

11-1-1999

Mackenzie Heritage Printery: a printing museum

Shauna Bream

Follow this and additional works at: <http://scholarworks.rit.edu/theses>

Recommended Citation

Bream, Shauna, "Mackenzie Heritage Printery: a printing museum" (1999). Thesis. Rochester Institute of Technology. Accessed from

This Thesis is brought to you for free and open access by the Thesis/Dissertation Collections at RIT Scholar Works. It has been accepted for inclusion in Theses by an authorized administrator of RIT Scholar Works. For more information, please contact ritscholarworks@rit.edu.

Mackenzie Heritage Printery: A Printing Museum

by Shauna K. Bream

A thesis project submitted in partial fulfillment
of the requirements for the degree of Master of Science
in the School of Printing Management and Sciences
in the College of Imaging of Arts and Sciences in
Rochester Institute of Technology

Thesis Advisor: Archibald D. Provan

School of Printing Management and Sciences
Rochester Institute of Technology
Rochester, New York

Certificate of Approval

Master's Thesis

This is to certify that the Master's Thesis of

Shauna K. Bream

With a major in Graphic Arts Publishing
has been approved by the Thesis Committee as satisfactory
for the thesis requirement of the Master of Science degree
at the convocation of

November, 1999
date

Thesis Committee:

Archie Provan
Thesis Advisor

Marie Freckleton
Graduate Coordinator

C. Harold Goffin
Director or Designate

Thesis Reproduction Permission Statement

Mackenzie Heritage
Printer: A Printing Museum

I, Shauna K. Bream hereby grant permission to the Wallace Library of the Rochester Institute of Technology to reproduce my thesis in whole or in part. Any reproduction will not be for commercial use or profit.

Date: *Nov 8, 1999* Signature of Author:

To my family, who selflessly gave their support and encouragement.

Acknowledgements

Lou Cahill

Alison Judd

John Hunt

Marie Freckelton

Archie Provan

Table of Contents

| | | |
|----------------------|---|----|
| List of Figures..... | vii | |
| Abstract | ix | |
| Chapter 1 | Introduction 1 | |
| | Museums and Communities | 1 |
| | William Mackenzie | 2 |
| | The Mackenzie House | 8 |
| | Endnotes | 13 |
| Chapter 2 | Theoretical Basis of Study | |
| | The Beginning | 14 |
| | Museum of Printing History | 16 |
| | International Printing Museum | 17 |
| | Endnotes | 20 |
| Chapter 3 | A Review of Literature | |
| | Science and Technology | 21 |
| | Assumptions for Implementing Change | 22 |
| | Importance of the Printing Industry to a Global Society | 24 |
| | Size of companies | 24 |

| | | |
|------------|--|----|
| | Organization of Printing Sources | 25 |
| | Careers in the Printing Industry | 28 |
| | Conclusion | 30 |
| | Endnotes | 31 |
| Chapter 4 | Statement of the Problem | |
| | Project Goals | 32 |
| Chapter 5 | Methodology | 34 |
| | Endnotes | 36 |
| Chapter 6 | The Results | |
| | The Mackenzie Heritage Printery Museum | 37 |
| | Endnotes | 42 |
| Chapter 7 | Summary and Conclusions | 43 |
| | Endnotes | 51 |
| | Bibliography | 52 |
| Appendices | | |
| Appendix A | Family Tree Information | A1 |
| | Background Correspondence on Museum | A6 |
| Appendix B | Early Minutes and Correspondences of the beginning stages of the Mackenzie Heritage Printing Museum | B1 |

| | | |
|------------|--|----|
| Appendix C | Inputs for Planning Programs | C1 |
| | Issue Identification Model | C2 |
| | Roles of Lay Persons and Staff on Program Planning | C3 |
| | Goals | C4 |
| | Eight Sources of Goals | C5 |
| | Effective Goals | C6 |

List of Figures

| | |
|--|----|
| Figure 1: Specific Program Planning Development and Implementation Process Model | 48 |
| Figure 2: Mackenzie Family Tree Information and Background | A1 |
| Figure 3: Inputs for Planning Programs | C1 |
| Figure 4: Issue Identification Model | C2 |
| Figure 5: Roles of Lay Persons and Staff on Program Planning | C3 |
| Figure 6: Goals | C4 |
| Figure 7: Eight Sources of Goals | C5 |
| Figure 8: Effective Goals | C6 |

Abstract

Museums, in their broadest sense, are institutions which hold their possessions in trust for human kind and for the future welfare of the human race. They are a valuable asset to society in that they render the emotional and intellectual life of people. In simpler terms, it is an institution devoted to the procurement, care, and display of objects of lasting interest and value.

This thesis project answers the major questions of what role does the Mackenzie Heritage Printery Museum in Queenston, Ontario Canada fit into the scheme of scholarly pursuits and the awareness of raising people's consciousness with regard to the institution, establishment, and process of hot metal type setting in North America, especially Canada. Also the following information is presented:

- What are museums i.e. purpose, function and value to society
- Printing Museums of North America: A History
- Founding of the Mackenzie Heritage Printery Museum
- William Mackenzie: who was he, what did he do, and what is his significance with regard to impacting the printing industry in Canada (North America)
- Why the Mackenzie Museum was established
- By whom
- When and Where
- What are the institution's plans for the future
- What is the Mackenzie Museum representing in 1999

In addition, this thesis project discusses the printing industry from a historical perspective.

Another issue presented that relates to the Mackenzie Heritage Printery Museum is how it can play a role in the lives of students who are in the process of identifying a career; and young adults doing the same. It is pointed out that the printing industry needs to support the printing museums as a source of history, knowledge, and inspiration that could have a direct affect on the going process of maintaining and developing a workforce that is educated from a competency based methodology and will maintain the high quality of the printing industry products produced in the area of global competition.

This work also presents the organizational structure of the Mackenzie Heritage Printery Museum, the leadership, and managements efforts presently underway, program offerings since 1990 and the efforts underway to provide quality based programs that meet the needs of persons interested in the printing industry. The efforts of all involved in this worthy endeavor support the facts against those people who have prophesied the demise of printing and its replacement by video, computer software, or other types of electronic media.

Chapter 1 Introduction

Museums and Communities

Museum . . .

an institution devoted to the procurement, care, and display of objects of lasting interest or value.

Webster's definition of "**Museum**"

mu.se.em [Museum place for learned occupation, fr. Gk Mouseion, fr. neut] of Mouseios of the Muses, fr. Mousa: an institution devoted to the procurement, care and display of objects of lasting interest or value: also a place where objects are exhibited.¹

Therefore ". . . museums, in the broadest sense, are institutions which hold their possessions and trust for human kind and for the future welfare of the (human) race. Their value is in direct proportion to the service they render the emotional and intellectual life of the people."²

The word "museum" has had a variety of meanings through the centuries. In classical time, it signified a temple dedicated to the Muses; nine young goddesses who watched over the epic, music, love poetry, oratory, history, tragedy, comedy, the dance, and astronomy. The first organized museum was founded in the city of Alexandria. ". . . but it was primarily a university or philosophical community and philosophy in those days referred to all knowledge."³

The question arises, how does the Mackenzie Heritage Printery Museum fit into the scheme of scholarly pursuits and the awareness of raising people's

conscious with regard to the institution, establishment, and process of hot metal type setting in North America. Therefore this project answers the question by discussing the following aspects:

- What are museums, i.e. purpose, function and value to society
- Printing Museums of North America: A History
- Founding of the Mackenzie Heritage Printery Museum
- William Mackenzie: who was he, what did he do, and what is his significance with regard to impacting the printing industry in Canada (North America)
- Why the Museum was established
- By whom
- When and Where
- What are the institution's plans for the future
- What is it representing in 1999

William Lyon Mackenzie⁴

Note Author's Comment: The following section was taken from the Mackenzie Heritage Printery Handbook (the author's only identifiable source). Permission granted April 14, 1998 by Alison Judd, Curator/Printer of the Museum.

William Lyon Mackenzie is a name that is familiar to many people, particularly the Canadian people, and undoubtedly the connection is made with his role in the Rebellion of 1837—the skirmish in Toronto; Mackenzie's flight through the Niagara Peninsula, crossing the River into the United States, setting up his pro-

visional government on Navy Island, and the burning of the steamer Caroline. His actions almost provoked another outbreak of hostilities between the United States and Canada, two countries who were just getting back to normal after the War of 1812. This was certainly an exciting time in Canadian history and the fact that it took place right in Queenston, Ontario makes it much more interesting. Mackenzie's rebellion and its role in the evolution of Canadian politics has been well scrutinized. For his role in the Rebellion of 1837, Mackenzie has been portrayed as both a hero and villain, traitor, and saviour. But Mackenzie's links to Queenston go back well before there was any thought of armed rebellion, back to Mackenzie's first love, the printed word. It is through the printed word that Mackenzie remains forever tied to Queenston.⁵

Mackenzie was born near Dundee, Scotland on March 12, 1795. His father died three weeks after Mackenzie's birth, and he was raised by his mother. They were poor but immensely proud and fiercely independent. Mackenzie has been described as having had a humble upbringing which was responsible for teaching him "contempt" for those who made their way up in the world by being pleasant. He felt an almost physical loathing for people whose wealth or power or social position was derived from what he chose to call "fawning and cringing" in the right circles. His greatest respect was reserved for those among the common people who, even in adversity, had not allowed "a good name to turn prostitute".⁶

Mackenzie was only five foot six and looked smaller because of a slight, wiry build. He had a large head and high brow, a prominent chin and lips pressed together like a vice, suggesting a will that would not be broken. He also has

"keen, restless, piercing blue eyes which, when they met your gaze, seemed to read your innermost thoughts."⁶ He arrived in Upper Canada in 1820, and undoubtedly how he at once stood out against his staid and proper contemporaries.

Mackenzie's interest of the printed word began when he was about eleven years of age. A belief in the importance of numbers and a sense of order prompted him to keep a list of books he read from that time until he emigrated to Canada. There were fifty-four on Divinity, thirty-eight on geography, 168 on history and biography, fifty-two on travels and voyages, eighty-five on poetry and drama, forty-one on education, fifty-one on science and agriculture, 116 on other topics and 352 novels—a total of 957 books, most of which he read thoroughly and summarized notes.⁷

When Mackenzie turned twenty-five, he arrived at Quebec City in the late spring of 1820. After an unsuccessful attempt at being an accountant he soon moved on to York, where he and a partner set up a pharmacy and book-selling business. A second branch soon opened in Dundas, Ontario run by Mackenzie. Although he was making a comfortable profit from the pharmacy business, he was not content to live out a placid existence in Dundas. In 1823, he sold his portion of the business and moved his family to Queenston where he opened a general store.

Although he had only been in Upper Canada (Queenston and York) a few years, he quickly caught on to the workings of the political system. A small, powerful well-to-do group of individuals that came to be the Family Compact held sway in the Province. Bound together by strong economic, cultural, and

family interests, they held the ear of the Lieutenant-Governor by occupying the majority of the seats on the Executive Council, the Lieutenant-Governor's advisory body. This group fit exactly into the category which Mackenzie so disliked—those whose wealth, power and social position came from “fawning and cringing in the right circles,” as he would say. This dislike of the Family Compact, as well as the realization of legitimate grievances and abuses of power, helped Mackenzie remember the power of the printed word.

Abandoning his mercantile interests, Mackenzie threw himself whole-heartedly into a new career—that of publisher and public censor. He believed the printed word to be the great educator in all virtue and the sure means of stirring men to fight for social justice.⁷ Books, pamphlets, collections of quotations—he was to dispense broadsides by the thousand upon his Upper Canadian public because they were “efficient weapons in the hands of free men.”⁸ But his favorite means of communication was the newspaper. His reliance on this medium of communication is evident throughout his entire life in Upper Canada.

In his lifetime, Mackenzie launched six weekly newspapers, five of which floundered. They included: *The Constitution*, 1836; *Mackenzie's Gazette*, 1838; *The Volunteer*, 1841; *The New York Examiner*, 1843; *Mackenzie's Weekly Message*, 1850. It was only his first venture into newspaper publishing that can be said to have truly been successful. That newspaper was the *Colonial Advocate*, conceived and started in the village of Queenston. On May 18, 1824, the first issue of *The Colonial Advocate and Journal of Agriculture, Manufacture and Commerce* was taken off the press and from that point on, more important than the business of making money became the purpose of saving Canada.

As its name implied, the newspaper carried agricultural advice, poems, anecdotes, classified advertising, current events and most importantly, Mackenzie's own fiery political commentary. It was to be published weekly (each Tuesday) and cost five pence a copy, or fifteen pounds sterling, currency for an annual subscription. The circulation of the *Colonial Advocate* is estimated to have begun with 825 copies. He sent copies at his own expense to a number of important people, including British and Colonial Statesmen, the American President, the New York Governor and other American politicians.

Although the dateline of the first issue of the *Colonial Advocate* gives the place of publication as Queenston, the actual printing took place across the border, probably in Lewiston, as Mackenzie had no press of his own. On June 10, 1824, Mackenzie wrote "For twelve weeks from the commencement, the Advocate presswork is executed by contract, after which it will be printed by the proprietor in this village."⁹ The phrase "in this village" implied that while the *Colonial Advocate* was written in Queenston, the actual printing was not done there. On August 23, Mackenzie signed an agreement with Hiram Leavenworth who was described as a printer from Rochester, New York. Leavenworth agreed to carry on a printing business in Queenston for six months, and to bring his "establishment of Press, type and printing materials from Rochester to Queenston."¹⁰ The agreement between Mackenzie and Leavenworth is an interesting one, for in it, Leavenworth agreed that, "in the case he should be necessarily obliged for a few days, from the urgency of his private affairs or from sickness or any other good and lawful cause to depart from his duty as printer that then and in that case he will provide a person in his stead, at his own expense, competent to manage,

superintend and carry on the said printing business.”¹¹

But Mackenzie found it necessary to hire a printer because, although he often described himself as one, what he actually meant by the term was a publisher or one operating a printing business. As a publisher, he employed journeymen printers and apprentices.

Issue Number 15 of the *Colonial Advocate* is a rather special edition because as Mackenzie writes on page two, “We believe this Advocate to be as rare a curiosity as any newspaper that ever was printed in the world.” The first side was printed in the Mackenzie’s style of writing, while popular with the common man, did not sit too well with the ruling class. In an issue of the Advocate dated June 3, 1824, Mackenzie published a letter addressed to John Beverly Robinson, Attorney-General of Upper Canada and pivotal member of the Family Compact. He wrote:

Sir: has you remained contented with the lucrative situation you hold in the service of the crown, added to the profits of your profession, and waited to take your turn for promotion amongst the ranks of executive favorites, you should not have been now honored with so prominent a place in the columns of a journal, which is intended not to contribute to the amusements of idle courtiers and sapient crown lawyers, but to the far more useful of endeavoring to promote public welfare. . . . This appears to have been your motto,” In politics if thou wou’dst mix, and mean thy fortunes be: bear this in mind, be deft and blind. Let great folks hear and see.”¹²

This continues on for four full-page columns. His ideas and criticisms of the ruling class were not kindly received.

In the summer of 1824, the first monument to General Brock, who fought and died in the Battle of Queenston Heights (October 13, 1812) during the War of 1812 was being constructed on the Heights at Queenston. During a small ceremony for the laying of the cornerstone,

. . . certain pious worthies saw fit to send the General on his last dark journey in the company of a small bottle which contained, among other comforts, the first number of the Colonial Advocate. Sir Peregrine Maitland, the Governor of Upper Canada, when he heard of this, ordered that the work on the monument be stopped immediately, and a quantity of newly erected masonry pulled down for the purpose of removing the bottle and its offensive contents. New stone, minus bottle and Advocate was laid, the hero's remains were decently preserved, and Mackenzie's attacks of persons in authority increased, as did the number of subscribers.¹³

But the lure of politics was becoming stronger, and in November of 1824, Mackenzie packed his press and family and left the village of Queenston for York (now Toronto), the center of political life in Upper Canada.

