



Town of Kirkland Lake Service Delivery Review of the Museum of Northern History

Final Report - December 2, 2020



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Kirkland Lake Museum Service Delivery Review

PART OF HISTORY – TIME TO REBOOT

EXECUTIVE SUMMARY

The Museum of Northern History has played an important role in the community over many years, most recently in leading the celebration of the 100th Anniversary of the Town of Kirkland Lake (“the Town” or “KL”). The home of the Museum, the Sir Harry Oakes Château, a heritage building, is to some, considered an artifact itself. Unfortunately, the Chateau is not owned by the Town., Moreover, the lease agreement with the Ontario Heritage Trust Foundation places a considerable financial burden on the Town, one that is unsustainable. The situation is unfortunate as the staff and partners of the Museum work hard to enhance the life of the community through preservation of its history, art, and activities.

There is value to preserving and displaying the community’s artifacts that have been tirelessly gathered and catalogued. The community clearly values the importance of culture and wants a place to gather, hold art and community events. We suggest that to ensure longer term sustainability of the Museum, a building other than the Chateau be considered for this purpose. We also believe that a

relocation could lead to a reboot of the Museum, together with the implementation of key recommendations to improve this important community service. In particular, the Town could look at its other partners, the Toburn Mine site, the library and/or the Mavrinac Community Complex to create culture hubs and display the history of Kirkland Lake. Some changes related to the relocation of hockey memorabilia are already in motion with the plan to sell Heritage North. The time may be opportune for the Town to divest of its responsibilities for the Chateau and to look for new ways to house and display its history and art, bringing the community together in a more sustainable manner.

There is no doubt that any decision regarding the Museum will be difficult. The Town will need to engage its employees, volunteers, and stakeholders, in a conversation that leads to a sustainable solution, both for the Museum and the Town, which is facing substantial pressures to maintain core infrastructure. A failure to act will only lead to the eventual loss of services and programs which are essential for the health and wellbeing of the Town’s residents.

PROJECT OBJECTIVE

The goal of this Project is to undertake a Service Delivery Review (SDR) of the Museum of Northern History. The Museum, recently placed under the direction of the Department of Community Services (formerly under Economic Development and Tourism), provides discretionary services to the residents of Kirkland Lake.

The Museum is placing considerable financial pressure on the Town's budget due to a) the heavy cost of maintaining the heritage building within which it is located; b) the decline in Museum revenue, and c) the increase in operating costs over the past four years. The Service Delivery Review is consistent with the Town's strategic goal for financial sustainability, better management of capital assets, find efficiencies and implement sustainable service delivery.

The Review will serve as a framework to guide staff and Council in assessing operational effectiveness, financial sustainability, and achievement of key

enumerated objectives, including substantial contribution to the economic, social, cultural, and educational life of Kirkland Lake.

The Report identifies options and recommendations regarding the future of the Museum. The key focus is to determine if the Town has opportunities to:

- a. improve service and outcomes
- b. meet new or increased demand from customers for services
- c. improve service delivery mechanisms and processes
- d. maintain existing service levels in the face of competing priorities or decreasing revenues
- e. reduce costs; and/or improve revenues.

The approach that Kirkland Lake chose is outlined in the Guide to Service Delivery Reviews released by the Ontario Municipal Affairs and Housing Ministry. The guide suggests 10 Crucial Questions that should be addressed in SDRs as shown in Figure 3.

PROJECT SCOPE

1. **Project Initiation:** Kick-off meeting with Kirkland Lake's SDR Museum team leads to clarify expectations, refine lines of inquiry, and develop a work plan.
2. **Council Consultations:** Interviews with the Mayor and three councillors, all of whom were provided the opportunity to meet with the consultants.
3. **Senior Management Consultations:** Interviews with the CAO and senior management with past and present responsibility for the Museum.
4. **Staff Consultations:** Interviews with Museum staff and part-time students.
5. **Museum Advisory Board and Museum Auxiliary:** Interviews with members of the Advisory Committee and Auxiliary.
6. **External Stakeholder Consultations:** Interviews with the Ontario Heritage Trust, the Chamber of Commerce, and the Contemporary Arts Committee.
7. **Onsite Facility Tour:** Two WSCS Consultants were onsite and toured the Museum on October 8, 2020, met with Museum staff and Auxiliary members. Several photographs were taken to be shared with the remainder of the WSCS team.
8. **Environmental Scan:** Reviewed of relevant documentation; financial and operational performance analysis; assessment of organizational structure and roles; benchmarking of Museum services against comparators.
9. **External Survey:** A survey was designed to gain insights into the community's view of the Museum and its services. It was administered from October 26, 2020 to November 10, 2020 using SurveyMonkey. The survey was promoted by the Museum, was posted on the Town's website, Facebook and promoted by Museum staff. 569 responses were received and analyzed, summarized in this report.
10. **Review of Current Service Delivery Model and Analysis:** Museum services and processes were reviewed and analyzed.
11. **Opportunity Identification:** Identify potential opportunities to achieve sustainability, operational efficiency, and effectiveness.
12. **Final Report & Presentation:** Develop and present an interim report to the Steering Committee with key findings. Final report was presented to Council with recommendations in December 2020.

METHODOLOGY

Our methodology shown in Figure 1 included:

1. Project Initiation
2. Document Review.
3. Financial and Operational Performance Analysis and Data Collection.
4. Museum Facility Tour.
5. Analysis of Plans.
6. Consultations including interviews, surveys and observations.
7. Benchmarking and data analysis.
8. Evaluation of the Current Services.
9. Gap Analysis between Current Services and best practice.
10. Development of Interim and Final Reports.

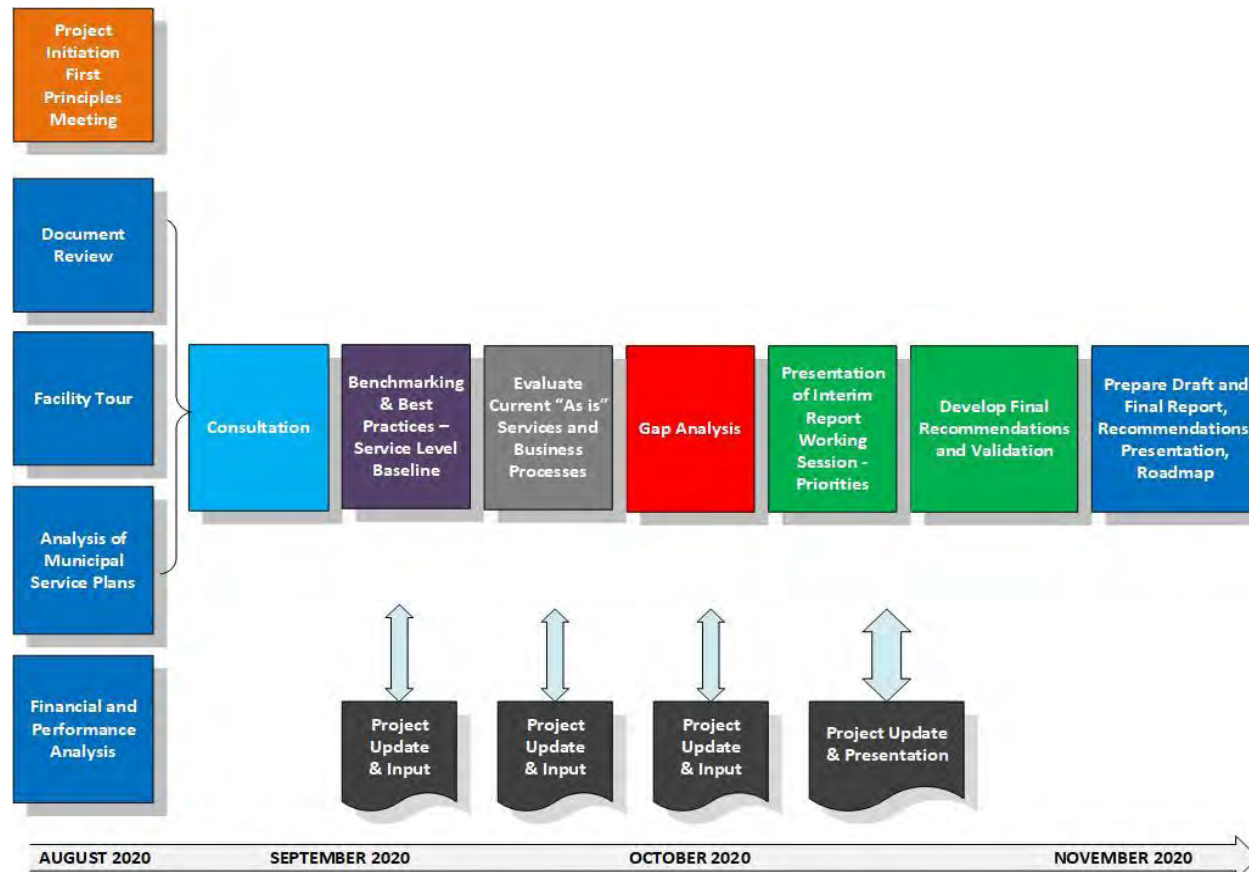


FIGURE 1

KEY FINDINGS

MUSEUM OF NORTHERN HISTORY IS NOT FINANCIALLY SUSTAINABLE

- High capital costs, increasing operating expenses, and diminishing revenues make the Museum financial unsustainable in its current form.
- \$150 Net Cost per Visitor
- Revenues are generating \$5/household per year.
- No User Fee Study completed recently.
- Costs are over \$62/household/year (Net cost to residents = \$57/household/per year).

MUSEUM GOVERNANCE IS INEFFECTIVE

- Roles & Responsibilities are unclear between the Museum Advisory Committee (MAC) and the Museum Auxiliary (MA).
- Inadequate oversight, few measurable objectives, and little reporting to Council on a regular basis regarding Museum performance.

NO BUSINESS PLAN - WORK IS UNFOCUSED

- The Strategic Plan is not supported with a business plan to implement its strategy.
- Programming and Services are Unfocused
- Fees and Donations are Under Performing
- No specific targets are included to drive success.



THE ONTARIO HERITAGE FOUNDATION CHATEAU AGREEMENT IS A LIABILITY

- The Chateau is costly to maintain and requires significant capital investment.
- \$1.4 million (2020 \$) of capital expenses were identified in 2007
- 2007-20, the Town has spent \$224,000 on improvements.
- Roof replacement and elevator modernization is currently needed at a cost of \$616,000.
- Grants and other sources of funds have not materialized. The building needs a lot of work.

SYSTEMS & PROCESSES ARE OUTDATED

- Most business transactions are manual/paper based – admissions, member tracking, research requests. Retail transactions in the Museum shop are primarily cash based.
- There is no online booking or payment transaction capability.
- Museum server is 8 years old and past its life cycle.

ORGANIZATION STRUCTURE PROMOTES SILOED FUNCTIONING

- Isolation based upon location.
- Lack of access to Town resources, marketing and systems.
- New Management - positive change but will take time.
- Performance management system inadequate - no clear goals or appraisals.

FIGURE 2

Figure 3: The 10 CRUCIAL QUESTIONS for Service Delivery Reviews were explored as part of the analysis of Museum. These questions provided for both internal and external view of the services and how

they currently perform in relation to the expectations from the Town's internal and external stakeholders.

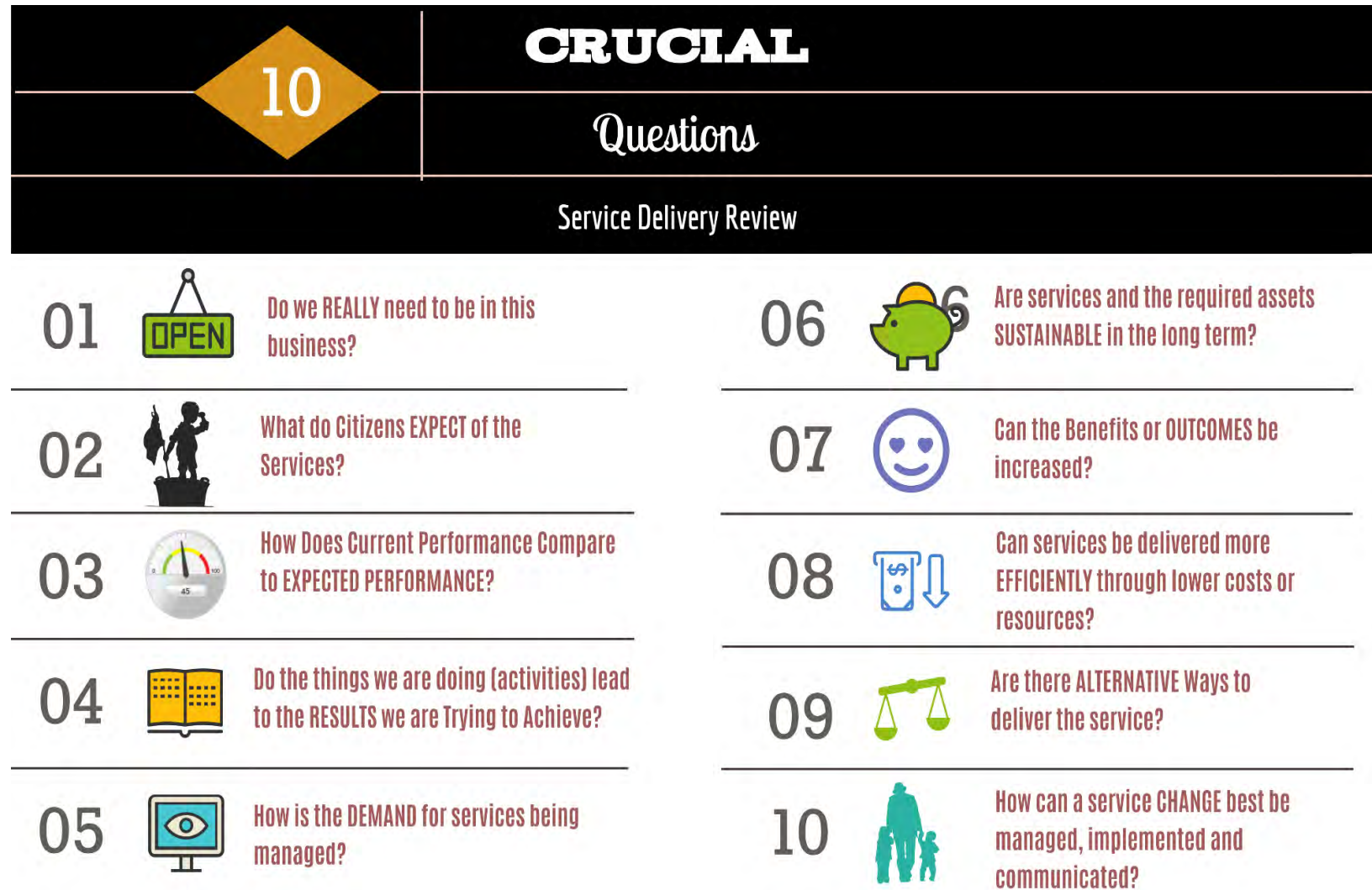


FIGURE 3

1. Do we REALLY need to be in this business? This question arises through the evaluation of mandatory and discretionary services.

