiscal year

CARRIED DEFEATED
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APPENDIX B: POSITION DESCRIPTIONS

(Excerpt of Findings from the Canadian Museums Association - 2011 National Compensation Survey Results)

Director-Curator (p.59)

Usually found in smaller institutions, this top management position is responsible for directing all curatorial affairs and select administration /operational activities, such as finance and accounting, purchasing and office administration. Scope of responsibilities may include public and donor relations, developing and controlling the implementation of curatorial and operational policies and procedures, and coordinating the activities of curatorial and operational staff.

Administrative Assistant (p. 62)

The position responsible for providing administrative support to an individual or group. Scope of responsibilities may include generating memos, agendas and reports, coordinating meetings and travel arrangements, and providing broad administrative support.

Educator (p.65)

The position responsible for coordinating and administering/conducting educational programs. Scope or responsibilities may include planning and teaching program curricula in the museum and /or in the classroom and preparing learning materials for teachers and students.