The Mackenzie House

Who occupied the Mackenzie house after he left is not known, but, Mackenzie did return to Queenston at least twice. In 1849 Mackenzie wrote that he "took supper in the old mansion at Queenston and wrote and issued his first newspaper sheet."¹⁴ In 1854, there appeared this entry in *Mackenzie's Weekly Message*:

*Cayuga, Haldimond, County, May 18th 1854. Thirty years ago at Queenston, then a part of this district, on the 18th of May 1824, I published the first number of a public newspaper, voluntarily established to promote justice and equity in a sparsely populated, badly governed colony. To commemorate the day that transformed a quiet, peaceful, obscure trader into an ardent colonial politician and public censor, I then planted in front of my dwelling a row of acacias or locust trees, and a grapevine, and had the pleasure last week of seeing them growing luxuriously. Two of these five trees are still standing.*¹⁵

By the 1890's, however, Mackenzie's home had deteriorated, and soon, only the skeletal remains of the walls were left, along with a small stone marker, erected by the Niagara Historical Society which read "Home of William Lyon Mackenzie. The birthplace of Responsible Government, 1823-24."

In 1932, a letter sent by St. Catharines', J.D. Chaplin, Member of Parliament for Lincoln Riding, to Prime Minister William Lyon Mackenzie King initiated the project to restore William Lyon Mackenzie's Queenston home. In this letter a photograph was enclosed showing the deteriorating building. King also states that he remembered the home in this condition as a boy and it did have a roof. The basic purpose behind the letter was to solicit funds to restore the building. According to John Burtiak, "The Niagara Parks Commission had the building from the 1930's when they did the restoration."¹⁶

Mackenzie King simply replied to the request but basically felt that the preservation of the masonry should only be kept intact. ". . . I do not think anything in the way of restoration of the building should be attempted."¹⁷

Fortunately, the Commission didn't follow Mackenzie King's advice to the letter. As part of the Commission's commitment to make work during the Depression,

plans for the complete restoration of the Mackenzie House were drawn up and put into effect. This short piece appeared in *The St. Catharines Standard* in 1936.

*To reconstruct Plant—The Queenston printing plant in which William Lyon Mackenzie published the preliminary blasts in his campaign for responsible government in Canada is to “live” again. Reconstruction to the finest detail of the ruined plant and residence below the escarpment at Queenston is to start within a few weeks. Details on the layout of the early plant will be obtained from the University of Toronto Historical Society. Stone for enclosing the plant will come from the same quarry which provided material for the original building. Presses of type employed by the old Niagara area “rebel” will be obtained for the reconstructed building, giving tourists a definite picture of the historic shop.*¹⁸

On June 28, 1938, the building restoration was complete and the official opening took place.

After the grand opening, information on the Mackenzie House becomes sketchy. In 1940, one of William Lyon Mackenzie’s early printing presses was obtained from a Mr. Pettypiece of the Forest Free Press (Ontario), with the intention of setting it up in the house. In that year also, an addition was built onto the house, presumably to house the newly acquired press. But perhaps because of the war, or changes in government or to the Commission, the Mackenzie House Printery did not open. The house became the Township of Niagara’s Municipal offices for a time and the press was loaned to the restored Mackenzie House in Toronto, where it forms an integral part of their printing demonstration. The Township vacated the building in 1958, and the Kirby Collection, which was a collection of artifacts from the Servos and Kirby Families, pioneers in Niagara-on-the-Lake, was set up in the Mackenzie House, and it was open for visitors during the summer months. In 1974, the Commission moved the Kirby

collection to Oak Hall and the Mackenzie House was rented out as a private residence and also as a residence for the Niagara Park's Commission's School of Horticulture Students. It wasn't until 1990 that the building was once again opened to the public. For that summer, the Mackenzie House was used in conjunction with the 200th anniversary of the Portage Road. Included in displays were memorabilia, deepening the history of the Village of Queenston. But it has taken until 1991 to have the building return to its roots. Under the joint sponsorship of the Niagara Parks Commission and the Mackenzie Heritage Printery Committee, the Mackenzie House at Queenston once again emits the clack of the printing press.

Although not knowing that his home would someday become a museum of historical significance, Mackenzie's input into the continued growth and importance to printing; his work ". . . allowed for the continued sharing in man's evolution through the past but also it reflects the present, this acting as a reflection in our social ages, a social aid in the service of man. Beyond all this there is no reason in the world why a museum may not, like a planetarium, focus its materials in context, so as to project the future."¹⁹ This man without realizing it, impacted and continues to impact, through the home that he built, the past that lead to the creation of a future for printing in Canada and other parts of North America.

See Appendix A for Family Tree Information and Background

Endnotes for Chapter 1

1. www.m-w.com/cgi-bin/dictionary 4/29/98
2. Dean, David and Edson, Gary. *The Handbook for Museums*. London: Routledge. 1994. page 3
3. Ibid.
4. Mackenzie Heritage Printing Museum Handbook, author unknown
5. Ibid.
6. Kilbourne, William. *The Firebrand*. Toronto. 1956. page 18
7. Ibid., page 17
8. Ibid., page 18
9. Ibid.
10. Talman, J.J. "The Printing Presses of William Lyon Mackenzie, prior to 1837." *Canadian Historical Review* VII XVIII #4. December 1937. page, 414
11. Ibid., page 414
12. Niagara Historical Society Publication, page 46
13. Mackenzie Heritage Printing Museum Archives, author unknown.
14. Newspaper Clippings, Mackenzie Heritage Printing Museum Archives, author unknown
15. Ibid.
16. Ibid.
17. Ibid.
18. Ibid.
19. Wittlin, Alma. *In Search of a Usable Future*. Cambridge, Massachusetts: MIT Press, 1989. page 10

Chapter 2

Theoretical Basis of Study

The Beginning

"At the beginning of exhibiting in western cultures, the object was to present or display objects as a sign of wealth, cultural achievement, or intellectual enlightenment. In some cases even the idea of education for the public was in the mind of the exhibitor. In large part though museums and their exhibits were for the educated, knowledgeable, and elite in society."¹ All of this began to change though in the twentieth century when the transformation began to take place due to funding restrictions and a more literate populous began to emerge. Also museums began to value the public in the general well being of the museum, visitorship and local support increased. Therefore, the . . . "museum's role continued to be to interpret the familiar, or at least, the already known though not totally understood cultural, historical, and scientific ideas about the constituency. In this way the museum adds to and clarifies the cultural and intellectual prowess of the audience."²

Museums have played and continue to play a major role in education, from both a formal and informal perspective. Schooling and education do not necessarily go hand in hand if the person or persons involved in the learning processes are not actually engaged in the process. To become a life long learner is something that schools and other formal and informal educational institutions have only just begun to stress. Museums have long had a tradition in playing a role in the educational process, but are now coming forward and explaining

how this type of institution can assist in developing a community of life long learners.

John Dewey, a noted educational philosopher, who had written much about learning during the Progressive Education Movement in the late 19th and early 20th centuries stated that for a person to be a successful learner “. . . what the best and wisest parent wants for his children, so should the community want for all of its children.³ His writings present the concept that “experiencing” is vital to the process of changing behavior—which is learning. Experience is based on perceptions. “Experiencing” is based on doing something, practicing it to see if it is logical or right and if not, rethink and adjust behavior to move the perspective of rationality, reality testing, and the evaluator of scientific or data based information. Then the learning curve has completed a cycle that justifies positive action or a positive change in behavior. Museums are a platform that fits into the process of developing an educated populus.

According to a computer generated search, conducted by the author of this thesis and a publication entitled *Pica* (The Quarterly news letter of the Mackenzie Heritage Printery Museum, Volumn 1, Issue 1 by Stuart McMinn, former member of the board of directors, 1990) the following print museums in North America were identified:

- Museum of Printing History in Houston, Texas
- International Printing Museum in Buena Park, California
- Colonial Williamsburg Print Shop, Virginia
- National Museum of Science and Technology in Ottawa, Ontario
- Victoria Print Shop at Upper Canada Village in Toronto, Ontario
- Black Creek Pioneer Village in Toronto, Ontario

- Massey College, of the University of Toronto
- Mackenzie Heritage Printery Museum, Queenston, Ontario

In addition to these, in the United States, a group called the "Friends of the Museum of Printing" have been working towards the establishment of a National Museum of Printing. Their inventory is significant. It is understood that the museum will be in the Philadelphia area. All of these museums have common threads weaving through them. They are learner focused, present the past in a manner that accommodates different learning styles, and present an industry's growth from the past to present.

Museum of Printing History:

Words and images on paper still shape today's culture and still record tomorrow's history, even in our increasingly electronic age. Lest we forget, the *Museum of Printing History*, tucked away on a Houston side street, stands a continual reminder. There was a time when written communication was unknown. Then, human ingenuity evolved from scratchings on stone and clay to the worldwide, virtually instantaneous distribution of newspapers and other printed material. The museum traces these technological advances, from Mesopotamian clay seals and fragments of Greek papyrus to 14th century Korean movable type, from 15th century, hand-inscribed European vellum to 19th century hand presses, and on to the 20th century linotype that presaged today's high speed presses, desktop publishing, and transmission by satellite and modem.

The smell of ink is pungent in a recreation of a mid-1800s American country

print shop with its stunning London-made Albion press, plank floors, and gleaming wood-burning stove. A wooden cabinet holds capital letters in the top drawer, literally uppercase, and small letters in the lower case or bottom drawers. As important as tools and machinery are, they're merely artifacts if we ignore the contents of what they can print and their ability to influence society and spark ideas. Some original documents that helped shape Western culture are on display. They include pages from a 1611 Bible diplomatically dedicated by its printers to the "Most High and Mightie Prince, James, by the grace of God King of Great Britain, France, and Ireland, Defender of Faith." It was King James who authorized the first Church-approved English translation. We're told, "No person in history has received more recognition for doing so little as James in England. All he did was say 'Yes' and got the most printed book in history of the world named for himself."³ The colonial battle for press freedom culminated in the First Amendment, in part due to Parliament's draconian Stamp Act, which is posted. "Those who printed without purchasing the Stamp would be hanged," a sign tells visitors, adding despite that threat, "No American printer is known to have printed using the Stamp."⁴

International Printing Museum:

The Wayzgoose Gazette Publisher Inc., is issued quarterly or thereabouts for and by the "Friends of the Printing Museum." Annual membership to the "Friends" helps support the efforts of the Museum to preserve the history of printing. It is written and edited by the Museum's curator, Mark Barbour. Barbour travels the world in search of significant pieces for the Museum, supervises their disman-

ting, shipping, reconstruction and display, and then documents the history behind each find. Having been tutored by Ernest Linder, whose reputation as being the world's pre-eminent printing machinery collector of all time is well deserved. Mark Barbour has had early success in adding to the museum's already world class collection. There are many ways to appreciate an old printing press. Many of these old "hunks of iron" had lives of their own. *The Wayzgoose Gazette*

makes it possible for people to learn about, appreciate, and enjoy them.

"History in Motion: A Museum on Wheels" is a dynamic new outreach of the *International Printing Museum*. The best of the Museum's educational programs have been adapted for presentation at schools and other destinations. "History in Motion: A Museum on Wheels" is a traveling, twelve-foot trailer exhibit whose sides fold down, creating a working colonial print shop. The guide slips on an apron, steps up to a wooden Common Press of 1750 and transforms into a young journeyman in Ben Franklin's colonial shop. Participants learn of Gutenberg whose invention of movable type in 1440 changed the world forever. Participants can experience demonstrations of papermaking, bookbinding, and printing. Using high quality museum graphics and props surrounding the trailer, the presentation traces the 500 year history of books and mankind's efforts to transmit ideas, from papyrus scrolls and clay tablets to the newspapers and books of today.

A traveling museum guide dressed as the inventive "Dr. Benjamin Franklin" presents the stories of his fascinating life in various auditorium or assembly rooms. From swim fins to bifocals, from the first public lending library to the

Constitution, participants will hear of the many inventions this great scientist discovered and learn about the life in Colonial America from our nation's premier Founding Father.⁵

Endnotes for Chapter 2

1. Dean, David and Edson, Gary. *The Handbook for Museums*. London: Routledge. 1994. page 19
2. Ibid., page 5
3. Dewey, John. *School and Society*. Chicago: The University Press. 1899. page 1
4. [http: www.proquest.umi.com/pdqweb](http://www.proquest.umi.com/pdqweb) 3/28/98
5. [http: www.gamall.com/mall/museum/wayzgoose](http://www.gamall.com/mall/museum/wayzgoose) 3/28/98

Chapter 3

A Review of the Literature

Science and Technology

The march of human process has been marked by milestones in science and technology. Gutenberg's creation of moveable type in the 15th century laid the foundation for universal literacy. Watt's invention of the steam engine in the 18th century launched the industrial revolution. The inventiveness of Bell and Marconi—creating the telephone and radio—helped bring a global village into being.

But technology is not a physical object or living being. It is a group of ideas created and controlled by people to meet human needs. Technology is any concept (or group of concepts) that extends or amplifies the ability to meet a human need.¹ It does transform aspects in the lives of individuals, communities and how they function inter and intra dependently and globally. Johann Gutenberg must have known the impact his press would have on the world, as he saw it. But was he able to see how much impact it would have on future generations?

I believe that graphic artist, publishers, and printers realize ". . . much of the language of modern printing came to use from the craft of hot metal type composition, developed by Johann Gutenberg and his workers over 500 years ago."² Terms such as "form", "leading", "uppercase", "type size", "impression", and "make ready" originated with the relief process. All printers today owe a debt to the hundreds of early craftsmen who followed Gutenberg in the tradition of hand-set type and gave us both language and an art form.

It is a known fact that since the application of power to the presses, the development of more complicated machines, the use of photography, the introduction of color in the printing process, and the application of electronics (and now computers) have made it possible for the printing industry to turn out an incredible amount of reading material in colored and various forms, colored pictures and illustrations of great beauty.³

Therefore, planned positive change, along with a vision of the future and the ability to work towards it can only be beneficial to human kind. The following are some statements supporting the reasons for change and its benefits to all involved in the publishing industry were appropriate and continue to be even if persons in the industry are conscious of this or even unconscious of these processes. To come to where we are in today's industry, these are not only foundation statements or building blocks; but paradigms we all need to continue to move forward for the North American Printing Industry to compete successfully in a global economy.

Assumptions for implementing change:

- Assume that successful implementation consists of interactions that result in some transformation or continual development of initial ideas.
- Assume that conflict and disagreement are not only inevitable but fundamental to successful change.
- Assume that people need pressure to change (even in directions they desire), but change will be effective only if they are allowed to react, to form their own positions, to interact with others, and to obtain technical

assistance. Relearning is at the heart of change.

- Assume that effective change takes time. Setting unrealistic or undefined time lines fails to recognize that implementation occurs developmentally. Implementing innovations that result in significant change will take a minimum of two to three years; bringing about institutional reforms can take five or more years. Persistence is a critical attribute of successful change.
- Progress occurs when more and more people are involved. Instead of being discouraged by all that remains to be done, be encouraged by what has been accomplished.
- Assume that you will need a plan based on the above assumptions that addresses the factors known to affect implementation. Evolutionary planning and problem-coping models based on knowledge of the change process are essential.
- Assume that no amount of knowledge will ever make it totally clear what action should be taken. Decisions to act are a combination of valid knowledge, political considerations, on-the-spot decisions, and intuition. Better knowledge of the change process will give more resources on which to draw but never represents the sole basis for decisions.
- Assume that changing the culture of institution, not implementing single innovations, is the real agenda. That is, when implementing innovations, pay attention to whether the institution is developing.⁴

Importance of the Printing Industry To a Global Society

The printing industry today has become such a necessary part of our daily lives that we cannot picture what we would do without its services. It is the printing industry that produces the newspapers that are on our doorsteps in the morning or in the evening; the magazines that we buy on the newsstands or which come to us through the mail each week or each month; the books that we read; some of the pictures that we enjoy; of music used by the musicians. It is the printing industry that makes it possible for the knowledge and the wisdom of the ages and the ideas and visions of people all over the world to be put down in permanent form so that today in libraries men and women can make sense of these gifts of the past and of the present.