FINDING: The answer to this question is “NO”.

The Museum is a discretionary service and it is solely the decision of the Town if it is to carry on this service. As outlined in this report, considering the financial impact of the Museum and its services, we are of the opinion that, as a discretionary service, Council needs to decide its value to the community. Does it and the community want to continue funding a service that is used by few and many from outside the Town.

As explored in the Facilities Service Delivery Review, it is noted that many local governments “make the community” through public spaces.¹ Buildings, facilities and outdoor spaces are important part of any Town or City. Therefore, there may be value in looking a more holistic approach to providing arts and culture to the community without the financial burden of the current Museum building and agreement with the OHT

2. What do citizens expect of the service and what outcomes does council want for the service?

FINDING: Some citizens do not believe that Museums add value and therefore, would never visit nor recommend it to friends and family. That is true of any service that is discretionary, including recreation, culture and libraries. Therefore, any consultations will result in some responses to that effect. Those that value culture and art are more likely to visit Museums. Generally, the expectation is that Museums will provide interesting information regarding history, activities to interest various ages and demographics. In order to attract people, marketing plays a key role. New exhibits and changes are of paramount importance. In all of these areas, the Museum has had challenges. Marketing, exhibits and activities take money and unfortunately, the taxpayers are already paying over \$200k per year to support the Museum.

To gain insights, we undertook an online survey, which yielded 569 responses, 347 of which reside in KL (65% of the results and 4% of the KL population). Over 93% agreed that the overall experience with the Museum was positive.

¹ Project for Public Spaces, <https://www.pps.org/product/navigating-main-streets-as-places-a-people-first-transportation-toolkit>

However, 5% indicated they would not recommend the Museum to others, primarily due to the types of exhibits and lack of turnover. Some taxpayers indicated that there is little value and it is not covered by user fees Figure 23. Of the residents of KL that responded, 25% felt that the value for money was average or below average.

3. How does current performance compare to expected performance?

FINDING: In general, the Museum is underperforming in terms of attendance and cost/revenues per visitor. Like Question 2, we utilized the performance data that the Town currently collects in terms of visitation, attendance, cost per visitor, revenue per visitor, sales and donations. The Museum is underperforming in all of these aspects. However, it is important to note that no specific expectations have been outlined in the strategic plan or performance agreements.

4. Do the activities logically lead to the expected outcomes?

FINDING: As discussed in this report, the activities and exhibits appear to be unfocused and there are no clear objectives or expected outcomes.

5. How is demand for the service being managed?

This question points to the understanding of the demand for types of exhibits, activities and rentals.

FINDING: It is unclear of the demand for types of services or exhibits. The Museum has not done recent consultations on the types of things that people would want to see or areas that could increase attendance. Marketing is minimal and there are no revenue targets in place. The attendance is less than 4 per open day so that would indicate that there is limited demand for the Museum services.

6. What are the full costs and benefits of the service?

Full cost entails the assessment to deliver the service including utilizing assets. The ability to assess these costs is directly related to the way the municipality collects and assigns costs to the service. Benefits, points to the determination of “who is better off” as a result of the services provided.

FINDING: As discussed in this report, costs are well beyond that which is sustainable. Cost per exhibit and associated revenues should be

tracked. The capital costs are known but are not planned for through allocations to reserves.

7. How can benefits and outputs of the service be increased?

By looking at how services are delivered, we can assess opportunities for increased benefits, perhaps through improved service delivery mechanisms to reach more people or added results. Outputs can generally be increased with improved processes or alternative mechanisms to produce more results.

FINDING: A clear business plan is needed that will allow for performance measures including the benefit of the Museum. More focused exhibits, marketing is needed to increase the foot traffic in the Museum. Of course, 2020 and 2021 are going present additional challenges due to COVID.

8. How can the number and cost of inputs be decreased?

Inputs include staff time, materials and supplies, as well as utilization of assets to deliver services. Becoming more efficient means decreasing inputs but producing the same or more results. That is, lower costs per unit produced. Typically, this is achievable through elimination of non-value-added activities (duplication, errors, inventory,

waiting, extra/over-processing) in processes (LEAN), better management of assets and life cycle costs. Technology is one way in which the cost of inputs can be reduced. Improved maintenance practices for assets will also reduce costs, including loss due to downtime.

FINDING: Many costs can be reduced including staff hours, moving to seasonal services and sharing resources. Look to Volunteers and other partners to provide Museum services. The key however, is the renegotiation of the agreement with the OHT. This agreement and the financial burden of the Chateau is not sustainable.

9. What are the alternative ways of delivering the service?

Alternative service delivery is the process of looking to other ways to provide services including outsourcing, and or private/public partnerships.

FINDING: The Museum and its artifacts can be moved to another location – the recommendation is that the Town look to the Toburn Mine Site as an alternative to the Chateau. Divestment from the Chateau needs to be priority. Other services, such as research requests can be moved to the Library.

10. How can a service change be best managed, implemented and communicated?

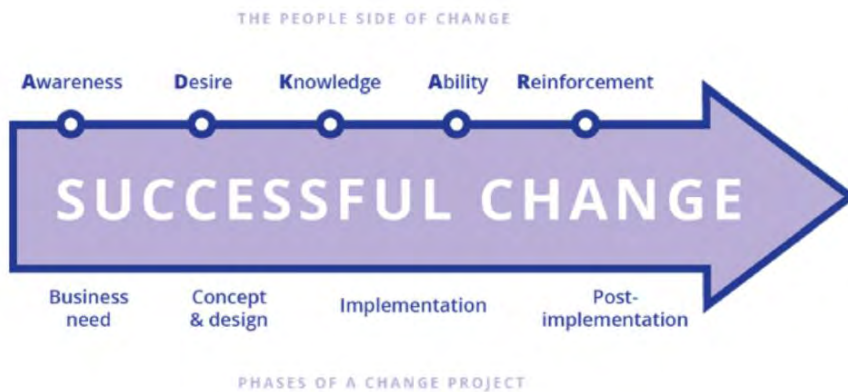
Managing the “PEOPLE SIDE OF CHANGE” is critical to business transformation. Without an effective change management strategy, the Township will not be able to successfully implement the recommendations contained in this report.

FINDING: There is no doubt that moving and/or closing the Museum will be traumatic for many. The Chateau has been a part of the Town for some time, there are staff implications as well as stakeholders. A clear change management strategy is needed. We suggest utilizing the PROSCI ADKAR² model as it provides a good framework that focuses on the individual as well as the organization. First, the Town must build “Awareness” of need for change. Our

assessment is that the staff are keenly aware that the Museum is not sustainable in its current form but believe it can be solved. This will make the transition challenging. There will be little to no “Desire” to support the change from the staff, Museum Auxiliary and members of MAC. The Town will have to develop a communication and two-way dialogue with good alternatives that they can support. Council, in general, indicated that it supports a change, or knows it has to do something in order to be sustainable.

The Town will have to support the staff and provide the “Knowledge” of HOW to change and what will happen next. This will require support, training and tools. The “Ability” to change is the transforming the “how” to be able to change.

Management will need to be “coaches” throughout the change process and continue to “Reinforce” the change so that those involved continue to support the change. We have provided some guidance to assist with this change management strategy.



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² <https://www.prosci.com/adkar/adkar-model>

OPPORTUNITIES AND RECOMMENDATIONS

There are 7 recommendations/opportunities for consideration that arise from the Service Delivery Review of the Museum:

Recommendation 1: Enter negotiations with the Ontario Heritage Foundation. Look to Divest and Move the Museum artifacts to another location.

Although the goal is to divest of the Chateau, interim negotiations may be necessary to reduce the financial burden on the Town. WSCS is of the opinion that the current arrangement with OHT is not sustainable in its current form. While it may be possible to renegotiate the lease agreement, the Town does not own the property and has a very large capital commitment is considerable. The only way in which the Town should continue to occupy the Chateau is if the OHT agreed to cover the majority of capital expenditures. This is not a likely scenario and therefore, divestment appears to be the only option.

Following divestiture, the Town would need to move the artifacts. The recommended option is the Toburn Mine site under the Town's Authority. Should this

option not be available, the Library and the Community Complex might be the fallback position.

Recommendation 2: Create a Long-Term Financial Sustainability Plan

Divestiture and/or a move will take some time. In the interim, the Town should develop a plan to reduce capital expenses and find new revenue sources. The total operating expenses including staffing, should be rationalized, including moving to a seasonal service. Increased revenues with targets through a user fee study, marketing, fundraising, and business development plan is recommended.

Recommendation 3: Improve Governance Effectiveness

Regardless of the option chosen for the site of the Museum, the community will want to continue to promote culture and art. There is a requirement to clarify roles /responsibilities related to the Museum Advisory Committee and the Museum Auxiliary

including the degree to which each determine the programming of the Museum.

There is a need to strengthen governance among council, town administration, and museum management, including regular reporting on performance and measurable objectives.

Recommendation 4: Create a Multi-Year Business Plan with SMART Objectives

The Museum Strategic Plan is not supported with a business plan to implement its strategy. Programming and services are unfocused and fees/donations are under performing.

There is a need to develop a business plan to support the Strategic Plan to drive success. This business plan should have specific actions and measurable objectives to drive operational performance, achieve strategic objectives, targets and transformational change.

As part of this process, the Museum with MAC should review programming and services and focus on the key areas intended for the museum. The Museum currently has art shows, runs community events throughout the year, hosts organizations, carries out

research, etc. There should be targets set to increase Business Partnership Development.

Recommendation 4: Redesign Organization Structure to Eliminate Siloed Functioning. Move to Seasonal Services.

Integration of the Museum with Recreation Programming would create opportunities for collaboration and rationalization of staff. Integration would also improve access to Town administration skills, knowledge and tools such as marketing, social media and systems. Until the Chateau is divested, the Town should consider a seasonal model whereby the Museum is closed during winter months. This would allow a move of Museum staff to Recreation and accelerate the organization integration process.

Recommendation 5: Develop Performance Management Program Aligned with Business Plan

The Town should transform the performance management program of Museum staff to drive success. The individual performance agreements should contain measurable objectives linked to the Museum's and the Town's strategic plan and supporting business plan. Regular follow-up and reporting should be made to management and rolled up for MAC and Council.

Recommendation 6: : Modernize Systems: Implement ActiveNet to improve Museum Services and Customer Experience.

Most processes at the Museum are paper based and time consuming. ActiveNet Recreation management system provides for membership management, programming, facility/online bookings, payments, point of sale and customer relationship management. ActiveNet is currently utilized by the Recreation department and therefore, minimal financial investment is required. As recommended in the IT Strategy, integration with Vadim and implementation of additional modules in ActiveNet should precede the roll out to the Museum.

Recommendation 7: Modernize Systems: Upgrade Past Perfect, Consider Web Version

Past Perfect Software is currently utilized by the Museum to catalogue its artifacts. Its current version is outdated, underutilized, and the Town has only one license. In order to enhance the experience for the staff, community and beyond, the Town should consider the web version with additional users which

would allow for mobile use throughout the organization, storage and public access. This would make the 'virtual' museum easier to manage and give staff better access, which will be extremely important should the Town decide to move the Museum.

BACKGROUND

The Museum of Northern History at the Sir Harry Oakes Chateau (the Museum) is organized under bylaw 95-044 of the Corporation of the Town of Kirkland Lake. Museum services are discretionary.

The Museum of Northern History opened to the Public on July 4, 1983 at the Sir Harry Oakes Château. It is a Heritage building and significant artifact with its connection to local gold mining.

The Chateau consists of 12,000 square feet of basement, first and second floors, and attic on 1.7 acres. It houses about 5,000 northern Ontario artifacts and an archive, regional in scope, with some 20,000 records. Temporary exhibitions include those by local, regional and international artists and services the art and heritage of the community. It provides event rental space for the community, businesses and non-profit groups. It provides a research service to respond to requests from citizens of Kirkland Lake interested in their genealogical history.³



³ Key source for this Background Information: Departmental Briefing Manual Departments - Economic Development and Tourism 12/1/2014 Corporation of the Town of Kirkland Lake pg. 46, updated 2016

A BRIEF CORPORATE HISTORY

The Museum of Northern History was created on January 1, 1966 as a partnership between the Township of Teck (bylaw 2043) and the Kirkland Lake and District Chamber of Commerce. Initially, the township's contribution to the Museum project was a building. The township offered the Assay office on the then recently acquired Wright-Hargreaves property (the current location of the O.P.P. building) to house the Museum.

When the Château Nursing Home closed in the mid 1970's, the Kirkland Lake Economic Development Commission and its Officer, saw an opportunity to move the museum. At that time, the idea of turning the Château into a museum to encourage tourism to Kirkland Lake was proposed to the Town.

The Town purchased the property and went about securing a designation for the Château under the *Ontario Heritage Act*. In 1980 the Château was designated under the *Ontario Heritage Act* as a building of architectural and historical significance. The Town then sold the Chateau to the Ontario Heritage Foundation and leased it in 1981 for 60 years under terms that require the Town to maintain and preserve the Chateau.

THE MUSEUM'S VISION & MISSION

The Museum's Strategic Plan 2019-23 contains the following Vision and Mission statements and objectives:

Vision - *The Museum of Northern History will contribute to a stronger and actively engaged community by inspiring a passion for our shared history, celebrating our diversity, and pride in our heritage.*

Mission – *The Museum's Mission is to celebrate the spirit of Kirkland Lake through collection, research, conservation, education, and exhibition.*

OBJECTIVES:

- Ensure the integrity of the Sir Harry Oakes Chateau (Designated heritage site) as an artifact and building
- Provide education, cultural programs and facilities.
- Celebrate and reflect the community recognizing its personality and ethnic diversity.
- Foster pride in the community by educating the community about itself.
- Contribute to the economic, social, cultural, and educational life of Kirkland Lake.

THE 2019-23 STRATEGIC PLAN – KEY OBJECTIVES

Museum Strategic Plan



- Develop more technology-based interactive components for displays
- Promote the Museum as a ‘Cultural Hub’ of the community
- Survey the community
- Increase communication with OHT regarding building maintenance
- Partner with other community organizations to increase events, programming, and granting opportunities or fundraising

We noted that there were no specific targets or measurables contained in this plan.

Vision for the FUTURE



FIGURE 4

MUSEUM STRATEGIC PLAN IN THE CONTEXT OF THE TOWN'S STRATEGY

The Museum and its services and programs must be placed within the organizational context of the Kirkland Lake Strategic Plan 2020-24⁴ and the Township's overall financial and infrastructure health.

The Mission of Kirkland Lake is *to ensure a model of public service done right, with taxpayers having the confidence in what the Town does and the value they are getting for their taxes.*

The Town's Strategic Priorities include:

1. Achieving Sustainable Operational Excellence

- ***Aim for Financial Sustainability***
- Policy Development & Implementation
- ***Better Management of Capital Assets***
- Improved Communications
- ***Find & Implement Efficiencies***

2. Building the Team

- ***Improving Staff Accountability to Council & Residents***
- ***Council Initiatives for Success***
- ***Improving Staff Accountability to Each Other***

- ***Eliminate the Gaps***

3. Outstanding Service

- ***Implement Sustainable Service Delivery – (ITEM OS-10) Service Delivery Review of Museum***
- Develop Better Communications & Enhanced Openness and Transparency
- Improving Health and Safety for Staff & the Public

4. Promoting Economic Growth

- Invest in KL
- Reduce Competition with Private Sector

⁴

[http://kirklandlake.hosted.civiclive.com/UserFiles/Servers/Server_15565915/File/News/Council%20Strategic%20Plan%20\(June%204\).pdf](http://kirklandlake.hosted.civiclive.com/UserFiles/Servers/Server_15565915/File/News/Council%20Strategic%20Plan%20(June%204).pdf)

ORGANIZATION, GOVERNANCE, RELATIONSHIPS

The Museum staff currently report to the Director of Community Services following the recent organizational review (**FIGURE 5**). This has transformed the focus of the Museum as a service for the Town's residents, rather than an economic driver and tourism enabler (the focus when under the direction of the Director, Economic Development and Tourism). Staffing currently consists of two full time persons, namely a Manager and a Curator, and one part time Guest Services Representative. This complement is supplemented by summer student staffing that is partially subsidized with monies from summer job creation programs (e.g., Young Canada Works in Heritage Organizations). The student roles include research assistant and tour guide.

The Museum currently has approximately 20 registered active volunteers.

Staffing roles at the Museum are documented in job descriptions. These job descriptions need updating based on changes in reporting and the pending sale of Heritage North.

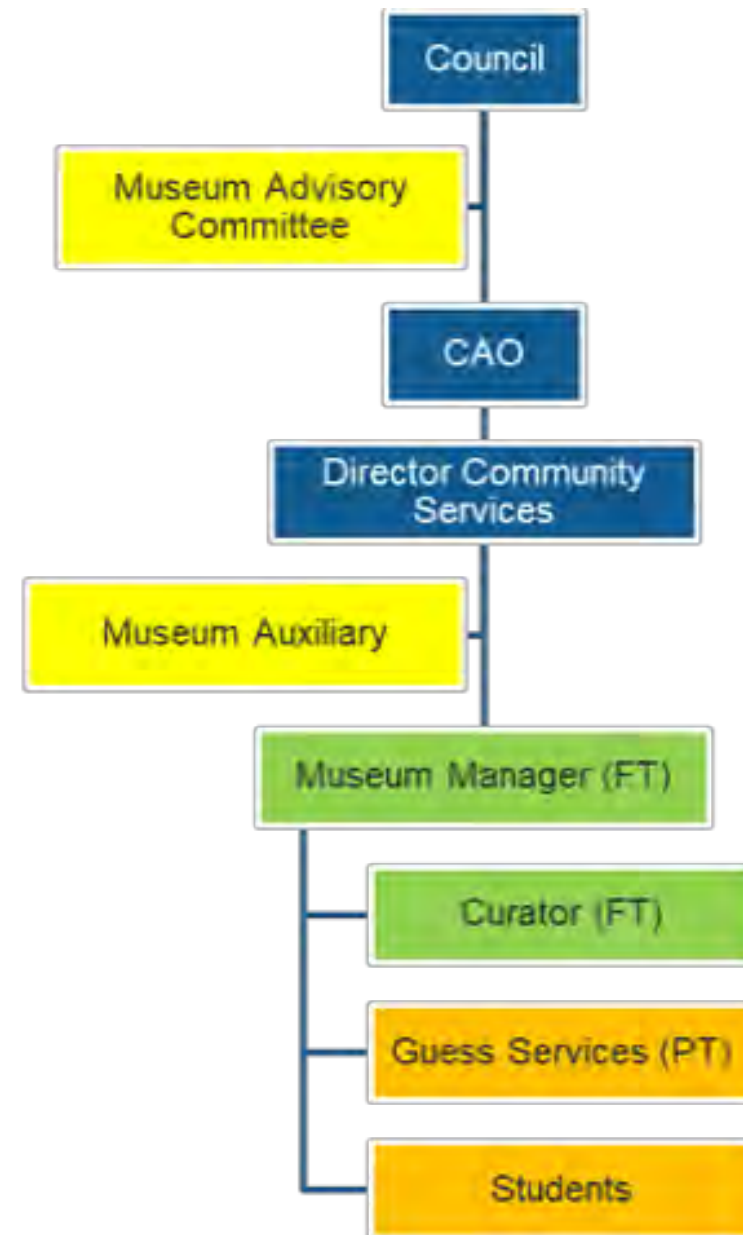


FIGURE 5

The full time Facility Administrator (the Manager) reports to the Director, Community Services, and is responsible for the overall management of Museum operations. The Manager also shares some administrative responsibility for Heritage North.

Some of the Manager's key responsibilities include:

1. Maintaining an annual operating and capital budget and providing ongoing financial oversight; ensuring compliance with applicable laws and other regulations; abiding by the *Occupational Health & Safety Act*, in particular Section 27, duties of a Supervisor; fulfilling reporting requirements; ensuring facility representation on the Corporate Joint Health & Safety Committee; ensuring that annual operational plans are created and implemented; ensuring security and safekeeping of artifacts, documents and records.
2. Ensuring that the facility is equipped to operate as required; identifying and correcting building issues and liaising with third party service providers, external suppliers, and partners to effect repairs and improvements.
3. Developing strong and effective working relationships with community groups, external partners, and media to ensure a high profile for the

Museum; attend and participate in Advisory Committee meetings.

4. Planning marketing and public relations initiatives; organizing a social media strategy.

The full time Curator reports to the Facility Administrator and is responsible for managing the collections and exhibits at both the Museum of Northern History and Hockey Heritage North.

Some of the Curator's key responsibilities include:

1. Managing the accessioning/de-accessioning, cataloging, indexing, storage, loans, and transportation of artifacts
2. Investigating, developing, and implementing process improvements.
3. Managing a strategic renewal of facility exhibition areas and permanent displays, including advising on required renovations and building improvements.
4. Developing and coordinating exhibitions, displays – research, design, production, interpretation, marketing, and evaluation.
5. Administering contracts, schedules and budgets related to collections and exhibits.

6. Leading the development of interpretive and promotional materials, website content, and guided tours related to exhibitions and the municipality's collections.
7. Leading the development of educational programs related to exhibitions and the municipality's collections – research, design, production, marketing, delivery, and evaluation.
8. Liaising with existing and potential donors and third-party agencies on collection and exhibition issues.
9. Liaising with voluntary groups, the community and industry as well as grant agencies to secure sponsorship for events and development projects.

The Guest Services Representative is part-time, generally working a 30-hour week, and reports to the Facility Administrator.

The Representative is responsible for the following:

1. Greeting visitors, handling enquiries, providing tours, and performing general administrative and light housekeeping duties. •
2. Maintaining the retail store, including managing sales, stock, remerchandising,

- managing consignments, and general housekeeping duties.
3. Scheduling and organizing rentals, including liaising with renters and contracted services, managing documentation, arranging timelines and record management.
4. Pre-event preparation: set up of room(s) to meet the requirements of an event.
5. Event management: ensuring that the event proceeds in a safe and well-organized manner, including but not limited to managing guest entrance/exits liaising with client and contracted services, ensuring appropriate policies and procedures are being followed.
6. Post-event take down: ensuring the event is properly and safely dissembled and the facility returned to its original condition.

During the summer, the Museum hires two students for twelve weeks with assistance from government funds, one a Collections Research Assistant, and one a Research Assistant and Tour Guide.

The Collections Research Assistant responsibility includes maintaining, preserving, organizing, and displaying of items in the collection as well as assisting the Curator with research for upcoming exhibitions using regional and online resources.

The Research Assistant and Tour Guide is responsible for:

1. Coordinating with members of the Community to complete Research Requests
2. Indexing and cataloguing research materials within the Collection
3. Creating an inventory of collection storage areas, and database updating
4. Executing guided tours of the Facility

MUSEUM ADVISORY COMMITTEE (MAC)

The Museum Advisory Committee operates under the authority of bylaw 95-044. The Committee consists of at least seven (7) members that include a representative of Council; a representative of the Museum Auxiliary and 5 members at large from the community, all of whom are appointed by Council.

Council has given the Committee its Terms of Reference which include the following:

- Make recommendations to Council that will benefit the Museum
- Develop and recommend to Council policies and procedures to collect, preserve, interpret, and promote the cultural and historical significance of the Museum and its collections
- Review and recommend an annual budget to Council
- Raise funds at its discretion to directly benefit the Museum

- Develop and recommend to Council Capital Works to be undertaken
- Develop a Museum Strategic Plan
- Establish community partnerships to share existing resources
- Promote the continued use of the Museum by cultural groups as befits a museum function
- Identify cultural and historical memorabilia that will strengthen the position of the Museum in its role as a premier attraction for tourists and citizens alike.

The Committee generally meets monthly with the Museum staff to discuss the direction of the Museum and to make recommendations to Council.

MUSEUM AUXILIARY

The Museum Auxiliary is a volunteer group whose activities are concerned with the preservation and enhancement of Kirkland Lake's heritage property, the Museum of Northern History at the Sir Harry Oakes Chateau. They assist the Museum through programming and run the gift shop. In some cases, it provides funding for activities that it believes meet its mandate.

ABOUT THE ONTARIO HERITAGE FOUNDATION AGREEMENT WITH THE TOWN

Negotiations in the 1980's between the Ontario Heritage Foundation (OHF) and the Oakes family to secure monies for the restoration and renovation of the Château, led to an initial pledge of \$300,000 to restore the Château for use as a public community museum. Concurrently the building was sold to the Ontario Heritage Foundation who now leases it back to the municipality. On July 4, 1983, the Museum of Northern History reopened to the public at the Sir Harry Oakes Château.

Some key Articles of the Agreement between the Ontario Heritage Foundation (OHF) and the Town stipulate:

- Agreement between the Town and OHF commenced March 12, 1981 - 60-year lease (2041) with 40-year extension
- \$2.00 consideration
- Town must pay all costs and expenses for development, maintenance, preservation, administration
- Town Supervision of the property
- Town must get written permission from the OHF for construction, alteration, remodeling to exterior of the building.

- Insurance costs borne by the Town
- Indemnify the OHF officers and employees
- Divestiture requires written approval by OHT
- Disputes are arbitrated under *the Arbitrations Act* at Town's own costs.
- Altering the Agreement requires written agreement between Town and OHT.

In 1995, changes were made to the governance of the Museum. At that time, municipal council revised the governance bylaw for the Museum and replaced the Museum Management Board with a Museum Advisory Committee (bylaw 95-044, 95-084).

MINISTRY OF TOURISM AND CULTURE

The Ministry of Tourism and Culture, provides some financial support through the Community Museum Operating Grant (CMOG). CMOG is directed at community non-profit museums across the province. The criterion for CMOG includes meeting standards published by the Ministry. These standards were revised in the year 2000. Since the year 2000, the Museum has reviewed its practices, procedures, and policies to ensure compliance with the new standards.

PROGRAMMING AND ACTIVITIES

The Museum provides many historical, artistic, and cultural benefits for the community of Kirkland Lake. It fosters pride and community connection. It celebrates the history of Northern Ontario through permanent exhibits. It collects and preserves important artifacts and enables family connection, ancestral discoveries through its research service. It provides opportunities to highlight artistic talent, both locally and internationally, through art shows.

The Museum connects the community through events and activities, including workshops, concerts, and social gatherings. It offers space for persons celebrating important life events or for business engagements and Service clubs. The layout of the Gallery and Billiard Room, as well as the unique architecture of the Chateau and its accompanying atmosphere makes the Chateau a popular location for weddings, receptions, and social functions. It provides a retail experience for those wanting to purchase a piece of Kirkland Lake memorabilia. Research requests from citizens of Kirkland Lake interested in their genealogical history is also a service provided by the Museum.

The collection comprises approximately 5,000 artifacts and an archive, regional in scope, with some 20,000 records. The photograph collection follows the

development of Northern Ontario since the turn of the century. Collection pieces are displayed in house in static exhibitions, as well as through changing feature exhibitions in the main Gallery. We understand that online access to the collection is presently being developed.