Not only does the printing industry furnish us with reading material and pictures that make our lives more interesting and enjoyable; it also supplies other businesses with articles that are helpful in carrying on their work. The bookkeeping forms, the bill forms, the tags on which prices of dresses and suits are marked, and the headings on correspondence paper and envelopes, are some of the practical aid the printing industry gives other businesses. In addition, through advertisements in newspapers and magazines, special hand-bills, and billboards, the printing industry brings to the attention of the public what various businesses have to sell.

In furnishing so many books, magazines, and newspapers, the printing industry plays a very important part in the spreading of ideas and in drawing the people of the world together. The printing industry, when it makes a book, puts ideas and thought of the author in such a form that they can be carried to the smallest village and to the farther-most parts of the world. Moreover, this industry makes it possible for the ideas to be known not only to people today but to people who will live in the future.⁵

Size of Companies

The printing industry ranks in the top ten of manufacturing world wide.⁶ In addition, the rating of United States printing establishing industries in terms of the number of individual shops, and among the top ten when the number of people employed. The printing industry is dominated by small-to-medium

sized companies that employ one to twenty-five people. A Kodak Graphic Arts Industry Manpower Study found that almost half the nation's printing companies were made up of one to nine workers. The other half was fairly evenly divided between businesses with ten to twenty-five employees and those with more. There are "giants" in the industry that employ hundreds of workers, but they account for a very small proportion (perhaps as small as 5%) of all the companies involved with the printing trade.

Organization of Printing Sources

Below is a list of the various kinds of printing organizations that make up the industry.

- Commercial Printing
- Special Purpose
- Quick Service
- In-plant
- Publishing
- Packaging
- Trade Shops
- Related Industries

Commercial Printing

The term commercial printing refers to a shop that is willing to take on nearly any sort of printing job. Commercial printers are usually not bothered by sheet size, number of ink colors, length of run, or even binding requirements. Typical products produced in the same shop might include small business cards, letterhead stationary, posters, and even large four-color glossy advertising sheets to be mailed.

Special Purpose Printing

Special purpose printing is defined by the limited number of jobs performed by each company. One company might decide to print only labels. It would purchase special equipment and accept orders for only one type of product. Another printer might want to specialize in business forms, such as order forms, estimate blanks, filing sheets, school note paper, or duplicate sales slips. Forms printing is an important area of the industry in terms of size and yearly sales.

Quick Printing

Quick printing is defined by rapid service, small organizational size, and the limited format of the printed product. Most quick service companies offer "while you wait" service. The key to quick printing is in the production organization.

In-plant Printing

It is defined as any printing operation that is owned and served the needs of a single company or corporation. A business might manufacture a variety of products that must be packaged with an instruction sheet. They may decide that it is more convenient to set up their own shop to print these instead of sending it to a commercial printer.

Publishing

Within this group are the thousands of companies that serve local needs by producing a daily or weekly newspaper and the even larger group that produces periodicals, that sell to the national market. Consider also the group of businesses that produce and market books. The publisher of this book is a private company that produces textbooks. It is important to understand that printers don't usually make decisions to publish a book or magazine. Printers are rarely the publisher. Publishers, however, require the skill of the printer to manufacture their products.

Package Printing

Package printers decorate and form hundreds of millions of folded paperboard boxes, flexible packaging, and corrugated boxes each year. Packaging, however, is not restricted to paper containers, steel and aluminum are included as well. These packages are produced by a special process called "metal decorating." Thin plastic bags are printed by the process flexography.

Trade Shops

Not all commercial, special function, in-plant, publishing, or packaging companies can afford to own and operate all the equipment necessary to meet their total production requirements. If a company needs a product bound, and they don't have a bindery, they send it to a trade shop that specializes in that function.

Related Industries

The raw materials of the printers such as ink, paper, plates, chemicals, and many other supplies. Companies that provide services to printers by either producing or providing these supplies and equipment are called related industries.⁷

Careers in the Printing Industry

There are no fixed paths to entering the printing industry, but a few general observations can be made.

Entering Upper Level

Printing specialization is not an absolute bachelor degree requirement. Individuals with experience in such areas as art, journalism, engineering, chemistry, physics, research, data processing and computers, sales and marketing, and management are also employed in printing companies.

Entering Lower-Level

Lower-level management, such as section foremen or production control people, and skilled crafts people enter the industry by a variety of routes. There are trade high schools, such as New York School of Printing, designed to provide high school graduates with skills necessary for direct entrance into the industry. Other secondary school programs offer short vocational or industrial art classes combined with a cooperative work experience.

Craft-level Entry

Two ideas influence craft-level entrance into the industry. They are called closed and open shops. A closed shop requires union membership for a craftsman to keep his or her job. An open shop, does not have such a requirement. In an open shop, individuals can belong to a union, but they don't have to in order to keep their job.

Career Advancement

Advancement in printing industry is based on performance. The most skillful managers and workers gradually assume more responsibility through practice and additional training. A great many organizations provide continuing updating and training to the printing professions. Two examples are the Graphic Arts Technical Foundation (GATF) and the Education and Technical and Education Center of the Graphic Arts.

Many other types of printing organizations serve both professional and social needs. There are several management organizations, a number of fellowship groups, and even student clubs. The printing industry is made up of a cast group of people all devoted to the goal of fulfilling the graphic communication needs of a technical global society.⁸

The Research and Engineering Council of the Graphic Arts Industry and the "Critical Trends Report": The Future of the Industry states that, "This council has existed for thirty years. It began at a time when the term graphic arts was limited to the art and science of transferring an image to paper, packaging it by various methods of binding, warehousing and distribution."⁸ In 1950 that changed. For several years sub committees worked differently to come up with a formula which would present industry topics and feature ideas as the industry moves forward. The first official issue was "Critical Issues" 1977, 1978, and 1979 issues and those falling up to 1997 have been widely hailed as unique sub trade association.

Louis S. Tyman, Chairman of the Critical Trends Committee, wrote the following scholarly scheme which would effectively describe the Council

The purpose of the Critical Trends report is to develop a broad view of research and development efforts which will shape the industry and how they relate to problems, threats, and opportunities which the industry faces. By using the expertise of this unique group of industry leaders, we can help industry management identify and understand the rapid technological changes which are critical to the growth or survival of their businesses. 'Critical Trends' are those choices now taking place which could and will dramatically alter the graphic arts industry. They are the developments which can cause major changes in the kind of volumn of services supplied, the methods used and the organization that supply them"⁹

Conclusion

This chapter presented an overview of the graphic arts industry from its past to its future. This then gives full credence and support for the continuing efforts by industry leaders, publishing industry historians (professional and amateur) and to humankind to maintain and enhance museums that present examples of our evolution as a people. As the reader will see in Chapter 6, the Mackenzie Heritage Printery Museum is an example of these efforts and continues to build its collection and programs so those persons who have made a decision to become life long learners may continue to do so.

Endnotes for Chapter 3

1. Adams, Michael J./ Faux, David D. *Printing Technology 2nd Edition*. North Scituate, Massachusetts: Breton Publishers. 1982. page, 3
2. Ibid., page 3
3. Clark, Florence Elizabeth. *Craftsmen in the Graphic Arts*. Scranton: International Textbook Co. 1950. page, 7.
4. Cyr, Louise F. and Meirer, Judith B. "Meeting Change in the 21st Century," Extension Services–U.S. Department of Agriculture and Extension Committee on Organization and Policy. Washington D.C. 1993. page, 95.
5. Clark, Florence Elizabeth. *Craftsmen in the Graphic Arts*. Scranton: International Textbook Co. 1950. page, 12
6. Louise K and Miler, M.B. *Inspiring the Urban High School: What Works and Why*. New York: Teachers College Press. 1990.
7. Adams, Michael J./ Faux, David D. *Printing Technology 2nd Edition*. North Scituate, Massachusetts: Breton Publishers. 1982. pages 20 and 22
8. Ibid., pages 23 and 24
9. Research and Engineering Council of the Graphic Arts Industry (U.S.). *Graphic Arts Research, a 30-Year Chronology; Three Decades that Shaped an Industry, 1950-1980*. Research and Engineering Council of the Graphic Arts Industry, Mclean. 1980. pages 16 and 17.
10. Ibid.

Chapter 4

Statement of the Problem

Project Goals: Researchable and Developmental

Goals and objectives are reversible in research depending upon the area to be studied and its content. In the social sciences which include business and education this is exhibited when reviewing the planning of processes used and jargon acceptable to the institution. Within the business arena, goals are considered the same as objectives i.e. they are measurable; and mission and vision statements are just what they are. From the perspective of education, goals are broad statements that reflect an end result. Objectives are measurable bench marks used in reaching the goals. What is also important to point out though, is that education has accepted and adopted the concepts of creating and valuing the meaning behind a mission and vision statement. (Mission Statements present why an organization exists and Vision Statements tell in abbreviated form what the institutions are striving toward.) In the end both institutions have led to the betterment of presenting a theory that has become acceptable practice in the development of a business plan or a curriculum.

In this thesis project, goals and objectives are noted from a business perspective through the development of a comprehensive presentation of the Mackenzie Heritage Printery Museum along with other noted print museums in North America.

Researchable Goals:

- To establish and present a history of museums and their importance to human kind and scholarly pursuit.
- To present how the print museum concept evolved from a historical perspective.
- To analyze the importance of the Mackenzie Heritage Printery Museum and the impact it has on the preservation and continuance of an imaging format from the past but not forgotten with regard to the thoughts of inventive tutoring.

Developmental Goals include:

- Mackenzie Heritage Printery Museum—for information and marketing purposes—To plan, develop and produce a booklet that entails the following:
 - Who was William Mackenzie and his lineage
 - Why was he important to the history of Canada and the role he played in using print to present his views on governmental process
 - How, why, where, and by whom was the museum established
 - To present a history of the contents and artifacts of the museum
 - Establishing a history of past, present, and future program efforts

Chapter 5

Methodology

The research design used regarding this thesis project is a combination of the case study and descriptive study methods. These two methods were chosen because by combining them the project will be able to provide a much greater qualitative presentation to the readers of this work. Using only one method would be limiting. Using more than two would be too broad in nature in accomplishing the project goals outlined.

According to W. Lawrence Newman, in his text *Social Research Methods*, 3rd Edition, . . .

Descriptive research presents a picture of the specific details of a situation,. In descriptive research, the researcher begins with a well-defined subject and conducts research to describe it accurately. The outcome of a descriptive study is a detailed picture of the subject. A descriptive study presents a picture of types of people or of social activities. Descriptive research focuses on 'how' and 'who' questions. Exploring new issues or explaining why something happens (e.g. why students neutralize cheating or why students hold specific religious beliefs) is less of a concern for descriptive researchers than describing how things are.

A great deal of social research is descriptive. Descriptive researchers use most data-gathering techniques—surveys, field research, content analysis, historical-comparative research. Only experimental research is less ineffective.¹

Goals of Descriptive research

- Provide an accurate profile of a group
- Describe a process, mechanism, or relationship
- Give a verbal or numerical picture
- Find information to stimulate new explanations
- Present basic background information or context
- Create a set of categories or classify types
- Clarify a sequence, set of stages, or steps
- Document information that contradicts prior belief about a subject

In case-study research, very many features of a very few cases in-depth over a duration of time. Cases can be individuals, grouped, organizations, movements, events, or geographic units. The data are usually more detailed, varied, and extensive. Most involve qualitative data about a few cases. Qualitative and case-study research are not identical, but 'almost all qualitative research seeks to construct representations based on in-depth, detailed knowledge of cases.'

In a case study, a researcher may intensively investigate one or two cases or compare a limited set of cases, focusing on several factors. Case study used the logic of analytic of enumeratem.²

Endnotes for Chapter 5

1. Newman, W. Lawrence. *Social Research Methods, 3rd Edition*. Boston, Massachusetts: Allyn and Bacon. 1997. page 18
2. Ibid. pages 19 and 29

Chapter 6

The Results

The Mackenzie Heritage Printery Museum

At the 1989 Grimsby Wayzgoose, someone said, "Let's open a printing museum!" And two years later the Mackenzie Heritage Printery was open in Queenston, Ontario for the Niagara Parks Commission.¹ But as noted earlier, the concept of a restoration of the Mackenzie home began in the Spring of 1932.

"Hear the clank of the presses and smell the printer's ink at Mackenzie Printery Museum. Located in the restored home of rebel publisher William Lyon Mackenzie, people can explore early printing, letterpress equipment, trades and related crafts."²

The restored house that the museum is now located in what was once noted:

As the original capital of Upper Canada, the Niagara-on-the-Lake region is literally alive with history. The 19th century homes that dot the pastoral village of Queenston, give no indication of the nation-background events that once took place within their walls. Laura Secord began her famous 19-mile walk from a tiny house on Partition Street, warning soldiers of the impending American invasion. Brock's monument looks over the Niagara Gorge from high atop the escarpment, near the spot where he was felled by an American bullet during the Battle of Queenston Heights. A dozen years later, William Lyon Mackenzie, Canada's Little Rebel, published the Colonial Advocate, a crusading journal for political reform. The house at Number One Queenston Street, has often been referred to as the birth place of responsible government

. . . . Mackenzie's paper was not the first in the area. On April 18, 1793, Louis Roy produced the first edition of The Upper Canada Gazette, the first Canadian newspaper to be published west of Montreal. It was an eight-page pamphlet with the text of Governor Simcoe's speech from the first session of the new province's legislature. Roy, a 21-year old printer from MONTreal, had set up his tiny shop in what is now Niagara-on-the-Lake, at the invitation of Simcoe, who appointed him Upper Canada's first King's Printer. ³

At present the Printery has nine working presses. While none of the equipment in the Printery was actually used by Mackenzie, a life-sized figure of the reformer presides over the press-room from an antique proof-readers desk. The working presses are as follows:

1. Louis Roy Press, 1760's

The Louis Roy is actually an English Common Press, probably manufactured from Oak in England in the 1760's and shipped to Canada. The Press has been restored to its current condition, with the back supports section being completely new. It was acquired by the Toronto Telegram and passed on to The Royal Ontario Museum. The Niagara Parks Commission acquired the press during the 1940's, when plans were in place to turn the newly restored home of William Lyon Mackenzie into a printing museum. It was then on display at the Museum of Science and Technology in Ottawa. The Press was brought back to Niagara in 1991, on the occasion of the 200th anniversary of the founding of the province of Ontario as the Press played an integral role in the establishment of communication in Upper Canada.

2. Hopkinson & Cope, Albion Press, 1863

In 1800 The Earl of Stanhope manufactured the first cast iron flat bed press. This press with its cast iron frame, metal bed and platen, was strong enough to print the full sheet at one pull, but still employed the screw and lever motion. The model on display at the museum was manufactured in 1863, and is used for demonstration purposes with the public and school tours.

3. Golding & Co., Platen Press, table Top.

A table top version used to produce business cards, small flyers, etc. This size and style of press was often used in the back of small businesses in order for them to produce business cards in house.

4. Chandler & Price, Pilot Press, Table Top.

A table-top version used to produce business cards, small flyers, etc.

5. Joseph Hall Platen Press, 10 x 15 Floor Model.

Rare Canadian Manufacturer, only other known than Westman & Baxter.

6. Minerva Cropper, Platen Press, Floor Model.

English manufacturer this is actually the oldest platen press in the collection.