The Château is considered to be an artifact itself. Its history is explained through exhibits on the second floor. A number of temporary exhibitions showcasing the art and heritage of the community and region are hosted annually in the main floor Gallery. These are primarily exhibits created by local and regional artists, although provincially sourced material is also featured when available.

The Winter Contemporary Exhibit has been popular. This event, organized by a group of local artists brings Canadian and international artists. The recent tattoo exhibit was also popular.

Each year, staff develop a series of activities designed to appeal to specific interest groups. Examples include Harry's Hoodlums, Night at the Museum, the summer Friday Night Feature series, and the Christmas Carol events. Other events include horse sleigh rides during the Winter Carnival (funded by the KL Festivals Committee) and Canada Day festivities during the summer Homecoming.

ATTENDANCE AND SALES

The Museum is open year-round from Tuesday to Saturday with 32 hours per week in the summer months reduced to 24 hours per week in the winter.

According to the KL, as shown in Figure 7, one can see that adults (33%) make up the largest category annually, followed by the Auxiliary/MAC attendance at 22%. Child/student, Members and Group Rate category are substantially lower in attendance. It is unclear how many repeat customers as opposed to first time.

The Museum attendance over the last five years has been relatively stable with a bump in 2019 likely attributable to the Town’s 100th Anniversary. On average, 1,100 people attend the Museum annually (Figure 6), about 4.2 visitors per day (open 260 days per year). In 2019, the Museum played an important role in celebrating the 100th anniversary of the Town of Kirkland Lake. Since then, the Town, together with the rest of the globe, has had to confront the impact of COVID-19 on communities, services, and programs. The Museum has been closed for part of 2020, reducing attendance and revenue, already on the decline over the past four years.

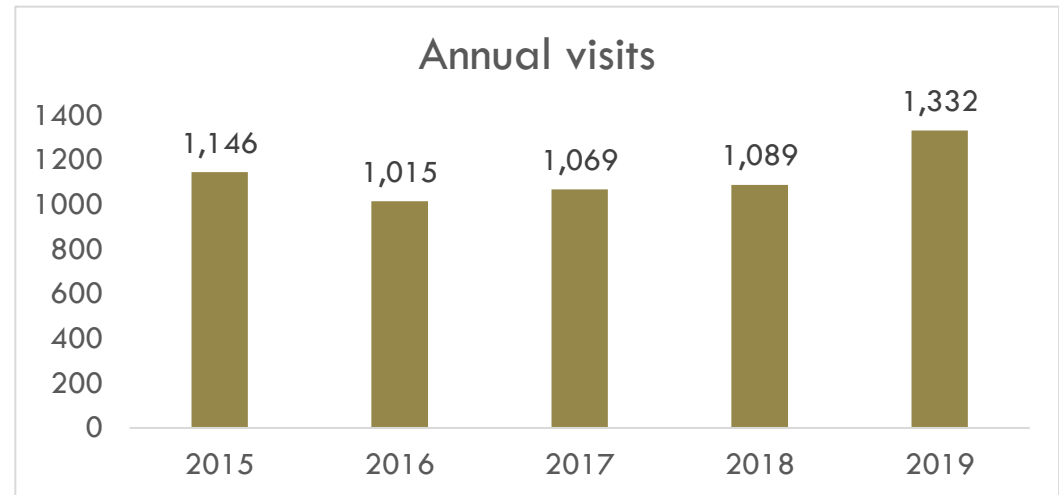


FIGURE 6

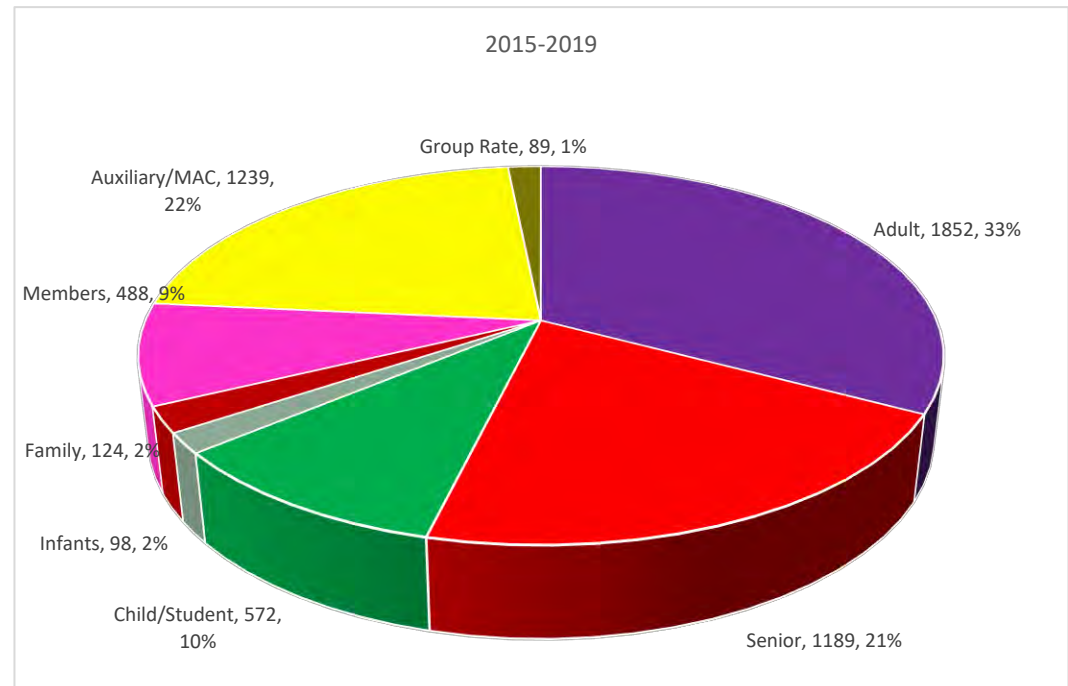


FIGURE 7

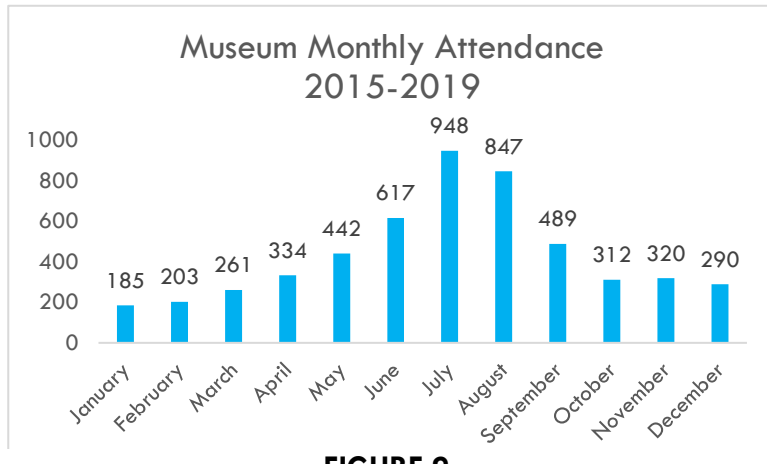


FIGURE 9

As one would expect, Museum attendance is highest in the summer, and lowest in winter, in particular January and February.

The Museum rents out space and tracks rental attendance, with rental attendance being highest in 2019. The Museum also tracks ticket sales and event attendance; there is a substantial discrepancy between the number of tickets sold and the number

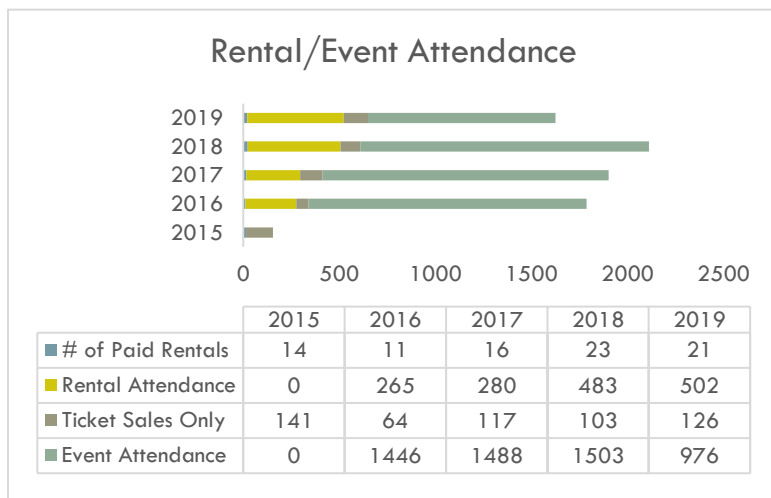


FIGURE 8

of persons who attended. Event attendance was low in 2019.

Data shows that gallery exhibition attendance has been on the increase over the last five years with an average of 456 attendees annually since 2017. Gallery sales are quite variable and are likely artist dependent.

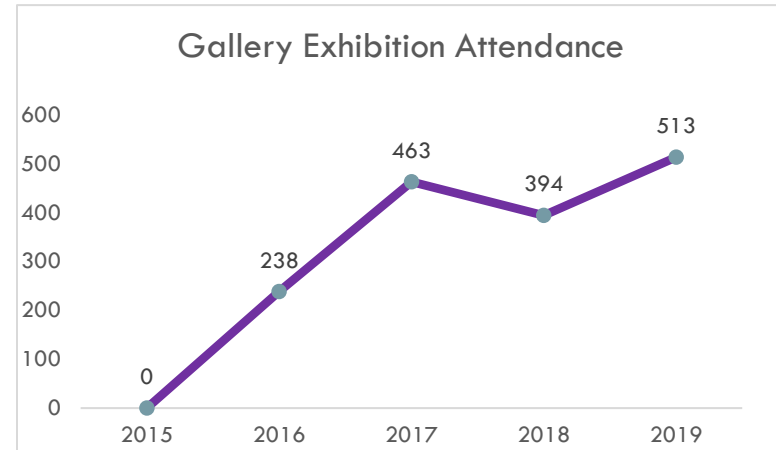


FIGURE 10

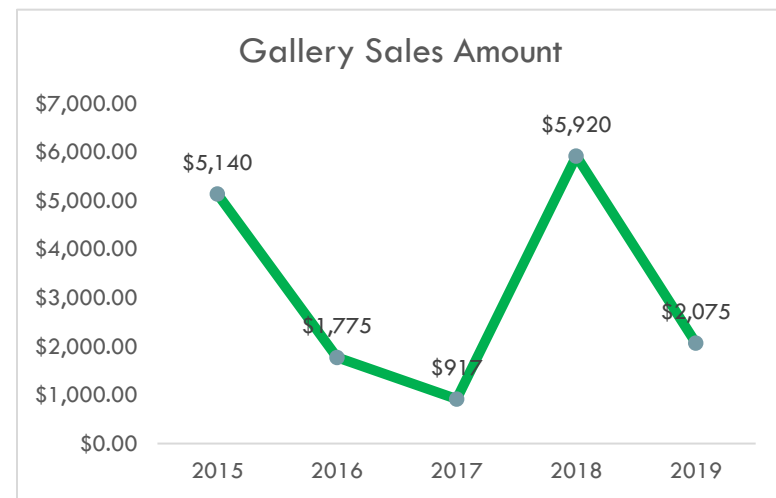
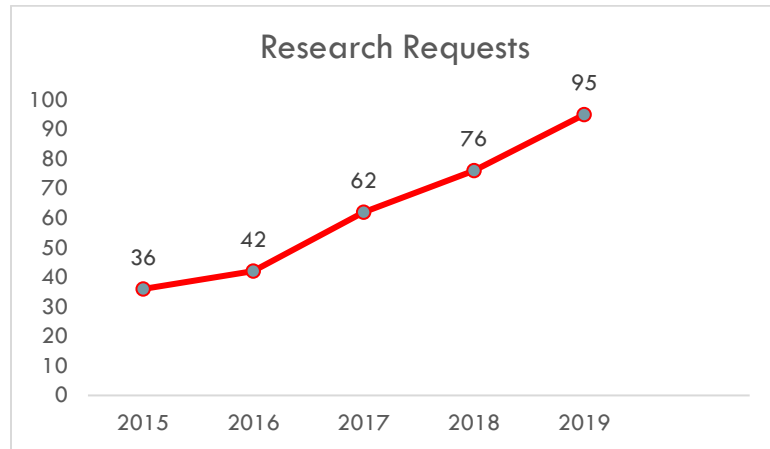
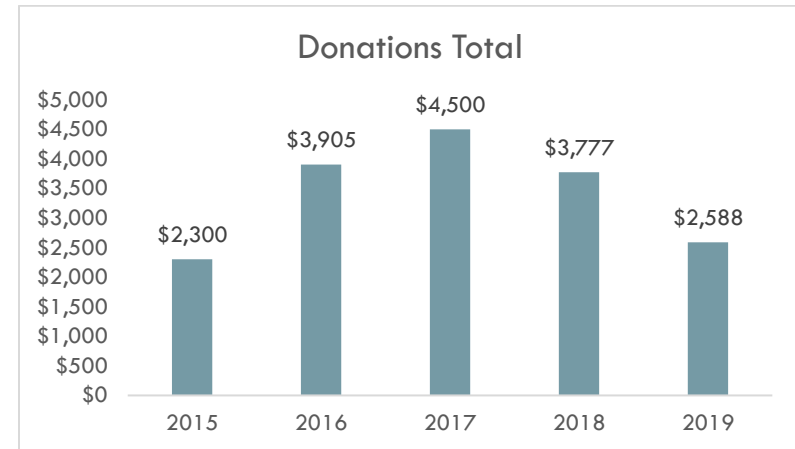


FIGURE 11

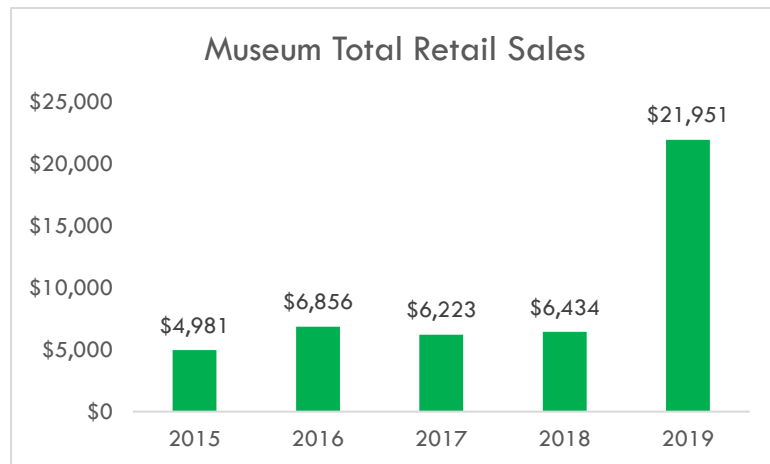
**FIGURE 12**

There has been a significant increase in research requests over the last five years, with the greatest increase in 2019, likely due to the Town's Anniversary.

**FIGURE 14**

Monetary donations are on the decline, hitting a low in 2019 of \$2,500.

Total retail sales were significantly higher in 2019, at around \$22,000, with sales in other years totaling around \$5,000 to \$7,000 annually.

**FIGURE 13**

FINANCIAL RESULTS

The primary source of funds for the Museum is from taxes (\$200k), followed by grants (\$38k). About \$30k

is generated through donations, memberships, gate admissions, sales and rentals.

	2020 Budget	2019 Actual	2018 Actual	2017 Actual	2016 Actual	2015 Actual	2015-20 TOTAL
Revenue	\$ 69,212	\$ 86,323	\$ 62,268	\$ 56,058	\$ 59,839	\$ 59,671	\$ 393,371
Expenditures	\$ 272,382	\$ 258,438	\$ 301,374	\$ 253,530	\$ 195,171	\$ 205,601	\$ 1,486,496
Profit/Loss	\$ 203,170	\$ 172,115	\$ 239,106	\$ 197,472	\$ 135,332	\$ 145,930	\$ 1,093,125

TABLE 1

The Museum faces considerable pressures, not the least of which are financial, based on reductions over the last few years to the municipality’s overall operating budgets. In addition to reductions in

budgets, there has been a decline in Museum attendance and revenue.

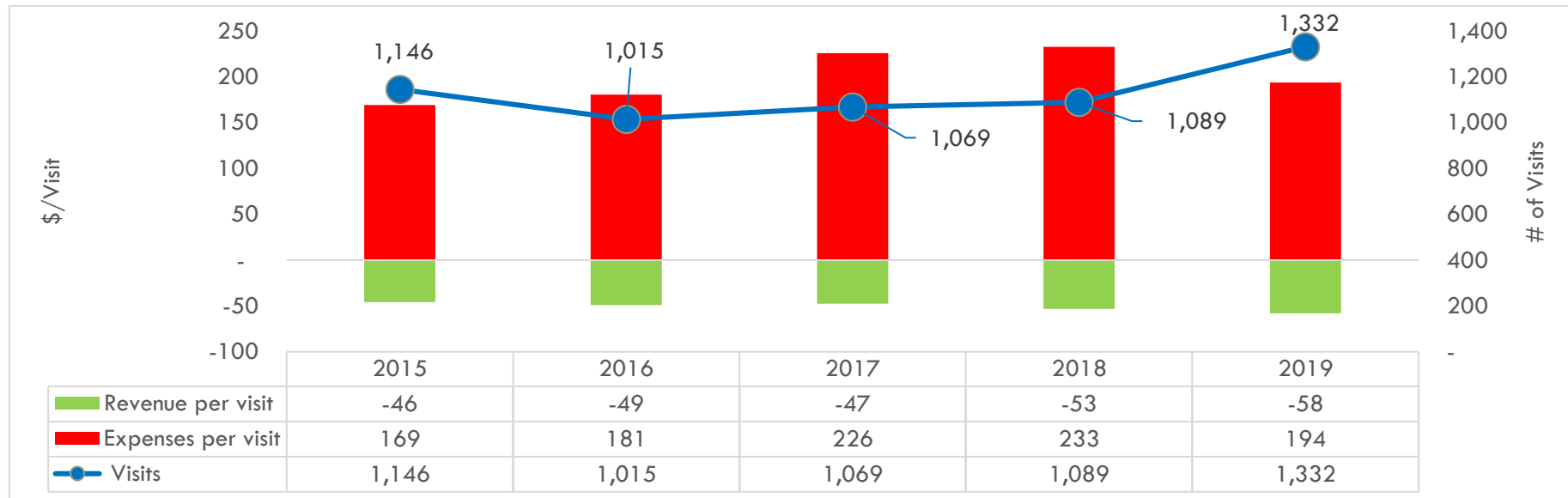


FIGURE 15

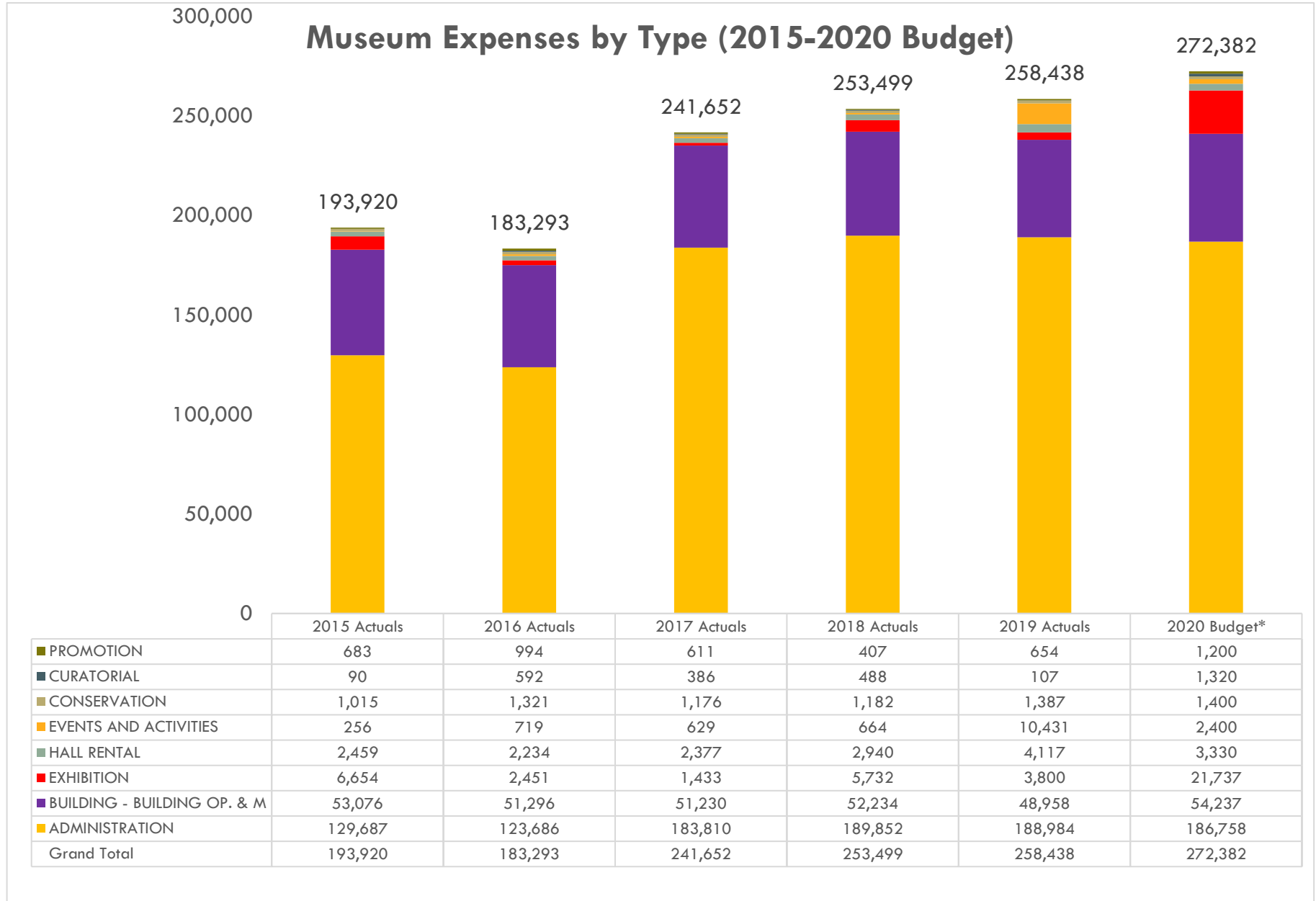
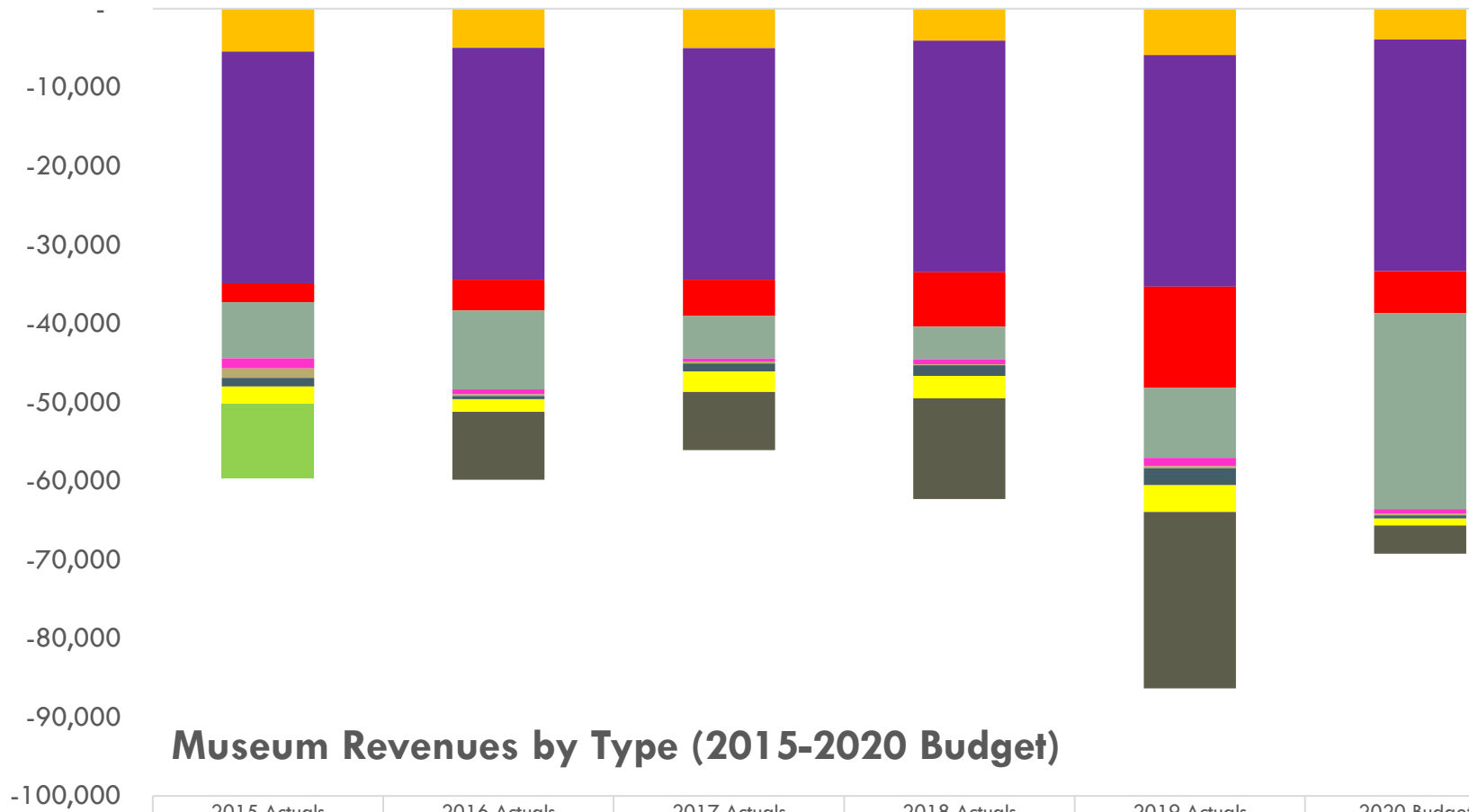


FIGURE 16



Museum Revenues by Type (2015-2020 Budget)

	2015 Actuals	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget*
■ SALES	-9,429	-8,638	-7,388	-12,785	-22,399	-3,550
■ RENTALS	-2,260	-1,589	-2,565	-2,857	-3,409	-900
■ RENTAL OF OWN EQUIPMENT	-1,080	-406	-1,036	-1,342	-2,143	-400
■ RECOVERIES	-1,231	-240	-249	-119	-259	-200
■ MEMBERSHIPS	-1,255	-615	-375	-630	-1,060	-600
■ FEDERAL GRANTS	-7,138	-10,000	-5,398	-4,153	-8,897	-24,900
■ DONATIONS	-2,405	-3,934	-4,606	-6,901	-12,843	-5,325
■ CULTURE & CITIZENSHIP	-29,437	-29,437	-29,437	-29,437	-29,437	-29,437
■ ADMISSION FEES	-5,436	-4,980	-5,004	-4,044	-5,876	-3,900