7. Chandler & Price, 10 x 15, Platen Press, Floor Model.

8. Golding & Co., Pearl Press, Platen Press

9. Westman & Baker, 10 x 15 Platen Press, Floor Model

In 1990, a committee of printing enthusiasts formed the Mackenzie Heritage Printery Committee, in conjunction with the Niagara Parks Commission, and today the Mackenzie property houses a collection of working hot lead and hand presses along with an illustrated review of Canadian printing history. These enthusiasts consisted of Co-Chairman Bill Poole (*Poole Hall Press*) and Al Teather (*St Catharines' Standard*). Other committee members included: John Dymont, *Saturday Morning Press*; Roy Gurney, Queenston Press; Sam Smart, typographic designer; Stuart McMinn, printing historian; John Purdy, Fiddlehead Press; and Lou Cahill, journalist and publicist. ³

Present day leadership (1999) include the following persons:

DIRECTORS: Al Teather, Chairman; Jim Dills, Vice Chairman; Gerry H. MacLean, Treasurer; John C. Willey, Legal Counsel; Lou Cahill, Secretary; John Burtniak, Evan Cambray, Neil Dring, Bob Halls, John Hunt, Doug Mackie, Michael F. Makin, Harold Meighan, Joe Potje, Paul Prince, Archie D. Provan, Greg Smith, Willy Wilkins, Robert McIlveen, Alison Judd,

Curator/Printer; and Laura Bruce, Associate Secretary.

EMERITUS DIRECTORS: Henry B. Burgoyne, John Dyment, Roy Gurney, Bill Poole, and Donn Purdy

There is currently one education program offered at the Mackenzie Heritage Printery Museum. It is called the "The Printer's Apprentice" program.

*"With the introduction of the contract between Printer and his apprentice, the atmosphere is set to explore the working conditions of the early printing trade. Students will be encouraged to discuss the ramifications of this labor intensive method of production in contrast to today's high speed industry. Working in groups the students will co-operate in setting type from the job case and printing a 'Printer's Indenture' on the museum's cast iron flat bed."*⁴

The main exhibit this year (1999) will be on William Lyon Mackenzie in celebration of the 175th anniversary of the *Colonial Advocate*. This year the museum will put on its 4th annual Bartholomew-tide Book Arts Fair. A limited edition book is planned, focusing on Mackenzie.

This year the printery museum will present its 7th annual History of Printing Seminar on October 2, 1999. The topic this year will be *William Lyon Mackenzie: The Rebel Editor, A Colloquium to Celebrate the 175th Anniversary of the Colonial Advocate*. Some of the speakers will be James A. Gibson, the founding President and President Emeritus of Brock University. He has written and presented on many aspects of Mackenzie's life and times. Donald O'Brien, a teacher from Michigan will speak as well. At present he is doing research on Mackenzie's years in the United States with particular reference to his involvement with

newspaper publishing and editing. Another speaker will be Chris Raible, who spent many years at Mackenzie House, Bond Street, Toronto where he worked as a guide, interpreter and printer. Robert Stacey is a Toronto-based art and design historian, exhibition curator, editor, writer, and collector of Canadian graphic art and design. His presentation will focus on the art surrounding Mackenzie and the Rebellion of 1837. The other speaker will be Patricia Fleming, Professor in the Faculty of Information Sciences, University of Toronto, who will speak about Mackenzie's long life efforts in promoting bookselling and publishing in Canada.

For these museums to continue to provide the best of the best, keeping in mind a learner's experiencing possesses, these educational institutions must continue to think of structural features of environments, which are objective, discrete, and measurable things such as walls, pathways, and barriers.

Note Author's Comment: For more information on how the museum came about, please refer to Appendix B. It consists of actual letters and documentation on how it was all formed.

Endnotes Chapter 6

1. Purdy, Donn. *Pica*, Volume 1, Issue 1. Article: *Let's Open a Printing Museum* Queenston, Ontario.
2. www.tourismniagara.com/destniag/property/npc/rec/mackenzie/
3. Purdy, Donn. *Pica*, Volume 1, Issue 1. Article: *Let's Open a Printing Museum*. Queenston, Ontario.
4. Mackenzie Literature Handout. Author Unknown.

Chapter 7

Recommendations and Conclusion

Since its formal inception as a historical printing museum in 1990, the Mackenzie Heritage Printery Museum has offered a various number of outstanding educational programs, activities and site visits as previously noted. To continue its outstanding reputation for quality programs and exhibits that meet its organizational goals, the following recommendations are provided for the museum's Board of Directors, curator, support staff, volunteers, governmental leaders: national, provincial and local, along with printers, the printing industry leadership, historians (professional and amateur), educators, students and other interested parties. Of course, it is recognized that all the persons noted may not be directly involved in the planning process, but there must be in place a methodology to ensure that these groups have input into the planning and evaluation process at the level where their input is appropriate for the specific program, project or activity that is being initiated.

There are two major parts of the planning process that are recommended that the museum become engaged in to continue and improve upon its program offerings. The first process is called Strategic Planning, and the second is called Specific Program Planning Process Developing and Implementation Processes.

Strategic Planning

Strategic planning is defined as the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future. Envisioning involves a belief that aspects of the future can be influenced and changed by what we do now.

Strategic Planning is a reiterative process. Strategic planning and strategic management (which is the day to day implementation of the strategic plan) are never ending tasks. The future, by definition, always faces us; thus, organizations must always be in the simultaneous process of planning and implementing their plans. The fact that strategic planning has no time frame, means organizations are much like the painting crew on the Golden Gate Bridge. When they reach the end of the bridge on one side, it is time to begin again repainting on the other. Painting the bridge and strategic planning never end.

Planning within organizations calls for importance being placed on the cultural dimension as a major component in organizational success. Therefore, organizational planning tends to focus on the external environment alone, with little attention paid to organizational strengths and weaknesses. There must be a fit between planning and the beliefs, values and practices within the organization. It has to be remembered that in an organization's culture the rules constantly change. If we consider ourselves to be pawns in a game whose rules we call reality, it creates an entirely different condition under which change can occur, that if we think of ourselves as players in a game who know that the rules are real only to the extent that we have created or accepted them.

In strategic planning, the planning group must be able to analyze all facts of a client's business from a financial, marketing, personnel and organizational viewpoint, not to mention an in-depth understanding of the industry. And as if that isn't enough, this comprehensive analysis must be performed in a way that crystallizes the key strategic issues and choices facing the organization and then the group proposes realistic recommendations. To change the strategic direction of any organization is a Herculean task, equivalent to turning a giant oil tanker in heavy seas.

If the organization is prepared for planning, the program planning group, along with a consultant, becomes rather unobtrusive. However, in most organizations who are in the process of developing planning documents, there is often communication or interpersonal issues that get in the way of making decisions about the future. Unless those human interaction problems are dealt with first, the group may never move forward, but instead may actually move backward.

The goals of strategic planning are to: 1) determine the strengths and weaknesses of the organization to respond to the demands by clients; 2) assess environmental factors external to the organization which will influence that organization's success or failure; 3) set long term goals and objectives given the organization's resources and future changes in the environment; and 4) determine action steps necessary to attain organizational goals.

Determining the internal strengths and weaknesses must be a carefully thought out process. If those strengths and weaknesses are constantly put in the framework of the organization, they will look quite different from traits without the customer in mind.

The second goal of planning requires a sensitivity to external factors. With the constantly changing world environment, any organization is a candidate for obsolescence unless there's careful attention to environmental change.

Goals are long term "directions" for the organization, while objectives are specific, measurable actions to be taken in order to reach the goals. Objectives must be clearly stated and measurable. They should be obtainable, given current resources, and must have a responsible party assigned to them with a time line for implementation and completion. Without these criteria, you do not have a plan.¹

A formative evaluation would be used in the process of overall planning for the organization.

IMPORTANT POINTS TO REMEMBER ABOUT STRATEGIC PLANNING:

- There must be a fit between the planning and the beliefs, values and practices within an organization.

Organizations must always be planning and implementing, simultaneously.

"It's like housecleaning; it's a never-ending task!"

- Defining the achievable future at the gap between actual and potential

A way of making action intentional

- A way of calculating risks (not eliminating them)

- A way of providing accountability

PLANS ARE:

- Only as good as the data on which they rest
- Made to be changed as well as implemented

A STRATEGIC PLAN:

- Provides a statement of future directions
 - Expresses a compelling shared vision and commitment
 - Integrates the "can do," "might do," "ought to do," and the "expected to do"
 - Provides a strong basis for teamwork and collaboration
- Positions the organization

STRATEGIC PLANNING IS:

Defining the achievable future at the gap between actual and potential

- A way of making action intentional
- A way of calculating risks (not eliminating them)
- A way of providing accountability

SUCCESS OF PLAN IMPLEMENTATION DEPENDS ON:

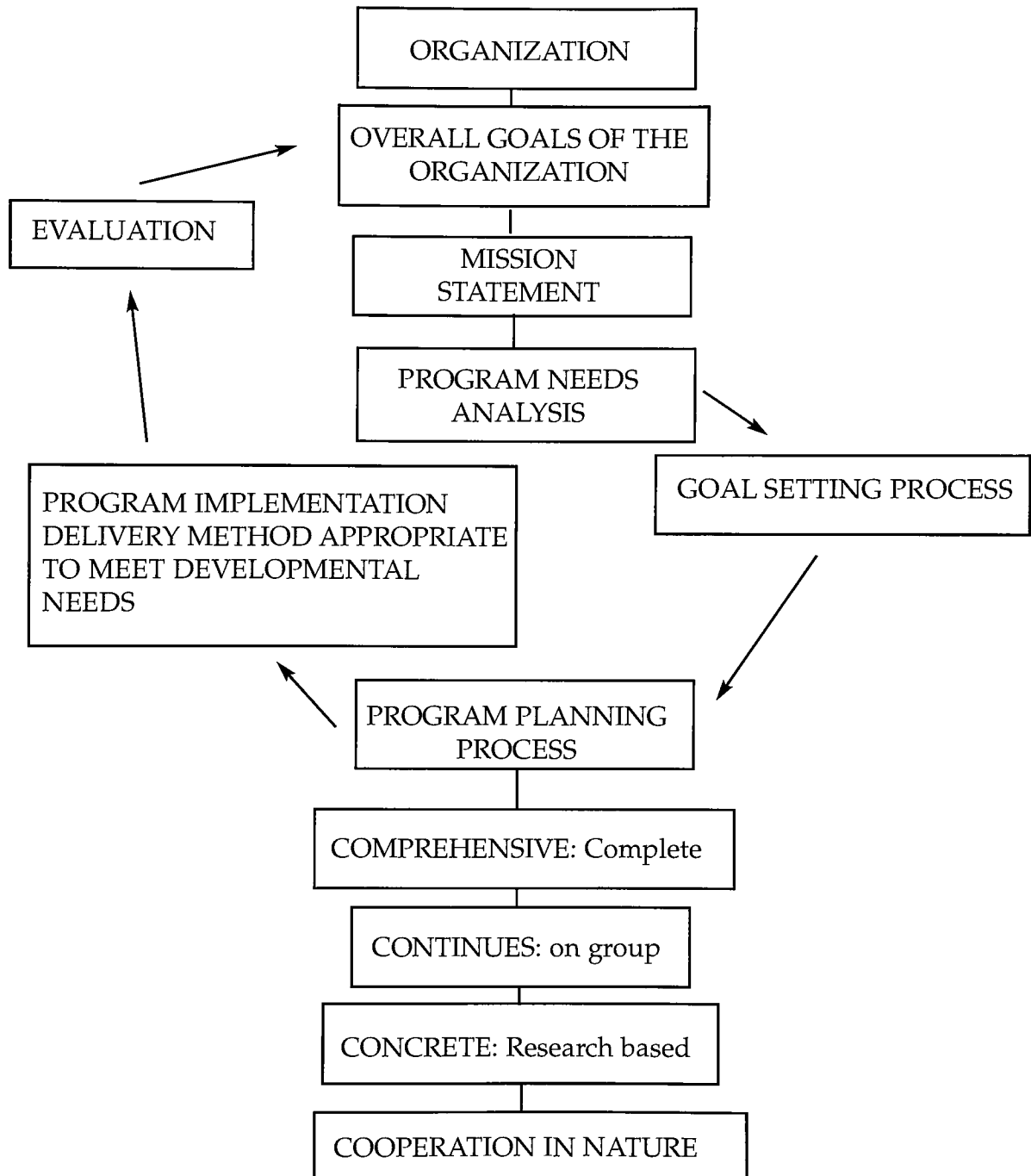
Collective ownership of and commitment to the plan

Performance evaluation tied to plan related results²

The next step involved in the planning process as it relates to a specific program which is being considered by an organization is presented as a theoretical model noted below. It has been said that these types of models are lies that tell the truth because the process as shown is oversimplified.

Figure 1

SPECIFIC PROGRAM PLANNING DEVELOPMENT AND IMPLEMENTATION PROCESS MODEL



Krug, Edward, "The 4 C's of Planning" Class notes, SUNY @ Buffalo, Graduate School of Education, 1976.

Note: See Appendix C for additional information on the following:

Impacts for Planning Programs

Issue Identification Model

Roles of Lay Persons and Staff on Program Planning
Goals

Eight Sources of Goals

Effective Goals

Conclusion

The challenges and external and internal factors outlined in this thesis with regard to the success of the Mackenzie Heritage Printery Museum are many. To continue its work in publishing and exhibiting the part the museum plays a vital role in the midst of economic and social change every bit as sweeping as any that has gone before.

It is nothing short of revolutionary when one views the history of the printing industry. Now computers and information technologies are transforming nearly every aspect of life as did printing in the 1500's. Continued success for a global society to exist lies on the skills and knowledge necessary for high technology work and informed citizenship.

The printing industry must maintain high standards that make clear what should be known. Indeed, the change articulated in this thesis is that for nations to come together and collaborative efforts in technological advances needs to become acceptable practice. It will take nothing less than the innovative and enterprising leaders with vision, dedication and persistence to ensure that the future needs of the printing industry be articulated. The wealth of opportunity that exists is the industry's beginning through technological advances (as shown at the Mackenzie Heritage Printery Museum) must continue. "LET THE PRESSES KEEP CLANKING."

Endnotes for Chapter 7

1. Duttweiler, Michael, "Strategic Planning" unpublished paper, Cornell University 1994.
2. National American Red Cross, Steps and Processes in Strategic Planning" from a paper presented at the Strategic Planning session of the Niagara Falls Chapter of the American Red Cross, Spring 1995.
3. Krug, Edward, "The 4 C's of Planning" Class notes, SUNY @ Buffalo, Graduate School of Education, 1976.

Bibliography

Bibliography

Adams, Michael J./ Faux, David D. *Printing Technology 2nd Edition*. North Scituate, Massachusetts: Breton Publishers. 1982

American Association of Museums. *The Audience in Exhibition Development; Course proceedings From a Training Program Developed by the Office of Museum Programs, Smithsonian Institution, Washington, D.C.* Washington, D.C: American Association of Museums. 1992.

Clark, Florence Elizabeth. *Craftsmen in the Graphic Arts*. Scranton: International Textbook Co. 1950.

Cyr, Louise F. and Meirer, Judith B. "Meeting Change in the 21st Century," Extension Services—U.S. Department of Agriculture and Extension Committee on Organization and Policy. Washington D.C. 1993.

Dean, David and Edson, Gary. *The Handbook for Museums*. London: Routledge. 1994.

Dewey, John. *School and Society*. Chicago: The University Press. 1899.

Dodd, George. *Printing, It's Modern Varieties*. London: Routledge. 1972.

[http: www.proquest.umi.com/pdqweb](http://www.proquest.umi.com/pdqweb) 3/28/98

[http: www.gamall.com/mall/museum/wayzgoose](http://www.gamall.com/mall/museum/wayzgoose) 3/28/98

[http: www.m-w.com/cgi-bin/dictionary](http://www.m-w.com/cgi-bin/dictionary) 4/29/98

Friend, Leon. *Graphic Design; A Library of Old and New Masters in the Graphic Arts*. New York and London: Whittlesey House, McGraw-Hill. 1936.