FIGURE 17

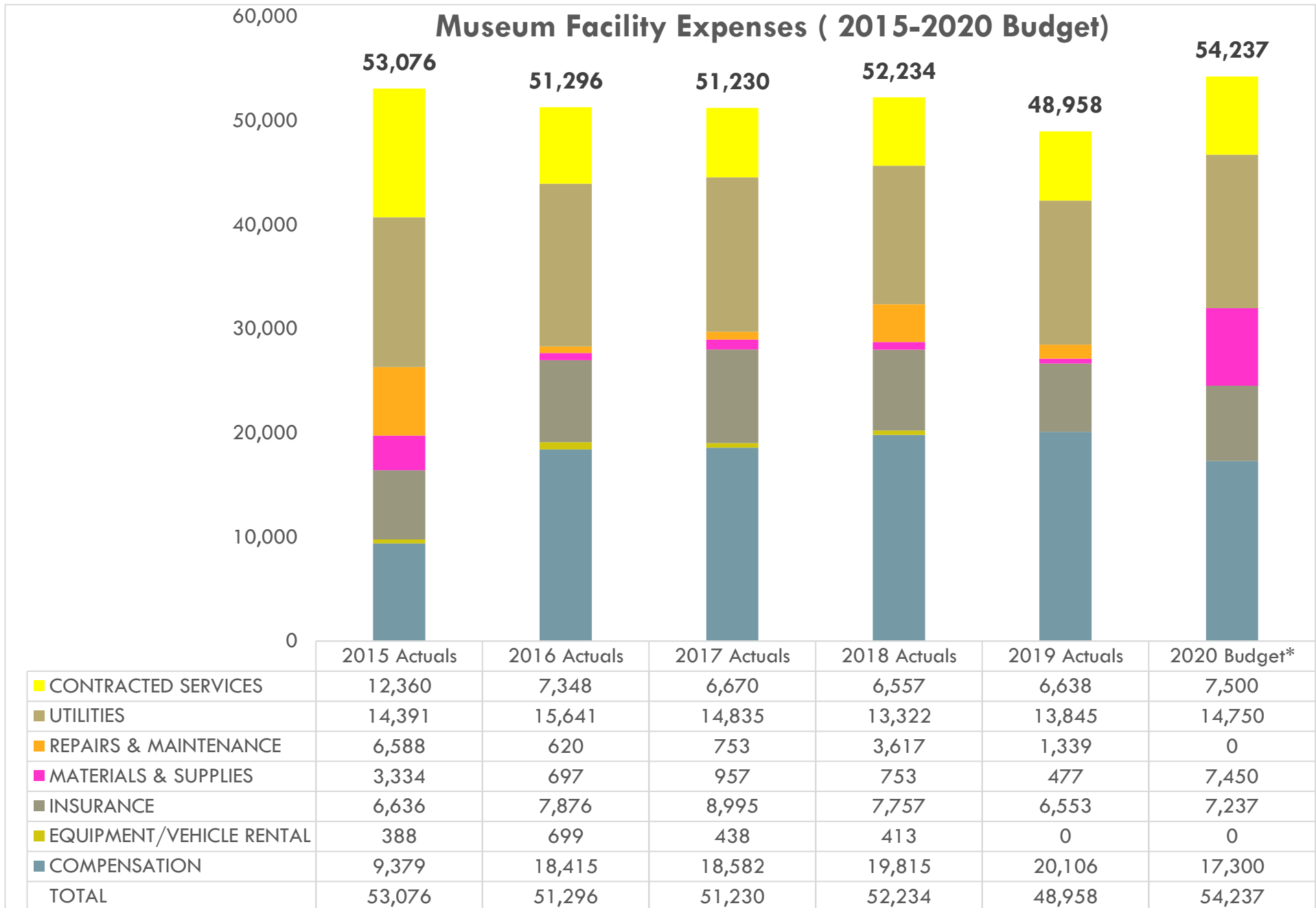


FIGURE 18

The second major challenge facing the Museum is the state of the building itself. The OHT commissioned a structural review in 2007. It identified over \$1 million in needed repairs for which the Town, under the terms of the agreement, is responsible (\$1.4 million in 2020 dollars). Although the Town has taken some steps since then to address some of these repairs, there has been considerable deterioration to the building's roof. Moreover, recent efforts to obtain an "Investing in Canada Infrastructure Program Grant" to address

major capital repairs to Chateau (roof replacement, elevator modernization totaling \$514,000) have been unsuccessful. A Building Audit by KL Public Works and Engineering in October 2020 identified water damage that had compromised electrical functions. A KL Fire Services inspection that same month identified five contraventions of the Fire Code that need to be addressed related to combustible material and fire separation between the basement and furnace room.

		2007 DOLLARS			2020 DOLLARS	
ELEMENT #	ELEMENT	URGENT (2007)	1-5 Years (2008-2012)	6-10 Years (2013-2017)	Total Estimated Costs	TOTAL COSTS IN 2020 DOLLARS (239.1/169.4)
322	HARDSCAPE	\$ 30,000	\$ 130,000	\$ 1,500	\$ 161,500	\$ 227,950
324	LANDSCAPE	\$ 2,500	\$ 5,000		\$ 7,500	\$ 10,586
331	FOUNDATION	\$ 5,000	\$ 66,500		\$ 71,500	\$ 100,919
332	WALLS ABOVE FOUNDATION	\$ 9,000	\$ 18,500		\$ 27,500	\$ 38,815
334	DOORS AND WINDOWS	\$ -	\$ 10,000		\$ 10,000	\$ 14,115
335	ROOFING & ROOF DAMAGE		\$ 25,000	\$ 85,000	\$ 110,000	\$ 155,260
340	INTERIOR WORK		\$ 7,500		\$ 7,500	\$ 10,586
352	HEATING SYSTEM		\$ 60,000	\$ 100,000	\$ 160,000	\$ 225,832
353	AIR CONDITIONING SYSTEM		\$ 5,000	\$ 60,000	\$ 65,000	\$ 91,744
354	VENTILATION SYSTEM		\$ 30,000		\$ 30,000	\$ 42,344
355	PLUMBING & DRAINAGE		\$ 3,000		\$ 3,000	\$ 4,234
357	ELECTICAL		\$ 4,000		\$ 4,000	\$ 5,646
990	OVERHEAD	\$ 9,300	\$ 72,900	\$ 49,300	\$ 131,500	\$ 185,606
991	CONTINGENCY	\$ 8,370	\$ 65,610	\$ 44,370	\$ 118,350	\$ 167,045
992	DESIGN FEES	\$ 5,580	\$ 43,740	\$ 29,580	\$ 78,900	\$ 111,364
Grand Total		\$ 69,750	\$ 546,750	\$ 369,750	\$ 986,250	\$ 1,392,045

TABLE 2

BENCHMARKING – MUSEUM SERVICES IN SIMILAR COMMUNITIES

For the purposes of the project, municipal comparators were selected based on single tier status and population. While it may be interesting to look at municipalities in Southern Ontario, in the case of Museums, it is likely not helpful. The tourism industry as well as the lack of proximity of Kirkland Lake to other municipalities make it non-comparable to the south. Consequently, we reviewed Museum services of “like” Northern municipalities that have a museum as shown in Figure 19.

As shown in Table 3, four of six comparators are open all year. KL’s Museum has higher than average admission rates but average per household revenues (Figure 22). While not the highest expenses per household (Figure 21), with Fort Frances (FFR) being highest, its recovery rates are not as high indicating that FFR is better able to fund its operations through user fees (Figure 20) and has been more successful with Ontario Conditional Grants. KL could likely benefit from connecting with FFR to determine the

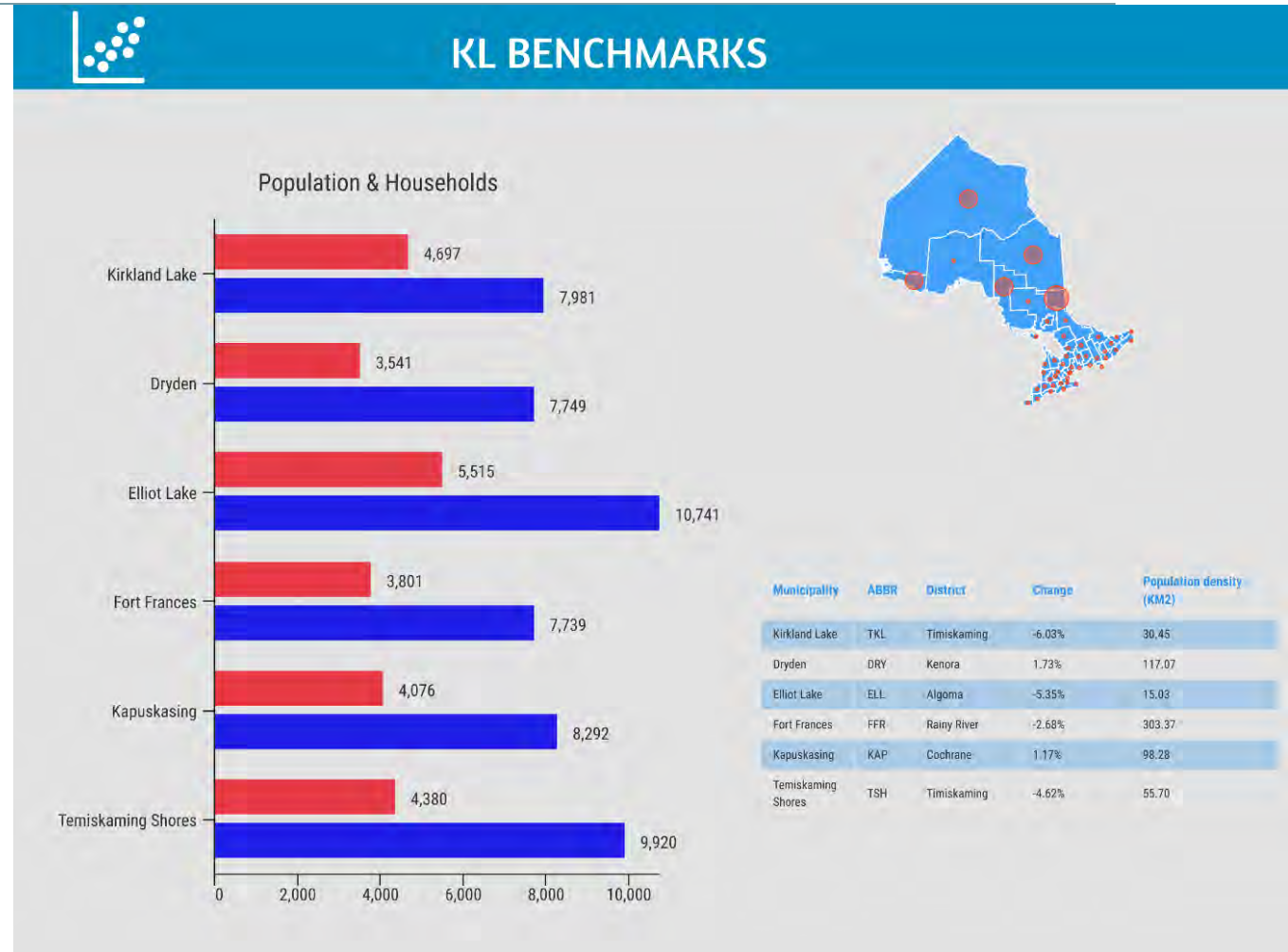


FIGURE 19

types of grants and the reason for success. A key point, however, is that the museum building is municipally owned by FFR.

	Dryden (Hambleton House)	Elliot Lake (Nuclear Mining)	Fort Francis	Kapuskasing (Ron Morel Locomotive 5107)	Kirkland Lake (Harry Oakes Chateau)	Temiskaming Shores (Haileybury Heritage)
Admission Adults	\$3 for non- members		Summer Adults: \$5.00 Seniors & Children (6-12): \$4.00 Family: \$15.00 Winter - Donations	Free - donation	Adult: \$6.10 Senior & Student \$4.10 Family \$15.30 Special \$4.10	\$2 per adult \$1.50 seniors/students \$5 family rate
Memberships	\$25 Individual, \$30 Family \$30-55 Patrons \$56-105 Sustaining \$105 Corporate				Single : \$35.00 Family : \$50.00 Student : \$25.00 Group : \$85.00 Business :\$145.00	
Hours of Operation	9-5 pm Tues-Fri 9-5pm One Saturday per month	Summer M-F 9-5 pm	Summer 10-5 p.m. Winter 11:00 a.m. to 4:00 p.m. Tue- Sat	Summer Daily 9:30 a.m. to 4:30 p.m. Winter Closed	Summer: Tue- Fri – 10am to 5pm Sat – 12pm to 4pm Winter: Tue- Fri – 12pm to 5pm Sat - 12pm to 4pm	Summer Daily :10 am to 5 pm Winter Mon- Fri 10 am to 4 pm
Seasons	All Year	Summer only	All Year	Summer only	All Year	All Year
Building Ownership	Town		Town	Town	Ontario Heritage Trust	Town
Staffing	1 Museum/Heritage Coordinator				1 Manager, 1 Curator 1 PT 2 Students	

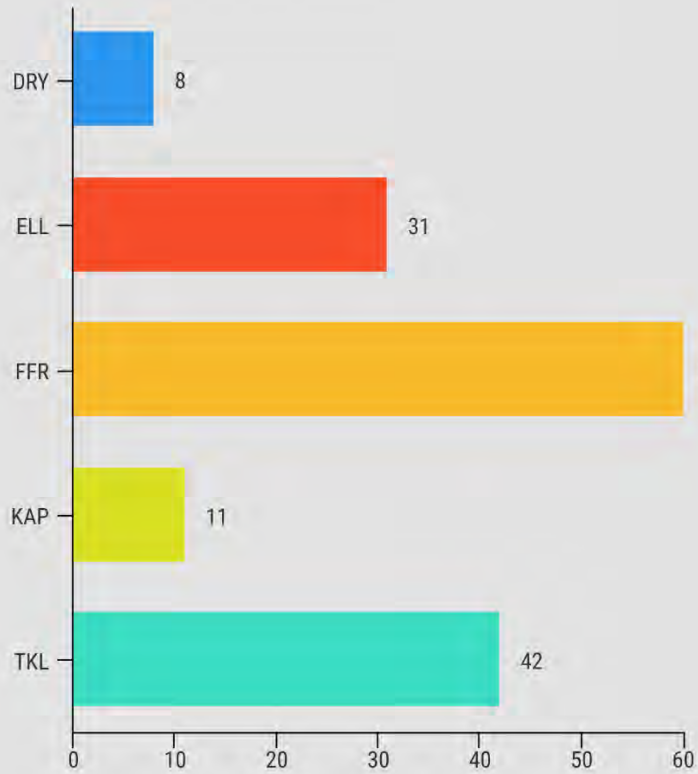
TABLE 3



KL RESULTS- Net Levy & Recover Rates - Museum

Net Levy per household...2018

(KL is above the benchmark average of \$30 by 40%)