Kilbourne, William. *The Firebrand*. Toronto. 1956.

Louise K and Miler, M.B. *Inspiring the Urban High School: What Works and Why*. New York: Teachers College Press. 1990.

Mackenzie Heritage Printing Museum Handbook, author unknown

McKerrow, Ronald Brunless. *An Introduction to Bibliography for Literary Students*. Oxford: Clarendon Press. 1927.

Newman, W. Lawrence. *Social Research Methods, 3rd Edition*. Boston, Massachusetts: Allyn and Bacon. 1997.

Niagara Historical Society Publication, author unknown.

"Printing in the Twentieth Century, A Survey"; Reprinted from the special number of the *Times*, October 29, 1929. London: The Times Publishing Company Ltd. 1930.

Research and Engineering Council of the Graphic Arts Industry (U.S.). *Graphic Arts Research, a 30-Year Chronology; Three Decades that Shaped an Industry, 1950-1980*. Research and Engineering Council of the Graphic Arts Industry, Mclean. 1980.

Rosner, Charles. *Printer's Progress; A Comparative Survey of the Craft of Printing, 1851-1951*. Cambridge: Harvard University Press. 1951.

Talman, J.J. "The Printing Presses of William Lyon Mackenzie, prior to 1837." *Canadian Historical Review* VII XVIII #4. December 1937.

Wittlin, Alma. *In Search of a Usable Future*. Cambridge, Massachusetts: MIT Press. 1989.

Appendices

Appendix A

Family Tree Information and Background Correspondence on Museum

Figure 2

Key to Family Trees

b. - born
d. - died
bd: - buried

Cemeteries

MP - Mount Pleasant, Toronto
Nec - Toronto Necropolis
PBG - Presbyterian Burial Ground, Toronto
SPBG - Stamford Presbyterian Burial Ground
(near Queenston - now in Niagara Falls)

ISABEL REID

b. ?
d. ?

--

WILLIAM LYON MACKENZIE

b. 12 March 1795
(Scotland)
d. 28 August 1861
(Toronto)
bd. Nec.
(66 yrs.)

-- M --

ISABEL BAXTER

b. 29 July 1802
(Scotland)
d. 12 January 1873
(Toronto)
bd. Nec.
(70 yrs.)

JAMES

b. 14 July 1814 (Scotland)
d. 10 May 1901 (Ohio)

1 2 3 4 5 6 7 8 9 10 11 12 13

ISABEL
b. 3 May 1823
(Dundas)
d. 22 Dec. 1824
(York)
bd. PBG
(1 yr, 6 mos.)

ELIZABETH
b. 12 Oct. 1825
(York)
c. 17 Sept. 1826
(York)
bd. PBG
(11 mos.)

JANET
b. 8 Apr. 1829
(York)
d. 18 July 1906
(Toronto)
bd. Nec.
(77 yrs.)

JOSEPH HUME
b. 25 Nov. 1832
(England)
c. 26 Oct. 1832
(York)
bd. PBG

MARGARET
b. 16 Aug 1835
(York St. Toronto)
d. 17 July 1848
(200 3rd Ave., N.Y.)
bd. N.Y. 1
(12 yrs., 11 mos.)

WILLIAM LYON
b. 16 Jan. 1839
(29 Spruce St., N.Y.)
d. ?
[by 1865 per JM]

ISABEL GRACE
b. 6 Feb. 1843
(12 Chamber St. N.Y.)
d. 18 Dec. 1917
(Ottawa) bd. MP
(74 yrs.)

UNNAMED FEMALE
b. & d. 1 Sept. 1824
(Queenston)
bd. SPBG

BARBARA
b. 4 May 1827
(York)
d. 17 Feb. 1860
(Toronto)
bd. Nec.
(32 yrs.)

HELEN
b. 17 Jan. 1831
(York)
d. 22 Feb. 1878
(Toronto)
bd. Nec.
(47 yrs.)

UNNAMED FEMALE
b. & d. 12 Aug. 1834
bd. PBG

ELIZABETH
b. 24 Mar. 1837
(King St. Toronto)
d. 1 Sept. 1901
(Chicago)
bd. Nec.
(64 yrs.)

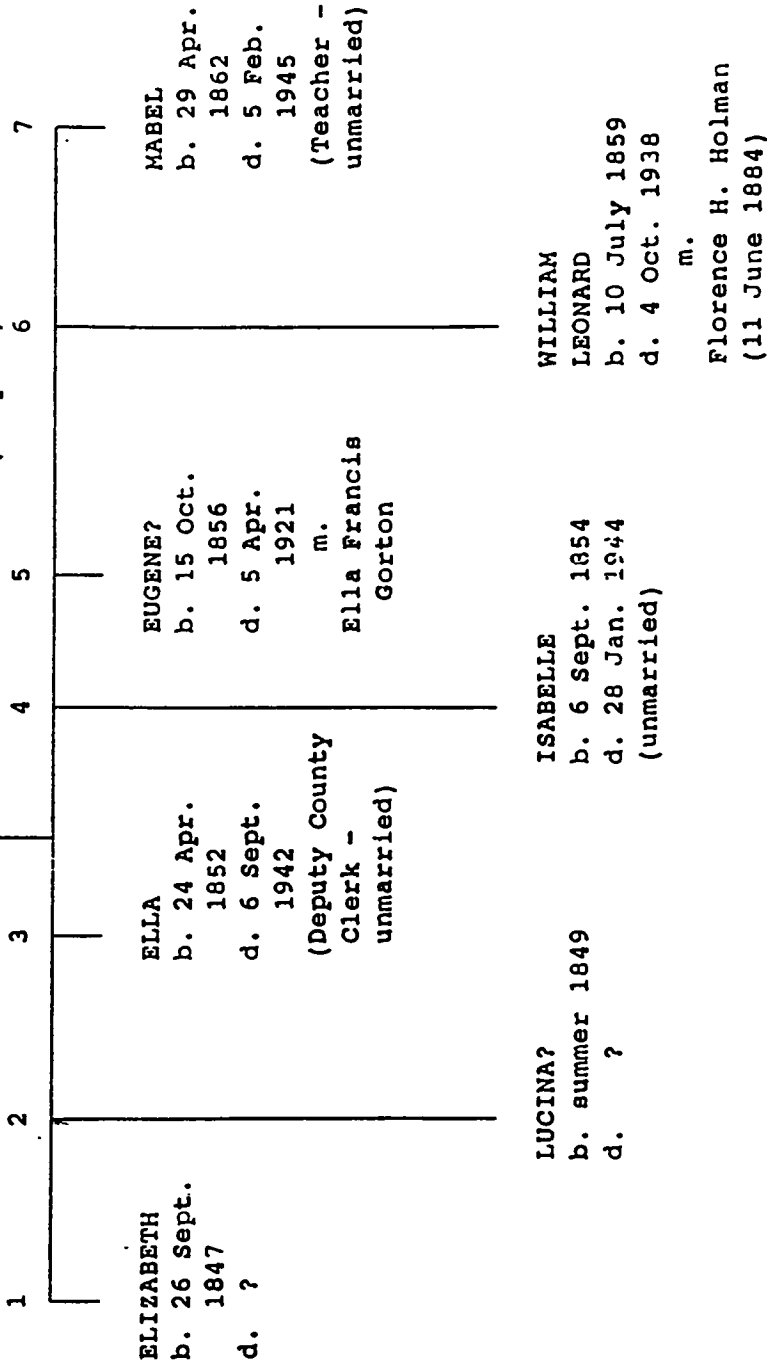
GEORGE
b. 11 Feb. 1841
(74 Exchange St., Rochester)
d. 11 Feb. 1871
(Indiana)
bd. Nec.
(30 yrs.)

Sources: Family Bible, MLP

JAMES MACKENZIE
b. 14 July 1814
(Scotland)
d. 10 May 1901
(Ohio)
(86 yrs.)

-- III --
June 1846

LUCINA POLLY LEONARD
b. 18 April 1822
(N.Y. State)
d. 7 July 1888
(Ohio)
(66 yrs.)



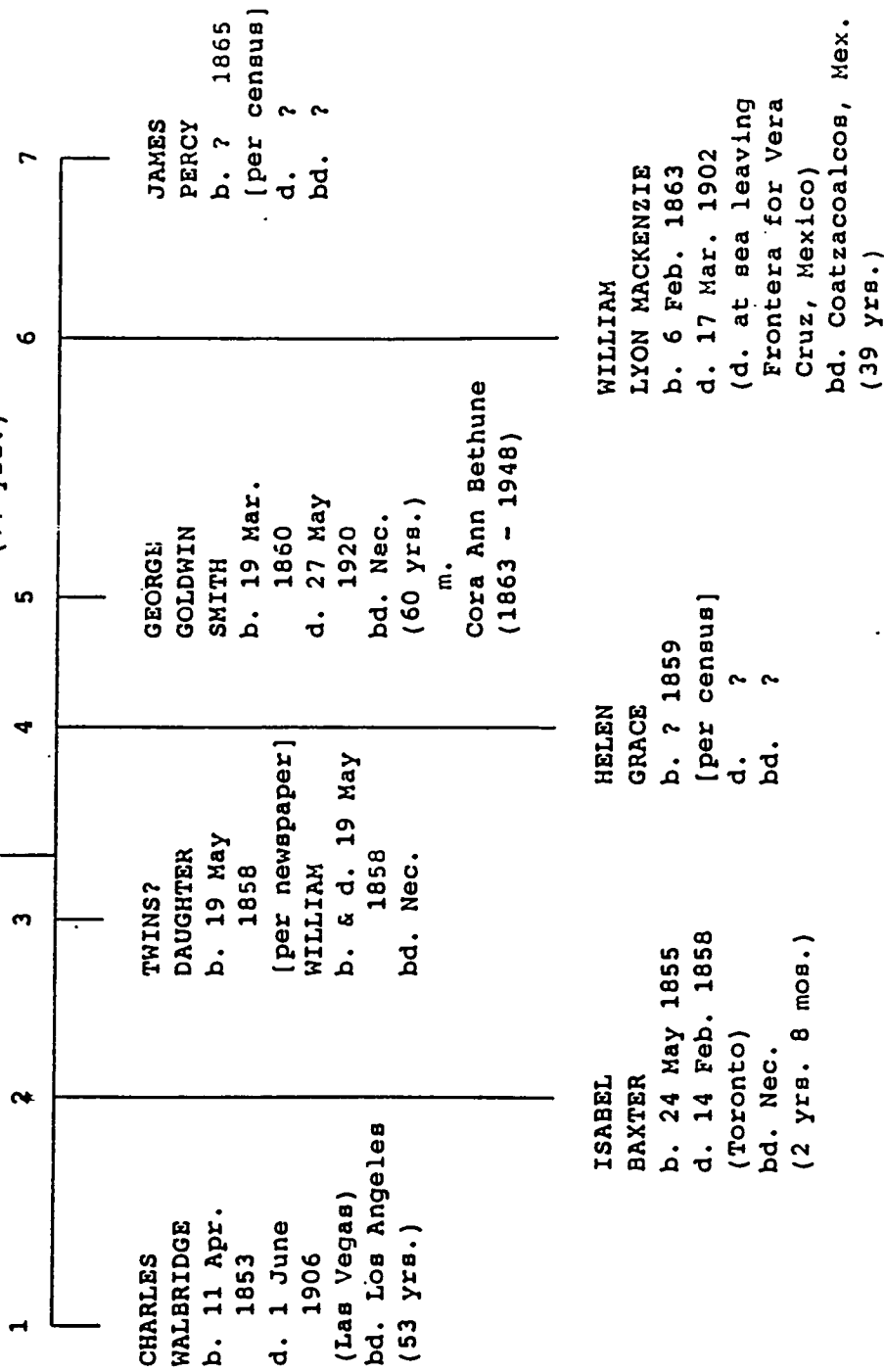
Sources: MLP, WLMC

Woodlawn Cemetery Records, Lima, Ohio
Allen Co. [Ohio] Historical Soc.

CHARLES LINDSEY
 b. 7 Feb. 1820
 (Lincoln, England)
 d. 12 Apr. 1908
 bd. Nec.
 (88 yrs.)

-- M --
 22 Jan. 1852

JANET MACKENZIE
 b. 8 April 1829
 (York)
 d. 16 July 1906
 (Toronto)
 bd. Nec.
 (77 yrs.)



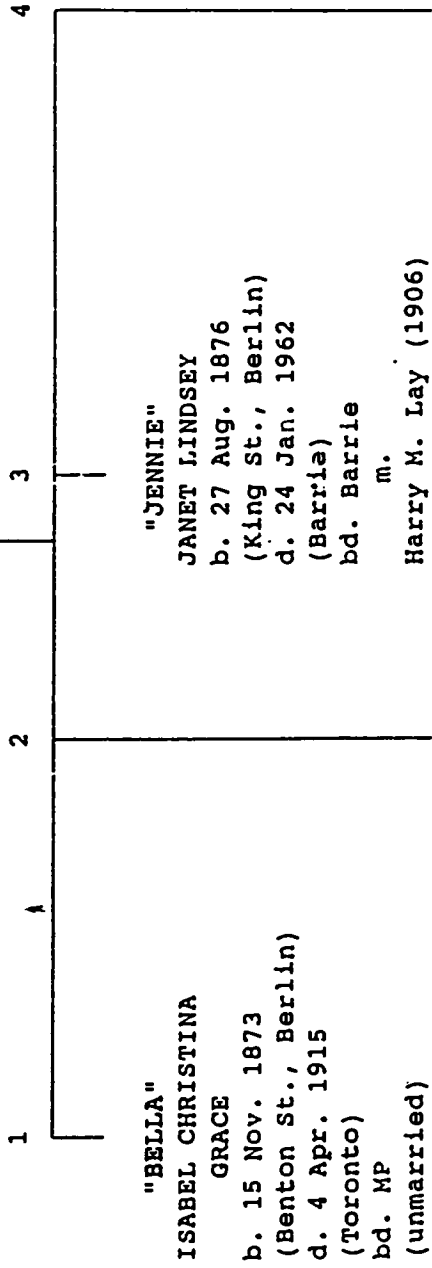
Note - All children of Charles & Janet probably born in Toronto.

Sources: Obits for C. Lindsey, 1908.
 Nec. Cemetery; Col. C.B. Lindsey Research
 1871 Census, Toronto (St. George, p. 22)

JOHN KING
 b. 15 Sept. 1843
 d. 30 Aug. 1916
 bd. MP

--- III ---
 12 Dec. 1872

ISABEL GRACE MACKENZIE
 b. 6 Feb. 1843
 d. 18 Dec. 1917
 bd. MP



"WILLIE"
 WILLIAM LYON
 MACKENZIE
 b. 17 Dec. 1874
 (Benton St., Berlin)
 d. 22 July 1950
 (Ottawa)
 bd. MP
 (Prime Minister - unmarried)

"JENNIE"
 JANET LINDSEY
 b. 27 Aug. 1876
 (King St., Berlin)
 d. 24 Jan. 1962
 (Barrie)
 bd. Barrie
 m.
 Harry M. Lay (1906)

"MAX"
 DOUGALL MCDOUGALL
 b. 11 Nov. 1878
 (Margaret St., Berlin)
 d. 18 Mar. 1922
 (Denver, Colo.)
 bd. MP
 m.
 May Wookey (1911)
 (Medical Doctor)

Note - Berlin is now Kitchener, Ont.

Sources: Nicolson, Woodside
Canadian Encyclopedia
 MP Cemetery Records

P. Home Smith, Chairman, Toronto.
Col. L. C. Raymond, H. C. Welland.
William L. Doran, Niagara Falls.



Hon. J. D. Chaplin, M.P., St. Catharines.
H. J. Grant, Niagara Falls.
Hon. Geo. F. Hooper, M.L.A., Toronto.
David M. Wright, Stratford.