Recovery Rate %...2018

(KL is close to the benchmark average of 27%)

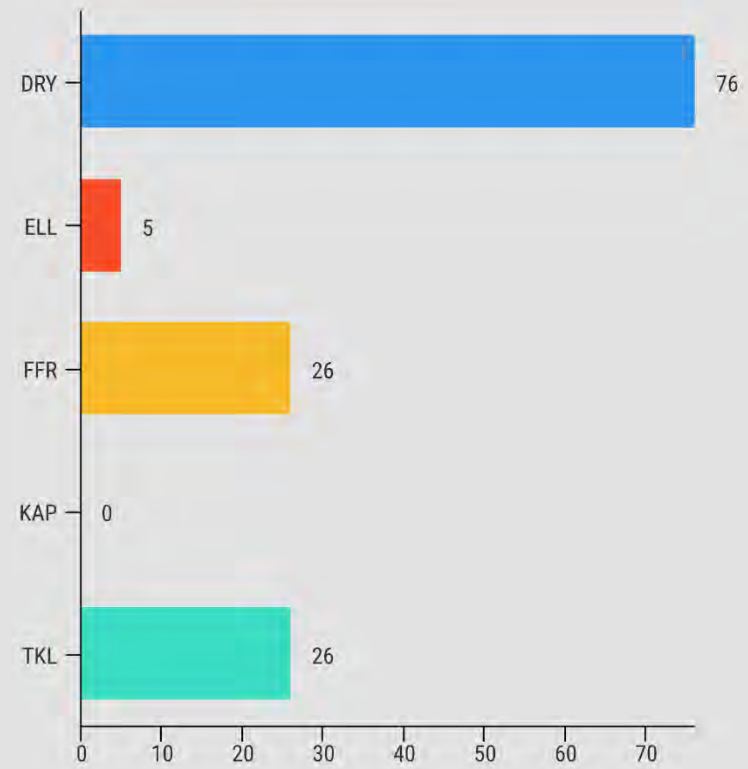


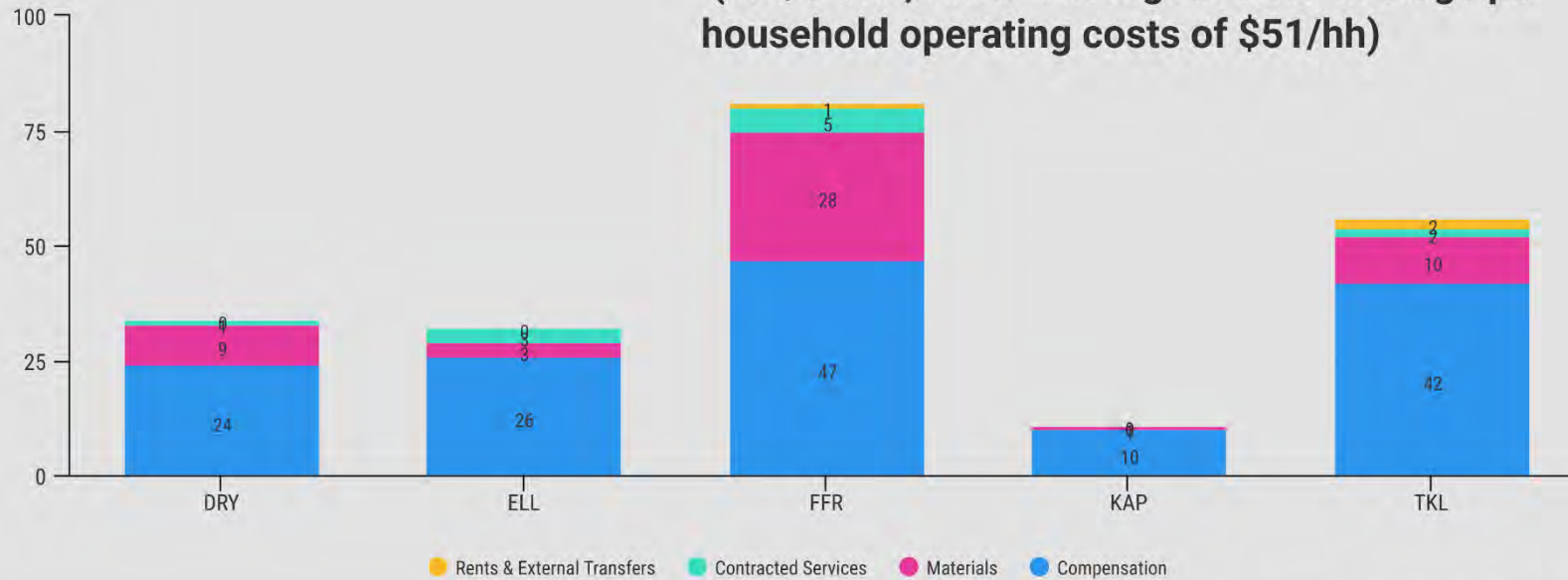
FIGURE 20



KL BENCHMARKS - Museum Expenses by Object

Expenses by object per household ...2019

(At \$62/hh, KL is 22% higher than average per household operating costs of \$51/hh)



Expenses by object total...2019 (FIR)

(At \$265k, KL is 50% higher than average per household operating costs of \$182k)

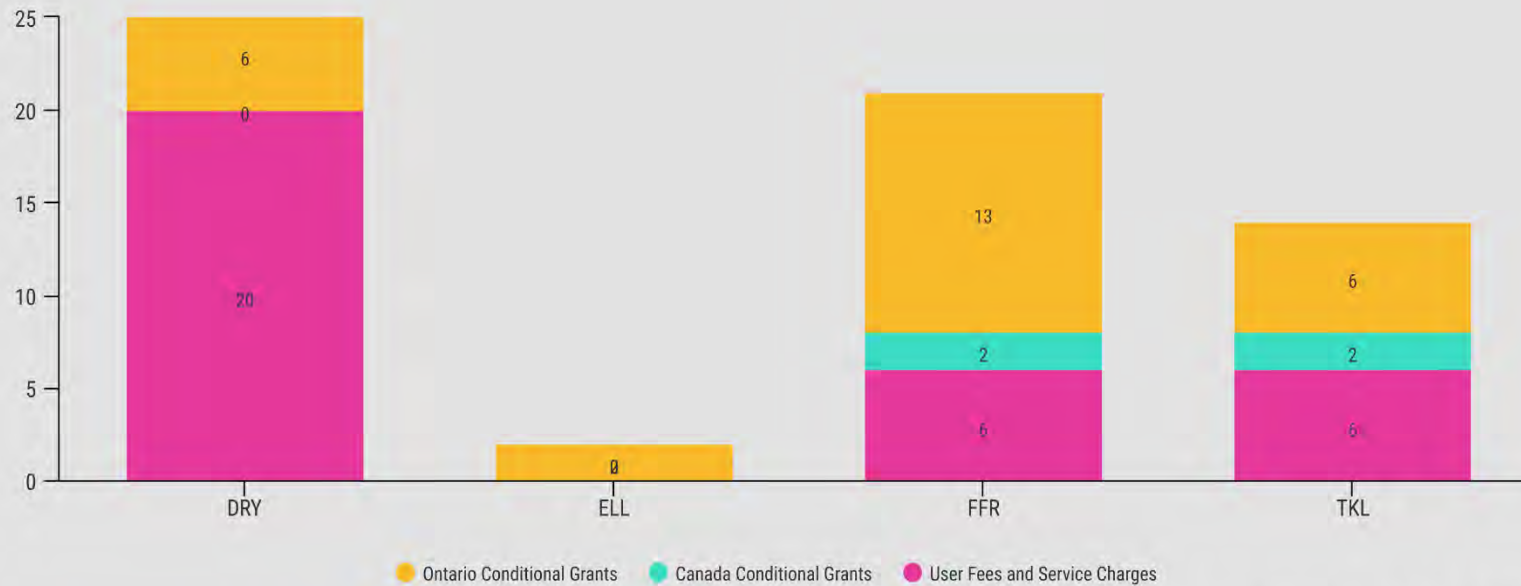
	Dryden C	Elliot Lake C	Fort Frances T	Kapuskasing T	Kirkland Lake T	Average
Compensation	83,324	143,643	177,847	39,891	195,381	128,017
Materials	32,967	19,202	105,473	2,565	47,924	41,626
Contracts	2,700	15,741	20,002	794	11,662	10,180
Rents		754	2,189		10,612	4,518
Total	118,991	179,340	305,511	43,250	265,579	182,534

FIGURE 21



KL BENCHMARKS - Museum Revenues by Type

Revenues by type per household ...2019 (At \$5/hh, KL is at average revenue per hh)



Expenses by object total...2019 (FIR)

(At \$67k, KL is at the average revenue but below the median at \$74k)

	Dryden C	Elliot Lake C	Fort Frances T	Kirkland Lake T	Average
Ontario Conditional Grants	20,701	9,450	47,938	29,437	26,882
Canada Conditional Grants			7,253	8,897	8,075
User Fees and Service Charges	70,040	161	23,967	29,594	30,941
Total	90,741	9,611	79,158	67,928	61,860

FIGURE 22

OBSERVATIONS & KEY FINDINGS

COMMENDATIONS

The Museum of Northern History has played an important role in the community over many years, most recently in leading the celebration of the 100th Anniversary of Kirkland Lake.

Some key achievements that should be highlighted:

- ✓ Museum of Northern History's 5-year Strategic Plan: the first time the Museum Advisory

Committee and staff have engaged in the collaborative process of long-range planning

- ✓ Active and passionate Museum Advisory Committee and Auxiliary with well documented meetings and decisions
- ✓ Efforts by management to preserve history and create a cultural hub in the north with interesting, relevant events, art shows and activities for the community.

Commendations

Partnerships - Arts Community

Events Exhibits

Auxilliary Art Shows Strategic Plan

Cultural Hub Idea Digitization of artifacts using PastPerfect

Museum Advisory Committee

“
Without continual growth and progress,
such words as improvement,
achievement, and success have no
meaning.
BENJAMIN FRANKLIN

COMMUNITY – WHAT THE SURVEY TOLD US

WSCS, with assistance from the Museum, undertook a survey of residents and visitors as part of this review. The survey was posted on Facebook, the Town website and widely advertised. We found the following of interest:

- ✓ Good response to the survey demonstrating community engagement.
- ✓ Some residents have not visited the Museum because they have not heard of it.
- ✓ Exhibits are the main draw for persons in the community, followed by art shows and events.
- ✓ Although the building is a draw, it is not the 'main event'
- ✓ Most heard of Museum via Word of mouth
- ✓ Most found the visit to be a positive experience.
- ✓ Most visitors reside in Kirkland Lake and are 55 plus
- ✓ Most visitors would recommend a Museum visit, indicating appreciation, pride, and value.
- ✓ Visitors have a desire to share the experience with others and can act as ambassadors to increase attendance

Of the 5% who would not recommend a visit, some of the reasons included:

- ✓ Nothing really special
- ✓ Old outdated building
- ✓ There is no turnover of information
- ✓ They need more interaction and less clutter
- ✓ As a taxpayer, I don't think the museum is worth keeping open; it's just another building that ends up costing taxpayers

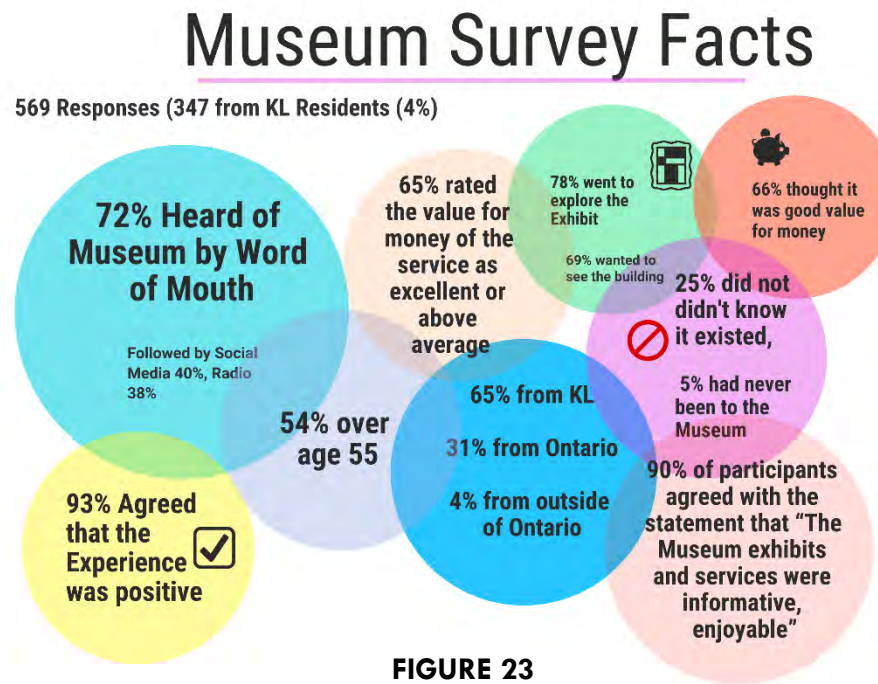


FIGURE 23

GOVERNANCE & PARTNERSHIPS

The Strategic Plan is not supported with a business plan to implement its strategy. Programming and Services are Unfocused. Fees and Donations are Under Performing.

No specific targets are included to drive success.

The Museum has good art partnerships, including the Contemporary Arts Committee. It lacks partners in the areas of business development, marketing, communications, and sponsorship.

The working relationship between the Museum Advisory Committee (MAC) and the Museum Auxiliary (MA) is needs to be clarified. Projects identified by the MAC are sometimes refused funding raised by the MA.

The Museum staff are isolated in terms of location and access to Town resources. New management structure is positive and may change this feeling and approach. There are few measurable objectives and little reporting to Council on a regular basis regarding Museum performance.

WORK PROCESSES & SYSTEMS

Some staff time is consumed by activities related to ineffective and inefficient processes and systems. The Museum needs staff with marketing and technological

skills - recruitment of students could focus on these gaps. There has been little performance management of Museum staff with clear performance goals and objectives – one staff person had a performance review three years ago.