COPY

John H. Jackson,
Civil Engineer,
General Manager.

St. Catharines, Ont.

July 4/32.

H
Reserve
July 9
1932

J.H. Jackson, Esq.
General Manager
Niagara Parks Commission,
Niagara Falls, Ont.

My dear Mr. Jackson, -

I wrote to Right Honourable
W.L. Mackenzie King respecting the old building at
Queenston, about which you wrote me.

For your information I am sending
you copy of the letter I wrote to Mr. King and also
copy of the reply I have just received .

I will put these letters in my Ottawa
file and will have a chat with him when I go to Ot-
tawa, which will be very shortly.

Yours truly,

J. D. Chaplin

NIAGARA PARKS COMMISSION

| | | |
|-------|------------|----------|
| NOTED | | <i>J</i> |
| REC'D | JUL 5 1932 | |
| | | |

COPY

St. Catharines, Ont.

June 21st/32.

Right Honourable William Lyon Mackenzie King
Parliament Buildings,
Ottawa, Ont.

My dear Mr. King, -

I am just in receipt of the enclosed letter from the Secretary of the Niagara Falls Park Commission (of which I am a member) along with photograph.

As the photograph will show, the building is becoming quite dilapidated and will likely before a great while fall down, although I must say that it has been pretty much in this condition ever since I was a boy. When I first remember it, however, it had a roof, but it has never been occupied since, as far as I remember.

My idea in sending this on to you is so that you could talk it over with some of your friends and see if they desire to spend a few dollars on this building and put it into some sort of shape.

It came into the possession of the Park Commission several years ago, having obtained it, along with some other lots, from the Electric Railway Line.

I expect to be down in Ottawa and would like

--2--

you to be thinking the matter over ,and keep the photograph, but send me back the letter after perusal.

If you will allow me, I would like to call and see you about this matter.

Yours truly,

(SGD) J.D.CHAPLIN

ENCLS.

COPY

Laurier House,
Ottawa

Personal

Hon. J.D.Chaplin M.P.
St. Catharines, Ontario

Dear Mr. Chaplin, -

It was most kind of you to send on to me the communication you received from Mr. J.H.Jackson, the General Manager of the Niagara Parks Commission, with reference to the preservation of what remains of my grandfather's old printing office at Queenston. I should be sorry indeed to see the walls torn down and I believe that, irrespective of party, there are a number of persons who would be glad to join in securing their preservation if for no other reason other than for what they represent as the place of beginning of journalism in Ontario.

If the matter could stand over until you and I have a chance to discuss it, I should be glad. If you would let me know when you are to be in Ottawa, I should be more than pleased to arrange to see you while here. Perhaps you would be so kind as to drop me a line or send me a wire a day or two in advance. I have been away in the Maritimes since your letter was received and am leaving tomorrow for an absence of ten days or so in the Province of-

Quebec. After that, I expect to be continuously in Ottawa, until the Imperial Conference has concluded its proceedings.

Should it not be possible for the Historic Sites and Monuments Board or some other body to take in hand the preservation of the ruin, I should be glad to see what I could do personally in the matter.

I do not think that more should be required than a preservation of the masonry as ruin in its present form. I do not think anything in the way of restoration of the building should be attempted.

I need scarcely say that I appreciate very much your kindness in personally interesting yourself in this matter and writing me concerning it.

With kind personal regards to Mrs. Chaplin and yourself,

Believe me,

Yours very sincerely,

W.L.Mackenzie King

RECEIVED
JUL 2 1935
HISTORIC SITES AND MONUMENTS BOARD

With your permission I should like to add the following remarks. Some years ago the Provincial Museum, then housed in the Toronto Normal School building, was presented with what was then supposed to be the first press used in this province, at Newark, in 1793. As an historian, I am not prepared to accept the claims made regarding it, without some contemporary documentary evidence. But there is no doubt that this specimen is a genuine press of the early part of the nineteenth century or late part of the eighteenth. The one used by Mackenzie at Queenston in 1824 must have been very much like it. When the museum was closed a few years ago the press was sent to this department but as we had no facilities for displaying it, and as the Archives exists primarily for the preservation of non-current government documents, the then chief had it dismantled and stored in one of our vaults, where it still lies.

If this press were set up in the Mackenzie house it would give a more accurate picture of the scene in 1824 than any of Mackenzie's later presses (if any exist).

James J. Talman
James J. Talman.

Now in Pieces
Sat
June 29



John C. M. German, N. C., Toronto.
Ross Harstone, Hamilton.
A. T. Whitaker, Brantford.
W. H. ...

C. Ellison Kaumeyer,
General Manager

Toronto, June 29, 1936.

To the Editor of The Globe: In view of the fact that a Globe correspondent, "T. T." has brought up the question of Mackenzie's press, the following is taken from the Ontario Observer published at Prince Albert, pt. 5, 1861, may be of value in supplying some of the missing links in the story of the press:

We have in this office today parts of the press and material which were instrumental in bringing about the rebellion, and which were blown into the Toronto Bay, from Dean's Wharf, in 1826. The "stone" which was formerly the bed of Mr. Mackenzie's press, was used to "impose" the "forms" of the press on now. The other part of the press, which is built on the wooden screw principle, is still at Stourville, where it was purchased by the proprietor of the Ontario Observer.

The Ontario Observer was later printed at Port Perry. An excellent file of 1863 is preserved in the Ontario Archives.

It may also be interesting to note at this time that in 1853 Mackenzie's publication in Toronto of Mackenzie's Weekly Message, which ran until 1860. The Ontario Archives possess an almost complete file of this very valuable paper.
James J. Talman.

C. Kaumeyer, Esq.,
General Manager,
Niagara Parks Commission,
Niagara Falls, Ontario.

C. Ellison:

Attached is record of "stone" used in connection with Mackenzie's press. I would venture to say that this particular part of it might still be in Prince Albert, wherever that is. Would you get in touch with James J. Talman by writing to the Globe and find out if he can get any information on this matter.

Faithfully yours,

B. J. Weston

NIAGARA PARKS COMMISSION

| | | |
|-------|------------|--|
| NOTED | | |
| REC'D | JUL 2 1936 | |
| ANS'D | | |



ONTARIO
DEPARTMENT OF PUBLIC RECORDS
AND ARCHIVES
TORONTO

October 16, 1936.

Handwritten notes:
Mackenzie
presses
1936

C. Ellison Kaumeyer, Esq.,
General Manager,
Niagara Parks Commission,
Niagara Falls, Ontario.

Dear Mr. Kaumeyer:

I regret that the search for information concerning Mackenzie's presses took much longer than I anticipated it would. My opinion, given on September 30, that Mackenzie had more than one press was borne out by further research. There is clear evidence that he ^{had} at least five presses (and probably more) during his career as a Canadian newspaper man. I am enclosing herewith such information as I was able to discover concerning the Queenston press, which I imagine is the one which interests you. Much of this information was taken from the file of the Colonial Advocate preserved in the University of Toronto library, which I was permitted to see through the courtesy of Mr. W. S. Wallace, the librarian.

The problem which you set this department shows clearly the necessity of preserving carefully all available historical records.

If you have a few minutes when next you are in Toronto I should like to meet you and discuss the matter of the press. It is difficult to put matters clearly enough to meet all questions in a memorandum.

I shall write again if I can discover anything further.

Yours very truly,

James J. Talman
James J. Talman.

NIAGARA PARKS COMMISSION

| | | |
|-------|-------------|--------------------|
| NOTED | | <i>[Signature]</i> |
| REC'D | OCT 17 1936 | |
| ANS'D | | <i>[Signature]</i> |

DUPLICATE FILE

COPY

*4
Historical
Notes
Museum*

September 28, 1936

Dear Sir:

Referring to your letter addressed to the Editor of the Globe, Toronto, published in the issue of June 20th last, in which certain information is given regarding the William Lyon Mackenzie Printing Press, I beg to advise that the Chairman of this Commission, the Hon. T. B. McQuesten, K.C., has requested me to write you with a view to obtaining any further information or data that you may have concerning this Printing Press. The Niagara Parks Commission are restoring the old William Lyon Mackenzie Printing House at Queenston and they are desirous of ascertaining all available data relating to the old original Press. If you would write me on this subject I can assure you that it will be very much appreciated.

Yours very truly,



GENERAL MANAGER.

James J. Talman, Esquire,
Specialist, Historical Documents,
Public Records and Archives Branch,
Department of Education,
Parliament Buildings,
Toronto, Ontario.



ONTARIO
 DEPARTMENT OF PUBLIC RECORDS
 AND ARCHIVES
 TORONTO

K. L. L.

October 23, 1936.

Dear Mr. Kaumeyer:

I am enclosing herewith two brief notes which I came across while looking for material on William Lyon Mackenzie's presses. These items may be of some assistance to you when you come to the problem of deciding what to plant around the restored building.

I trust that the memorandum on the Queenston press reached you safely.

Yours very truly,

James J. Talman.
 James J. Talman.

C. Ellison Kaumeyer, Esq.,
 General Manager,
 Niagara Parks Commission,
 Niagara Falls, Ontario.

NIAGARA PARKS COMMISSION

| | | |
|-------|-------------|--|
| NOTED | | |
| REC'D | OCT 24 1936 | |
| ANS'D | | |

NOV 10 1936

DUPLICATE FILE

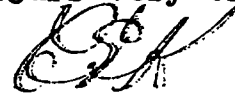
COPY

October 24, 1936

Dear Mr. Talman:

I beg to acknowledge your letters of September 30, October 16 and 23 relating to the William Lyon Mackenzie Printing Press. I have read with a good deal of interest your remarks concerning the establishing of Mr. Mackenzie's Printing Office, and shall place this material before the Chairman upon his next visit to Niagara Falls. As suggested in your letter of October 16 I shall be pleased to call upon you when I am in Toronto, so that we may discuss the matter of the Press.

Yours very truly,



GENERAL MANAGER.

James J. Talman, Esquire,
Department of Public Records and Archives,
Parliament Buildings,
Toronto, Ontario.

6-11-36
1310
J. J. Talman

The Forest Free Press

Established 1879 - Published Weekly
Circulation 1500. Best in Lambton
county - Giving all the Latest News

H. J. PETTYPIECE, Proprietor

Forest, Ont., July 19th, 1937

Mr. C. E. Kammeyer

Gen. Mgr. Niagara Parks Com.

Niagara Falls, Ont

[Handwritten signature]

Dear Mr. Kammeyer:

Some time ago I was in Toronto and went to see the Premier about the purchase of the Mackenzie Press, which you saw in our offer last year. Mr. Hepburn was out, but I had a talk with Mr. Harry Nixon. The latter sent me to Mr. McQuesten, who was also out of the city at the time. I wrote Mr. McQuesten, and he told me to get in touch with you. He thought our price of \$5,000 was too high, and probably it is, but a relic, with the important historical background the William Lyon Mackenzie Press has,

The Forest Free Press

Established 1879 ∞ Published Weekly
Circulation 1500. Best in Lambton
county ∞ Giving all the Latest News

H. J. PETTYPIECE, Proprietor

-2-

Forest, Ont.,

be considered real valuable to the province, when they are rebuilding the old printing office. I would think that \$2,500 or \$3,000 should be a fair price. In one of your letters to me you mentioned \$500 and as you know I mentioned \$5,000 when you were in Forest, so what do you think of the half way mark? Kindly let me hear from you.

Yours very truly
H. J. Pettypiece

| PARKS COMMISSION | |
|------------------|-------------|
| NOTED | |
| REC'D | JUL 28 1937 |
| REC'D | |



ONTARIO
DEPARTMENT OF PUBLIC RECORDS
AND ARCHIVES
TORONTO

4
Historic Site
+
immense!

August 13, 1937.

C. Ellison Kaumeyer, Esq.,
General Manager,
Niagara Parks Commission,
Niagara Falls, Ontario.

Dear Mr. Kaumeyer:

Last year you wrote to me asking if I could find out anything about the press that William Lyon Mackenzie used in Queenston. On October 16, I sent all that I had been able to find which I am afraid was very little, in spite of the time spent in the search. Since then I have kept the matter in mind. I find that there is no doubt that in October, 1824, Hiram Leavenworth began printing for Mackenzie. For in 1826 Mackenzie stated that Leavenworth had been his foreman for some time. I was not too sure that this was the case when last I wrote.

I also find that Hiram Leavenworth published the Waterloo Gazette, in Waterloo, N.Y. before he came to Canada. Therefore it is likely that the Queenston press and the Waterloo press were the same. One thing is clear through all my research and that is that the Queenston press and the press damaged in the type riot of 1826 were different.

With the hope that publicity might bring some further information to light I have persuaded the editor of the Canadian Historical Review to print a brief note on Mackenzie's presses. This will be read by most historical scholars in Canada and may result in some further discoveries.

Yours very truly,

James J. Salmon.

NIAGARA PARKS COMMISSION

| | |
|-------|-------------|
| NOTES | |
| REC'D | AUG 14 1937 |
| ANS'D | |

DUPLICATE FILE

COPY

*Identified
Files
names*

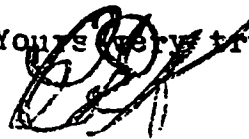
August 24, 1937.

Dear Mr. Talman:

I am in receipt of your letter dated August 13 which I have read with great interest. I had hoped for some time to have been in a position to run over to Toronto to become acquainted and to discuss the restoration of the William Lyon Mackenzie Building with you, but have been unable to find sufficient time to do so. About a year ago I made a trip to Forest, Ontario, and viewed the old printing press in the office of the Forest Free Press which was very interesting. I hope to be able to get over to Toronto to have a chat with you within the next month, and would be pleased when you are in this vicinity at any time to have you call at my office.

Thanking you for the keen interest you have taken in this matter,

Yours very truly,



GENERAL MANAGER.

James J. Talman, Esquire,
Department of Public Records and Archives,
Parliament Buildings,
Toronto, Ontario.



The Ryerson Press . Toronto *4.11.53*
Office of the Editor . 299 Queen St. W.

NIAGARA PARKS COMMISSION
November 27, 1953

| | |
|------------|--|
| Mr. Grey | |
| Mr. Best | |
| Mr. Band | |
| Mr. Wilbur | |

[Handwritten signatures and initials over the form]

Mr. Maxim Grey
General Manager
Niagara Parks Commission
Niagara Falls, Ontario

Dear Mr. Grey:

Mr. Percy Band or Mr. Wilbur Best, Directors of the William Lyon Mackenzie Homestead have been in touch with you regarding the old Mackenzie press used at Queenston. We understood that you would be willing to have this transferred to the Mackenzie Homestead if we paid the transportation charges. It was our thought that if the transfer was possible we would turn one of the basement rooms into a museum associated with the early publications of Mackenzie. We have already made a good beginning. I think this would be the logical place for the press and we would greatly appreciate your cooperation.

I have been hoping that when you come to town you will give me a little warning and we can get together and have a talk. Perhaps this will yet be possible.

Kindest personal regards.

Cordially yours,

[Handwritten signature]
Lorne Pierce
Editor

THE NIAGARA PARKS COMMISSION
DUPLICATE FILE

4
List

COPY

December 3, 1953.

Dear Dr. Pierce:


I have your letter of November 27th and I have not discussed the transfer of the Mackenzie press with the Commission but the Mackenzie home, restored by us, is presently used for other purposes and I think it would be alright to have the Mackenzie press transferred to Toronto.

It will be quite a chore to get it out of there because I think a partition has since been built around the thing. If you will let me know when you plan on sending for it, I will get at it and see what can be done. It is poorly displayed now for anyone of the general public to get a look at it in its present position. Actually, I have another very old printing press of the period on display at Fort George.

With kindest regards,

Very truly yours,

Dr. Lorne Pierce,
Editor,
The Ryerson Press,
299 Queen Street West,
Toronto, Ontario.


GENERAL MANAGER.



The Ryerson Press - Toronto
Office of the Editor - 299 Queen St. W.

February 4, 1954

*4
W*

Mr. Maxim T. Gray
General Manager
Niagara Parks Commission
Niagara Falls, Ontario

Dear Mr. Gray:

I had a call the other day from Douglas Best, son of Mr. T. Wilbur Best, following his visit to Queenston. I am sure the Trustees of the William Lyon Mackenzie Homestead will be quite satisfied with the decision you and the Honourable Mr. Daley have made regarding the loan of the press to the Mackenzie Homestead. The Board very much appreciate your kindness and cooperation in the matter.

Cordially yours,

Lorne Pierce
Lorne Pierce
Editor

NIAGARA PARKS COMMISSION

| | |
|--------|----------|
| RU - 1 | |
| | - 5 1954 |
| ANS'D | |



ONTARIO
DEPARTMENT OF PUBLIC RECORDS
AND ARCHIVES
TORONTO

*Mackenzie
to his
franchise*

September 30, 1936.

NIAGARA PARKS COMMISSION

C. Ellison Kaumeyer, Esq.,
General Manager,
Niagara Parks Commission,
Niagara Falls, Ontario.

| | | |
|-------|------------|-----------|
| NOTED | | <i>OK</i> |
| REC'D | OCT 1 1936 | |
| ANS'D | | <i>OK</i> |

Dear Sir:

The letter to which you refer written to the Globe on June 20 was in answer to one signed J. H. T. Thorold, which asserted that the "identical" press used by William Lyon Mackenzie (presumably in the publication of the Colonial Advocate) was now in the possession of Mr. Pettypiece of the Forest Free Press. I imagine that the initials J. H. T. stand for J. H. Thompson of the Thorold Post. He might know more of the subject.

However, I wonder if it is possible to declare with any certainty that the Colonial Advocate press is still in existence, for I feel that Mackenzie probably had more than one press. Now that you have raised the question I shall follow the matter up. I am tempted to believe, at the moment, that any Mackenzie press in existence today probably was the press used in printing the Weekly Message from 1853 to 1860.

I am writing to the party from whom we purchased our file of the Ontario Observer to see if he has any more information than that given by me in the Globe. It will take a few days for me to search through our files here for my time is fairly well taken up by the archives and the legislative library and I have no assistant whom I can entrust with the task. However I shall again shortly to report on the progress of the search. *write*

Yours very truly,

James J. Talman

James J. Talman.

Appendix B

Early Minutes and Correspondences of the beginning
stages of the Mackenzie Heritage Printing Museum

The St. Catharines Standard Limited

Bob.

Henry B. Burgoyne
President and Publisher

July 4, 1988

Ms Pamela Walker,
Chairman,
Niagara Parks Commission,
P. O. Box 510,
Niagara Falls, Ontario.
L2E 6T2

Dear Ms Walker:

Thank you for arranging a meeting July 5th so that Al Teather and I would have the opportunity to review with you our thoughts regarding the development of a printing museum at MacKenzie House, Queenston.

Preliminary to our meeting we will outline in this letter several points for your information and consideration:

1. Initially, we recognize and appreciate the Niagara Parks Commission is internationally known for its diversified heritage and scenic attractions which are visited by several millions annually. Because of the historical significance of the MacKenzie House and its strategic location in the NPC system we respectfully suggest consideration of its use as a printing museum. In the study and development of this proposal we assure you of our co-operative interest.
2. Over the past year we have explored a printing museum proposal with senior executives of the Canadian Daily Newspaper Association (CDNPA), printing representatives of major newspaper publishing firms and some highly qualified printing buffs who now operate their own small heritage shops mainly as a hobby. If development of the MacKenzie museum were studied you could count on the volunteer assistance of the foregoing individuals and organizations.

What type of
assistance?
operating?

..... 2

To our knowledge printing museums now operate at Upper Canada Village in the St. Lawrence Parks system; Black Creek Pioneer Village, Metro Toronto Region Conservation Authority, and at the restored MacKenzie Home operated by the Toronto Historical Society. However, these operations are not necessarily to the extent we believe possible at Queenston.

3. New technology in the printing industry in recent years has produced almost unbelievable transition, and such dramatic changes continue to take place almost daily. As a result, "hot metal" and related "old fashioned" techniques and production are a thing of the past, virtually unknown to present generations. The last of the "hot metal" equipment is fast disappearing as are men and women qualified to work and explain this machinery. We have been struck by the need and importance of preserving and if possible perpetuating Ontario's printing history.

In our explorations MacKenzie House seemed to have that possibility and that is why we have introduced this subject for your consideration at this time. We have discussed our thoughts with our newspaper/printing friends over the past year, and have been encouraged by their response.

4. In any consideration of the MacKenzie House location we are aware of the Queenston community and neighbors there. Originally, under the NPC the restored building was used for a time as a museum reflecting the MacKenzie period, and since then it has gone through various uses. We do not visualize substantial traffic, noise, or other undue irritations if the building became functional as a printing museum. However, friendly and supportive relations with Queenston folks must be taken into consideration in studying this museum plan.

..... 3

5. We believe the museum's popularity and success would be related to the operation of the printing machinery and hands-on demonstrations by printers in attendance. Personalized and novel type use/printing would generate revenue, as would the sale of reprints of Upper Canada newspapers and early Canadiana literature especially those custom produced for visitors to the museum. Displays of early newspapers and MacKenzie period reprints would enhance the Museum's theme.
6. We also recognize that funding, maintenance and operation are prime topics for consideration and we look forward to participating in these discussions with you and your staff.
7. The printing antiquarian movement in North America, United Kingdom and other countries reveals a far greater interest/research/activity than one would normally expect. Printing buffs and organizations devoted to this distinctive heritage field are numerous. They have helped identify a new dimension of tourism potential for the Niagara Parks Commission's consideration at this time.

We look forward to our further discussions, and trust that this summary will prove helpful. I remain.

Yours very truly,

H. B. Burgoyne.

John Hunt (employee)
is a printing buff.

Chairman
George A. Seibel
City of Niagara
Falls Historian
Niagara Parks
Historian

The Niagara Falls Heritage Foundation

Niagara Falls, Canada

Secretary-Treasurer
Jack A. Sampson

Directors
Robert L. Coombe
William Sauder
Robert F. Smith

1971

5616 Royal Manor Drive, Niagara Falls, Ontario L2G 1E6

July 13, 1988

Niagara Parks Commission
Post Office Box 150
Niagara Falls, Ont. L2E 6T2

Attention Dennis W. Schafer, General Manager

Dear Dennis:

Bob McIlveen called me yesterday about Mackenzie House. I am glad that I mentioned it to you, as I will now prepare my material and write to you when I have the concept as complete as possible.

My information, picked up during my conversation with people in Queenston - I am trying to get them interested in celebrating the Anniversary of the Portage Road in 1990 and I mentioned that I would be approaching the Commission to ask if they would reopen the building as an interpretive centre for Queenston, the Road and Mackenzie.

Someone told me that the building was going to be a "printing museum" and they sounded so definite about it. Rumours do get around. At any rate I am glad that I still have time. No reply or acknowledgement is expected, to this letter.

kindest regards

George Seibel

| ROUTING | TO SEE & RETURN | FOR ACTION | DISCUSS | INIT. |
|------------------------------|-----------------|------------|---------|-------|
| Chairman | | | | GS |
| GEN. MGR. | | | | |
| A. G. M. | | | | |
| Accounts | | | | |
| Functions | | | | |
| Engineering | | | | |
| RECEIVED JUL 15 1988 | | | | |
| THE NIAGARA PARKS COMMISSION | | | | |
| FOOD | | | | |
| POST. | | | | |
| Personal | | | | |
| POLICE | | | | |
| P. R. | | | | |
| RETAIL | | | | |

The St. Catharines Standard Limited

August 4, 1988.

Allan W. Teather
Vice-President Operations

Mr. Bob McIlveen,
Assistant to the General Manager,
Niagara Parks Commission,
Box 150,
Niagara Falls, Ontario.
L2E 6T2

AUG 05 1988

Dear Bob:-

Here's an update on the print museum developments.

Lou Cahill of OEB International Public Relations and myself met with Dennis Schafer, General Manager of the Niagara Parks Commission on Friday, June 10, 1988 to discuss a print museum.

A further meeting was arranged for July 5, 1988 with Pamela Walker, Niagara Parks Commission Chairman, Henry Burgoyne, Dennis Schafer and his assistant Bob McIlveen.

It was agreed that further discussions should take place with Bob McIlveen as our contact with the N.P.C.

I am suggesting Monday, August 29 for a get together with Bob Poole, Donn Purdy, Lou Cahill, Bob McIlveen, Dennis Schafer and myself to do 3 things if possible.

1. Take a quick look at our print shop at Beamsville where we still use some hot metal.

2. Stop and see the garage printing museum at The Standard Fine Printing Shop and have lunch with whoever can make it.

3. Look at McKenzie House at Queenston arranged by Bob McIlveen.

For information and discussion I've enclosed a floor plan of McKenzie House, some ancient information (1973) on printing museums someone may have visited, a short history of William Lyon MacKenzie and a copy of The Printer Invoice.

Would you please let me know by mail or Fax if this date is okay.

Yours very truly,



A.W. Teather.

AWT/rw
Enclosures

Prepared for
The Niagara Parks Commission
Ms Pamela Walker, Chairman

Submitted by
Henry B. Burgoyne, President and Publisher
and
Al W. Teather, Vice President - Operations
The St. Catharines Standard Limited
in association with the
Guild of Hand Printers (William Poole)
and the
Canadian Bookbinders and Book Artists Guild
and associations of daily and weekly
newspaper publishers in Ontario and nationally

November, 1988.

This memorandum is prepared to summarize recent discussions with respect to the development of a printing heritage museum. It is intended that this information will serve as the basis for further consideration which may lead to a mutually compatible decision to proceed.

By way of background, senior management of The St. Catharines Standard Limited has felt for some time that because of the rapid growth of computerized printing remaining examples of traditional printing machinery/equipment should be preserved and displayed/operated in the public heritage interest.

Regrettably much of this earlier equipment which served newspapers and printing shops for years dating back well into the last century has been replaced with the new technology and destroyed. Some of this machinery is still stored awaiting extinction. As Canadians across the country act to preserve and perpetuate their past, we believe our printing heritage should be saved and exhibited.

Initially, beneficial public use of heritage printing machines which The Standard had once used and others, available elsewhere in Ontario was a preliminary consideration of commemoration plans for The Standard's centennial April 1991.

However, more detailed consideration revealed much greater public interest than earlier realized and this led to Niagara Parks Commission discussions and respect for their qualifications in the heritage field.

..... 2

With this in mind, Henry B. Burgoyne and Al Teather representating The Standard met with Ms Pam Walker and Dennis Schafer July 5, 1988 and introduced the printing museum project, proposing Niagara Parks Commission supportive interest.

We also determined in formative inquiries the positive interest of the Guild of Hand Printers and the Canadian Bookbinders and Book Artists Guild, and William Poole, Grimsby, a recognized leader in heritage printing.

Also, discussions with the Canadian Daily Newspaper Publishers Association (CDNPA) confirmed their enthusiasm and endorsement to proceed with a museum which would particularly communicate the history of newspaper publishing in Upper Canada/Ontario/Canada.

In preparing for meetings with representatives of the Niagara parks Commission we have had the interest of John Foy, president, Canadian Daily Newspaper Publishers Association, Mr. Poole, and Donn Purdy, director of industrial relations, Thomson Newspapers, who as an active printing buff can call upon the mechanical resources of the Thomson Newspaper chain nationally.

Mr. Poole subsequently conducted a survey details of which will be covered later in this memorandum.

Since this initial discussion meetings have taken place with Mr. Schafer, and Mr. Robert McIlveen, Mr. Teather, Mr. Poole and Lou Cahill, OEB International Limited, public relations counsel for The Standard.

The restored Mackenzie House in the Village of Queenston where the Colonial Advocate was published by William Lyon Mackenzie in 1824, was visited and inspected by several of the above ad hoc committee participants. While the Mackenzie building had been favored, it was obvious for several reasons that it was not suitable.

The groundskeeper's cottage located at the original entrance to Queenston Heights was inspected and now, subject to further study and discussions, has been accepted as a potential site for the printing museum.

The Standard representatives believe that in co-operation with the Niagara Parks Commission it can be suitably developed to display and operate heritage printing equipment as a public attraction and information/education service with particular appeal to students and heritage specialists. On that basis the following comments are presented for your assessment.

It is recognized that a prime factor in approaching and advancing this museum project is cost, and The Standard desires to record that it is prepared to accept a reasonable share in the development program. Additionally, through two associate support groups previously noted we believe that a commitment can be made to ensure technical operation of the equipment generally on a volunteer basis.

Here then are related functional points for joint consideration:

..... 4

- (1) The Standard will accept full responsibility for the professional selection of machinery/equipment to be displayed and/or operated indoors and possibly outdoors, and the cost of moving such equipment to the site/building.
- (2) Necessary building, site renovations (such as parking) would be the responsibility of the Niagara Parks Commission and also maintenance. Design and layout details are an immediate consideration.
- (3) Operations: Qualified heritage printers would be available on a volunteer basis to operate equipment on display and to discuss same with visitors in an educational sense. The participation of these "buffs" would be planned and arranged in the public interest, and necessary specific details established as discussions proceed.
- (4) Time Schedule: A regular operating period May-September is presumed, with printers on duty for a specified period, possibly 11-4, or agreed upon. In the off-season arrangements could be made to accommodate students or other groups, and perhaps weekend or Sunday visiting times.
- (5) Staffing: We presume that other staffing may be deemed necessary and this should be examined.

*Spring 1990
for full operation*

- (6) Merchandise Sales: The experience of other printing museums is that some of the material printed, or reprinted, such as heritage newspapers, declarations, public notices, bills of sale, and so forth are in demand. While this museum proposal is not viewed at this time in that light it should be considered in the overall planning, and handling.
- (7) Insurance: We recognize that the Commission has considerable experience in various forms of coverage for insurance, liability, and injury compensation and suggest that this aspect of the operation and use be reviewed.
- (8) Admission charges: We readily recognize that a policy be adopted and relate same to the Niagara Parks Commission function.
- (9) Grants: We understand the development of this printing museum will qualify for Federal and/or Provincial Government heritage grants. We would co-operate in whatever approaches deemed appropriate to make the necessary study/application.

NO

Printing Heritage

Printing in Canada is a fascinating aspect of Canada's national growth and cultural development. To the best of our knowledge there is not a printing museum in our country at this time. There are printing shops depicting equipment and examples of a particular period such as Black Creek Pioneer Village and Mackenzie House.

Other museums in various regions reflect Canadian heritage in automobiles, farm machinery, railways and so on but printing which has a direct linkage with most people appears to have been by-passed. Our discussions, we trust, will help correct that neglect at least as a first formative step.

Three eras marked printing's development. Initially, the letterpress period, 1450-1800, followed by an expansion of the letterpress 1800-1955, and starting in 1955 the offset/computer age which continues to improve with each technological change.

Some examples of this early now obsolete equipment would be displayed in the museum or in the grounds. Most of the indoor equipment would be operated. By sight and sound there would be documentation of other machinery which space would not permit. However, space will permit a sufficient informative and educational presentation compact and appealing to printing buffs and the general public.

Additionally, there could be arranged at various times displays of book binding, typesetting, paper-making and marbling, carving design of wood engravings and other related activities. This museum would demonstrate a strong Canadian emphasis in these graphic communication fields.

In preparing this memorandum we have the enthusiastic interest of the daily and weekly publishing industry in Canada, and particularly their representative Ontario organizations. Ontario's newspaper publishing had its origin in Newark (now Niagara-on-the-Lake) and Queenston.