Practically all work processes at the Museum are manual and paper based. There are few online services, including ticket sales, reservation of rental space, donations, retail purchases. Museum entrance must be paid onsite, as well as event admission.

The capture of customer information and satisfaction is done manually. And the preparation and reporting on key metrics such as attendance (exhibits, art gallery, events, etc.) and monetary donations is paper based, entered in Word and Excel.

The Museum has an online collections database using PastPerfect software. Some 9,000 objects and photographs are online, out of a collection of 15,000 artifacts. This allows individuals to carry out personal searches. Requests for reproductions must be made by email. Payment for searches cannot be done online.

MUSEUM SERVICES COULD BE DELIVERED ELSEWHERE AND REBOOTED

The Museum of Northern History plays an important part in the cultural life of Kirkland Lake and is valued by many. At the same time, others in the community have never heard of, or been to the Museum. Exhibits change infrequently, there is little use of technology other than PastPerfect software for cataloguing artifacts, and iPads for visitor use.

Programming and Services are unfocused with the Museum playing many different roles, including, facility rental, events organizer, performance venue, retailer, art gallery. Statistics indicate attendance and revenue is on the decline, following a bump in 2019 due to the 100th Anniversary of Kirkland Lake. (It should be noted that Covid-19 has made it impossible to consider 2020 when reviewing revenue and attendance.)

The Museum itself is filled with some artifacts of little value and appears cluttered and unorganized in some areas. There is little opportunity for ongoing customer feedback. And insufficient marketing and communication opportunities to promote the

Museum. The Museum's annual marketing budget is \$350.

The Museum is perceived as an outlier by council and management, although some value the Museum's programs and services. Some question whether the Museum should move to seasonal hours of operation, whether two fulltime and one parttime staff is needed, and whether a different mix of summer skill and knowledge would be beneficial, such as digital and marketing experience.

There is general acknowledgement that the Museum and the Town cannot cover capital repair costs associated with the Museum building. The building needs a new roof, and its elevators modernized. Funds need to be secured from other sources – a recent infrastructure application was not successful. And some do not find the physical lay out of the building appropriate for its purpose, with small rooms and limited exhibition space. The agreement with the OHF is not sustainable with over \$1.4 million in capital expenditures needed.

Revenues are generating \$5 per household per year with costs being over \$62 household per year, the Net cost to residents is \$57 per household per year. It costs the Town taxpayers \$150 Net Cost per Visitor annually.

Some stakeholders regard the Museum as a community service, rather than a tourist attraction. As such, some believe the Museum could be relocated to ensure sustainability and ongoing service to the

As noted elsewhere, the Ontario Heritage Trust owns the Sir Harry Oakes Château. The Ontario Heritage Foundation leased the Château to the Town of Kirkland Lake for \$2.00 by agreement dated the 12th March 1981, for a period of 60 years. The Town established a public museum in the Château and is required to maintain and preserve the building to the specifications of the Trust. The Trust does not provide direct operating or capital monies for the operation or maintenance of the Château. Operating and capital expenses remain the responsibility of the Town.

In 2007, the OHT commissioned a Condition Survey Report of the Chateau that identified \$986,250 (2007 dollars) in needed repairs. Structural, heating and ventilation, plumbing, and storage issues were identified as primary concerns. The OHT subsequently sent a repair team that addressed some of the concerns at their cost. Since 2007, the Town has spent **\$224,000** on capital improvements. Much of the work was completed with funding through the Ontario Trillium Foundation. In some instances, the OHT has contributed financial assistance for repairs, but these have been referenced as exceptions to the agreement and were not to be considered as precedent setting.

community. Consistent with the Town's official plan, relocation of the Museum downtown by Council could encourage the development of an arts, culture, and entertainment district.

The Agreement is very restrictive as it places the onus on the municipality for 100% of the costs to maintain the structure and property.

This is exceptionally burdensome considering that:

- i. This is a 100-year-old building;
- ii. It is being used for a purpose for which it was not designed which increases the stress on the structure (public traffic, climate control);
- iii. It has unique architectural features, the repair and maintenance of which depends on skillsets not readily available in the north;
- iv. Significant repairs etc. must use resources (architects, OHT approved contractors, etc.) specified by the OHT, which increases costs;
- v. Many key building features have exceeded their normal lifespan (such as the copper roof) and are so integrated with other features (i.e. roof and walls) that they cannot be refurbished in a piecemeal fashion;
- vi. The Town assumes sole legal responsibility should injury occur as a result of building or systems failure;

- vii. The museum operation does not generate sufficient revenues to offset costs.⁵

Recent efforts to obtain an "Investing in Canada Infrastructure Program Grant" to address major capital repairs (roof replacement, elevator modernization totaling \$514,000) to the Museum building have been unsuccessful.

Table 1 shows that the Town has contributed over \$1 million in taxes for the operations of the Museum since 2015 and the deficit continues to grow. To add to the financial challenge, significant capital expenditures are required. Table 2 provides a summary of the costs for the building based upon the OHT's own building audit in 2007.

WSCS Consulting had an opportunity to meet with OHT Management to gain a better understanding of the Agreement. The OHT understands the challenges faced by the Town and appear supportive.

On August 17, 2020, at an AMO Meeting⁶, the Town made the following request:

THAT the Minister request that the Ontario Heritage Trust provide clarification to the Town of Kirkland Lake relating to Article 13 of the Agreement between the Parties relating to

documents to divest the Town of the Sir Harry Oakes Chateau and associated property.

THAT the Ontario Heritage Trust assume full financial responsibility for the assets and operations at the Sir Harry Oakes Chateau and the associated property.

The Town is faced with some critical questions –

1. Can the Town get out of its 60-year lease with the Ontario Heritage Trust without penalty?
2. Can an appropriate location, owned by the Town, be found for the Museum services?

An assessment of breaking the 60-year lease will require legal advice and a strategy to ensure minimal cost to the Town. Presumably, on divestiture, the building would revert to the Ontario Heritage Trust, and its future, including all capital repairs, would rest in their hands. Should efforts to divest itself of the building fail, the Town may be able to sublease the property or determine other purposes for the building that could generate enough revenue to address some of the capital costs until 2040 when the lease expires.

Assuming that whether or not the Town is able to divest itself of the property, and if the Town desires to relocate the Museum, the question becomes the appropriate place

⁵ 2020 AMO Minister Booklet, Kirkland Lake

⁶ 2020 AMO Minister Booklet, Kirkland Lake

that meets the requirements and standards of a Museum. Some options might include the Toburn Mine, the library, and the community center.

As the Town explores options for relocation, some key principles to consider might be:

1. Does the new location bring the Museum closer to the Town's residents?
2. Is it located in a high people traffic area to promote visits?
3. Is the space adequate to meet Museum requirements, including standards?
4. Do the costs of retrofit of new location provide value to the community?
5. Is the location supported by Museum stakeholders?
6. Does it reduce costs in the long run ensuring Museum sustainability?
7. Does it support the Town's Official Plan related to the use of commercial space?

A decision regarding the relocation of the Museum should engage the community as much as possible to reduce its potential negative impact. The Sir Harry Oakes Chateau holds pride of place in the hearts of many. Some key stakeholders believe that the Museum's survival depends on its location in this heritage building, considered a key historical artifact. Some stakeholders fear that moving the Museum will result in its demise as well as a significant loss of community, artistic, and cultural heritage. All these factors should be considered during the decision-making

process. Councillors and management will have to brace for some political fallout.

The Museum relies heavily on volunteers to support its mission. The Town runs the risk of alienating and losing these volunteers needed to ensure the Museum's future success. And management and staff will have to be engaged and brought on side in what will undoubtedly be significant change and disruption over several months.

CHANGE MANAGEMENT

The changes outlined in this report will be very challenging. Given the fact that the “disruptive” nature of the world around us, and now COVID, has already caused stress and anxiety, it is important that we consider some of the key principles of changes recommended to help make the journey a little easier.

Human beings find comfort in consistency and regularity in the way they operate. Be it personal lives at home with family members, at work with colleagues, or in a social setting with friends, having that rhythm and comfort provides us with a confidence in our interactions. Introduce something new or unusual, or being challenged to think or act differently, sets off a whole host of reactions that make us feel uncomfortable. So to counteract that initial feeling of “what’s next”, “where’s this going”, “why me”, “why now” we have put together this short article to help you better understand change and how to adapt to it and benefit from it. The move of the Museum could likely be one of the most traumatic changes for many in the Town.

What is Change Management?

The application of a structured process and set of tools for leading the people side of change to achieve a desired business outcome.

As change management practitioners we embrace the Prosci ADKAR® Model, with the focus on individual change

in order to achieve the broader organizational change objectives.

The Prosci model for individual change is referred to as the ADKAR® Model:



It has been well researched by Prosci, that organizational change will only materialize when individuals change. Therefore, **the** emphasis remains on providing **the Town** with the tools to support individual change in order to achieve organizational success.

Change management is both a **process** and a **competency**:

- **Effective change management should follow a repeatable process and use a holistic set of tools to drive successful change.**
- **As a competency for leaders, change management is a set of skills that enables change and creates a strategic capability for increasing organizational effectiveness.**

While we acknowledge that change occurs one person at a time, project-level change management can help facilitate advance this change across larger groups. The 3-Phase Change Management Process outlined below helps guide those in leadership roles through the phases of change management activity during any particular project.

PREPARING FOR CHANGE, MANAGING CHANGE & RE-INFORCING CHANGE

Phase 1. Preparing for Change

In the first phase of the Prosci methodology we focus on helping the team prepare by asking the following questions:

- “Why are we making this change?”
- “Who is impacted by this initiative and in what ways?”
- “Who are the sponsors we need to involve to make this successful?”

Phase 2. Managing Change

The second phase advances individuals through change as described by:

- Creating the communication plans (sponsor, training, coaching) and resistance management plans
- Integrating change management and project management
- Executing the plans to drive adoption and usage

Phase 3. Reinforcing Change

The third phase focuses on sustaining the change over time:

- Developing and Measuring performance indicators and celebrating success
- Identifying and addressing root causes of resistance
- Transitioning the project to day-to-day operations

In summary, **in order for the Town to successfully implement the recommendations in this report**, the organization must learn to enhance their capacity to change. Successful organizations continue to embrace change and test their resilience. These organizations demonstrate that change management practices are the norm. They utilize change management processes and tools on a consistent basis throughout the organization. It is very evident that people from across the organization from the very top to the front lines understand and adopt the tools for successful change management into their roles.

CONCLUSION

In conclusion, the Museum of Northern History is revered by some key stakeholders and staff. The history and culture of any community is important, and KL is no different – every effort should be made to preserve and celebrate the history and culture of Kirkland Lake. However, with the many challenges that KL faces, including deteriorating Town infrastructure and facilities, coupled with the unsustainable Chateau agreement with OHT, it does not appear that the Museum can continue to exist in its current form. Council, management, staff, volunteers and the community need to work together to

implement the recommendations contained in this report to ensure long term sustainability for this very important community service.

ACKNOWLEDGEMENT

We wish to express appreciation to the staff, management, the Steering Committee, volunteers, and stakeholders for their participation, cooperation and assistance throughout the project.

APPENDIX A: LIST OF STAKEHOLDER INTERVIEWS

#	First Name	Last Name	Organization	Dept	Role
1.	Pat	Kiely	Town of Kirkland Lake (TKL)	Council	Mayor
2.	Rick	Owen	TKL	Council	Councillor
3.	Stacy	Wight	TKL	Council	Councillor and Rep on MAC
4.	Casey	Owens	TKL	Council	Councillor
5.	Ric	McGee	TKL	CAO	CAO
6.	Keith	Gorman	TKL	Corporate Services	Director/Treasurer
7.	Wilf	Hass	TKL	Economic Development	Former Department Head
8.	Bonnie	Sackrider	TKL	Community Services	Director
9.	Kaitlyn	McKay	TKL	Museum	Manager
10.	Kelly	Gallagher	TKL	Museum	Curator
11.	Paula	Klockars	TKL	Museum	Guest Services Representative
12.	Evan	Schonfeldt	TKL	Museum	Summer Student
13.	Abby	Adair	TKL	Museum	Summer Student
14.	Ann	Black	Museum Advisory Committee (MAC)	Museum	Volunteer
15.	Monica	Haase	MAC	Museum	Volunteer
16.	Meghan	Howe	MAC	Museum	Volunteer
17.	Jessica	Lafreniere	Chamber of Commerce		President
18.	Chris	Mahood	Ontario Heritage Trust	Operations	Manager
19.	Wayne	Kelly	Ontario Heritage Trust	Programs and Operations	Director
20.	Merle	Gavin	Museum Auxiliary	Museum	Volunteer
21.	Dianne	Merrell	Museum Auxiliary	Museum	Volunteer
22.	Lynne	Sauer	Museum Auxiliary	Museum	Volunteer
23.	Frankie	O'Connor	Museum Auxiliary	Museum	Volunteer
24.	Cesar	Forero	Contemporary Arts Committee	Committee	President

APPENDIX B: SUMMARY OF INTERVIEWS WITH STAKEHOLDERS AND COUNCIL

Key comments of interviewees included:

- The Museum is important to our community's artistic and cultural life
- Need for more Town ownership and support of the Museum
- The exhibits need to change more often
- Many people in Town do not know about the Museum
- The Museum is not financially sustainable
- Value in the Museum ... but not tied to the Chateau
- The building itself is an artifact, critical to Museum's success
- Wish more people knew of the Museum
- Museum is considered an outlier of the municipal corporation
- The Town cannot afford the building's capital repairs
- Building is an emotional touchstone
- Museum's purpose not clearly defined – exhibits, art gallery, events, concerts, retail, rentals ...
- Mining history ... the building is like an anchor
- More needs to be done to promote the Museum
- The staff care and have a big heart
- Multicultural artistic community growing
- Volunteers with passion and commitment to hard work
- Partnerships needed to revitalize Museum
- The Agreement with Ontario Heritage Trust is a liability

APPENDIX C: SURVEY RESULTS