We believe it is timely and appropriate that a museum commemorating these significant historic events be assembled in the area now under discussion.

Survey Highlights

The concluding section of this memorandum will deal with a survey undertaken by members of the Guild of Hand Printers to obtain more background information helpful to the Commission in assessing this proposed printing museum.

Four questions were asked: (1) Is a printing museum a good idea? (2) Willing to get involved? (3) Willing to promote museum? (4) Would you visit museum? The questionnaire did not identify the Niagara Parks Commission, nor proposed location other than "Niagara Peninsula" and explained the proposed project was in the preliminary discussion stage.

Within two weeks from the initial mailing an astonishing 97 replies were received, all in favor. Additional responses plus expanded interest comments generated by the survey are still coming in. All of this information is available for more detailed consideration.

Nearly everyone who responded wished to visit the museum, although distance would be a problem for some, and 42 said that they would become involved. Sixty-two indicated they would help in promoting the museum, and this response was most encouraging as many of them are in museums and galleries and are able to reach the people who would enjoy visiting a printing museum. Thirty-six also added comments.

The comments included three people who hope that book-binding and allied trades would be included. There were two offers of presses and along with one of them, the suggestion that an auction be held. An offer of a type case stand and drawers predating 1864 from Ed Fisher Jr. in Pittsburgh, and later in a conversation with him he also offered to help with the layout and design of the museum.

There were offers of type, both wood and foundry: brass galley trays, composing sticks and stuff (as in "I have some stuff I would be glad to contribute") three respondents have staff. It was a wonderful response to the idea of a printing museum.

The responses came from an impressive diversity representing individuals and organizations whose basic interests range from commercial to hobby to educational to preservation. Geographically most were in Ontario's Golden Horseshoe region but beyond there was a cross-section that included British Columbia, Alberta, New Brunswick and several neighboring United States regions. All were enthusiastic and it is apparent that there is adequate volunteer manpower available to research and assemble distinctive heritage equipment, gain advice in the design and operation of a printing museum and to launch and promote same.

Some names of those who responded without comment other than checking the four questions and those who offer comments and in some cases letters follow:

Ann McIntosh Duff, Toronto: "What about an exhibition in the Aird Gallery, Toronto, to help promote the idea of a Canadian Print Museum? It would be a good idea to bring it to the attention of the provincial government."

Fort Erie Museum: "As a member of M.O.N.A. (Museums of Niagara Association) I feel that any effort to preserve our history is important and I would support the printing museum."

Roy Gurney, Newmarket: "I had the making of probably the best printing museum in Canada but I couldn't find a decent home so I deposited in Massey College. I have an idea we would liberate some important pieces." (Mr. Gurney held important positions at the University of Toronto Press. He was a partner in Baker, Gurney and McLaren, a leading Toronto photo-engraver.)

Mary Williamson, Toronto: "In 1970 I travelled around Ontario visiting newspaper printing offices and picking up any type that they were willing to dispose of. I would be happy to contribute at least some of what I found."

Stephen J. Sword, Stouffville: "If there's any way I can get in on the ground floor of this project I'd love to help. I haven't proven myself one of Canada's great printers but with my involvement in building a printing collection for Fanshawe Pioneer Village while I was in London, and researching it, I've developed a real love for printing history."

Anne Yandle, Special Collections, University of British Columbia, Vancouver: "Please send information regarding this to the Alcuin Society, Box 3216, Vancouver, B.C."

Carnelia Peckkart, Toronto: "This is brilliant. If you need anything which I might have, i.e. art work, cheap labour, etc., it's yours."

Roger Frith, Tennessee State Museum, Nashville, Tenn.: "I read of your plans for a printing museum in Canada. Hope it all goes well. If I can be of assistance would be very glad to do so. Here in this Museum we have an operating 18th Century printing office that is called the Roulstone Printing Office in honor of Tennessee's first printer, George Roulstone. In the design and planning stages are an early 20th Century job shop that I am hoping to build in the next several years."

Douglas Lockhead, Sackville, N.B.: "I have some 19th Century brass galleys, composing sticks and a few things I would be willing to donate to the museum."

Ed Fisher, Pittsburgh, Pa.: "I have a narrow type case stand with drawers that pre-dates 1869 that I will donate if you can use it." (It should be noted that Mr. Fisher, now retired, managed the new laboratory press at Carnegie & Mellon University, Pittsburgh, renowned for its research and preservation of printing heritage.)

Among the endorsements (without special comments) came replies from Desmond Neill, Robertson Davies Library, Massey College, Toronto; Canadiana Collection, North York Public Library, North York; the director's office and the Curator of Prints and Drawings, Art Gallery of Ontario, and the Welland Historical Museum.

The Niagara Parks Commission

MEMORANDUM

December 6 19 88

TO R. J. McIlveen
Assistant to the General Manager

SUBJECT Heritage Printing Museum

Costs

- (2) (a) Building, site renovations, parking, storage facilities.
(b) Maintenance can be expensive, especially conservation for outdoor machinery.
(c) Insurance is dependent on well maintained machinery.
(d) Design and layout.
- (3) (a) Who is going to organize, direct, and assign the volunteer buffs? Who is going to insure them?
(b) The Hamilton Steam Museum is going through a horrendous upheaval because the "buffs" won't follow guidelines - (Talk to Marilyn Soules, head of the Hamilton Historical Board about this).
- (4) See (3) (a)!
- (5) Cost of Staffing
- (6) Good idea.
- (7) Again - Hamilton has had a dreadful time with the combination of insurance, proper maintenance of equipment and volunteers.
- (8) I think the idea of a passport for all N.P.C's historic sites should be investigated.
- (9) The Standard would probably want a grant.

The basic idea of a printing museum is excellent. We should be aware, however of:

1. Expense

As I have noted, we will be responsible for just about every facet of operation. N.P.C is in the same position as any municipality setting up a new museum where the building is available and the artifacts have been donated. Now the expense begins:

1. Renovations, including conservation procedures concerned with light and humidity, etc.
2. Design and layout for exhibits which must be changed at regular intervals.
3. Educational programming.
4. Parking!

2. Authority

Who is actually running the museum? The "buffs" are being expelled by Hamilton because, although Hamilton was paying all the bills, the buffs who were knowledgeable about the machinery were not looking after them properly, fought with the rest of the staff, etc.

It sounds to me as if the Standard, etc. want to run it and have N.P.C pay the bills.

Recommendations

1. As a show of good faith, I would suggest the Standard etc. apply for a provincial grant to do a feasibility study for the proposed museum. The study would delineate responsibilities, chain of command, division of expense. This would give us more time to think about the deal, while still encouraging the idea.

My feeling is that we should bring the present historic sites up to museum standards before tackling new museums.

2. Talk to Marilyn Soules at Hamilton Historical Board about her problems with machinery, buffs, and maintenance.
3. Talk to people in book binding etc. etc. to see how committed they are. (After the initial enthusiasm, the idea of volunteers driving from Toronto etc. to do their volunteer work on a regular basis is not always palatable).
4. I'm not sure the interest in the museum will warrant the large expense. The feasibility study might tell us.

Ann Boyer

DRAFT

Minutes of the
Annual Meeting
Heritage Printing Foundation
and Mackenzie Heritage Printery
P. O. Box 1824,
Queenston, Ontario
December 12, 1991
at the offices of the
Ontario Community Newspaper Association
Oakville, Ontario

Present: Al Teather; William Poole, Sam Smart, Donn Purdy, Lou Cahill; guest, Robert McIlveen, Niagara Parks Commission

Absent: John Dymant, (out of the country, vacation); Roy Gurney, (urgent family matter); Stuart McMinn, (out of the country, business).

Al Teather, chairman opened the meeting thanking Ontario Community Newspaper Association and staff for providing meeting facilities and luncheon arrangements; He said recent developments to be reported by Mr. McIlveen authorized the committee to proceed with planning. Mr. Teather said the first meeting with Niagara Parks Commission Chairman Pamela Walker and General Manager Denis Schafer, Henry B. Burgoyne and himself July 5, 1988, initiated developments which through various stages established the Mackenzie Printery Exhibit Committee, later the Mackenzie Printery Advisory Committee and today's meeting would explore necessary changes and operational direction.

Bob McIlveen, assistant to the general manager, NPC, outlined the motion (copy attached) approved by the Commission November 15, 1991, and expectations of the Commission in regard to financing, administration, exhibits, and demonstrations, and year-end reports. He said John Hunt, NPC employee and qualified printer, and April Petrie Antonia, employee and historian would be available as in 1991. On motion Messrs. Poole/Smart the NPC report was accepted.

Far ranging discussions took place with regard to the wording of the name and names required to accommodate terms set out in the report (attached) prepared by F.L. Miller, solicitor, St. Catharines Standard Ltd. (at Mr. Teather's request, particularly under "2. Charitable Foundation" and "3. Incorporation Foundation". It was agreed on motion of Messrs. Purdy/Smart subject to later guidance from Mr. Miller that if two names were determined necessary the administrative "charitable" name would be "Heritage Printing Foundation" and the operating name would be "Mackenzie Heritage Printery". If only one name was necessary for both purposes the directors favored the latter. (On December 13 the secretary reviewed with Mr. Miller these discussions and Mr. Miller will be proceeding with exploratory contacts at both Toronto and Ottawa to ascertain what may be acceptable to officials at these government offices and then formal registration application will be made.) -

During these discussions it was recognized that more volunteers would be required in both printing and craft demonstrations and every effort should be made to secure advance personal commitments for the operating schedule. In these categories volunteer candidates would also be invited to join sub-committees to be established for funding and operations. Similarly NPC representatives would be invited and funding and general purpose memberships considered. Mr. McIlveen said he understood that the Commission's resolution did not expect immediate answers to objectives, particularly self-funding, but the year's experience in all categories should be included in a 1992 year-end summary, and progressive guidelines set for future years.

On motion of Messrs. Smart/Poole directors who had previously served the Mackenzie Exhibit and Advisory committees were elected as follows: Al Tether, Jordan; William Poole, Grimsby; John Dymont, Severn Bridge; Roy Gurney, Newmarket; Donn Purdy, Richmond Hill; Stuart McMinn, Oakville and Lou Cahill; St. Catharines.

On a subsequent motion: Messrs. Poole/Smart officers were elected: chairman, Al Teather; Vice-Chairman, Bill Poole; secretary/consultant, Lou Cahill.

Mr. McIlveen reported that he had written to the St. Lawrence Parks Commission requesting the immediate return of the historic Roy Press loaned earlier by the NPC. On motion of Messrs. Poole/Smart this development was recorded, Mr. Poole adding this famed press would be a subsequent feature attraction for the Mackenzie Printery. On motion of Messrs. Purdy/Smart Mr. Poole asked to enter into discussions to obtain the Washington Hand Press stored at a small printing shop museum near Hamilton. Directors spoke of other equipment in storage at various locations which it was agreed would be checked out. The secretary referred to a September 4, 1991 letter from Mr. McMinn explaining his absence at Cambridge University, England, and offering to donate a Chandler-Price treadle platen press and other equipment. (Since the meeting the secretary has contacted Mr. McMinn who is home for the Christmas holiday and Mr. Purdy will discuss these proposed donations with Mr. McMinn).

Tentatively the directors and Mr. McIlveen agreed that the Printery should open mid-May, particularly to accommodate student tours, and close late October, again to handle student groups. The foregoing timetable would require special staff and demonstrator arrangements before and following the regular summer schedule. (In 1991 the Printery was opened June 17 - September 2, and on several occasions later for students.) For 1992 opening June 23 and closing September 7, regular season. Special commemorative events were also considered, among them May 18 which this year would be the 168th anniversary of the publication of the first edition of The Colonial Advocate; July 1 Canada's 125th anniversary; August 24, St. Bartholomew anniversary, traditional patron saint of printers (April 18, 1993, will be 200th anniversary of Upper Canada's first newspaper, The Upper Canada Gazette or American Oracle published at Newark (Niagara-on-the-Lake.) Mr. Poole drew attention to the 1992 Wayzgoose at Grimsby April 25.

Use of the second floor for workshops was considered. Memberships will be initiated with the Canadian Historical Society and the Ontario Historical Society and portable exhibits related to printing or printing crafts will be checked for display this year. Directors accepted responsibility in several cases to track down information, exhibit material, and other artifacts possibly useful to the Printery. The secretary announced that a formal address has been established at Queenston for the Mackenzie Heritage Printer as follows: P. O. Box 1824, Queenston Ontario, L0S 1L0. Arrangements regarding telephone contact will be reported to the directors later.

Mr. Cahill said in earlier discussions Rick Blanchard, manager, Louis Tussaud, Niagara Falls, had promised the donation of a Mackenzie mannequin for display in the Printery. There was also some discussion about developing and purchasing a traditional printer's mannequin for similar use but a decision was deferred. The directors also briefly explored the need for a Mackenzie Printery logo and while it was suggested that the building should be incorporated in the design no firm position was taken and Mr. Smart was asked to consider the logo design.

Mr. Teather said he would be working on the Canada News circulation/advertising program in Florida from early January until mid-February when he would return temporarily for about two weeks at which time a directors' meeting would be schedule. Meanwhile, contact with Mr. Teather can be made through the secretary.

The meeting adjourned about one p.m. covering about three hours including a working luncheon.

REPORT TO THE COMMISSION

RE: HERITAGE PRINTING MUSEUM PROPOSAL

At the December 16, 1988 Commission Meeting, the members heard a proposal from Mr. A. W. Teather and Mr. William Poole regarding the possibility of establishing a Heritage Printing Museum. The group they represent offered to provide the equipment, volunteers to operate the equipment and some financial assistance if the Commission would provide the building, site renovations, ongoing maintenance, additional staffing, etc. Following the presentation, the Commission asked for a staff report on the feasibility of this type of proposal.

Assuming that the Commission does not want another "arm's length" operation (i.e., a Bertie Hall or Willoughby Museum), we have identified four areas of concern regarding the proposal. We will have to reach an understanding with the group about these points if further study is to proceed.

1) Mandate

The Niagara Parks Commission must have control over the mandate or "theme" of any museum for which it is paying the bills. Furthermore, the theme of the museum should fit into the Commission's stated goals.

One of the goals of the Commission is to provide educational opportunities regarding the history of the Niagara Frontier. Since printing in Upper Canada began at Niagara-on-the-Lake and Queenston, there is reasonable justification for pursuing an Upper Canada printing museum. There is less justification for pursuing a museum depicting the whole evolution of printing.

2) Site

A site has not been selected, but we are convinced that the proponent's choice of the Gatekeeper's Cottage at Queenston Heights Park would be a mistake. This site has been discussed with the Director of Horticulture, the Superintendent of Engineering, the Chief of Police and the Historical Co-Ordinator. We have unanimously concluded that the site and the house are not appropriate.

The next logical location to consider is MacKenzie House in Queenston. There is also another proposal to come to the Commission from Mr. George Siebel to use this facility for a museum. Both these proposals deserve consideration in relation to the Commission's goals and objectives.

3) Finance

The group is proposing to establish a volunteer Board which will be able to receive donations and help contribute to the operating costs. This Board could be eligible to apply for Federal and Provincial Government Heritage grants.

The Commission has not accepted this type of assistance in the past. We have preferred to operate our own facilities on our own terms. If we are going to continue this policy, the group will have to be advised of this.

4) Volunteers

It is necessary to ensure that there is a qualified group of dedicated volunteers to operate the printing equipment. Our available sites are not close to a major urban centre. We would have to be convinced that volunteers could staff the facility in a consistent manner.

Conclusions and Recommendations

Al Teather and Bill Poole are asking for permission to announce that they are working on a feasibility study with The Niagara Parks Commission.

We do see some merit in this type of museum and we are willing to study it further provided they accept the ground rules that the Commission wishes to establish.

We feel that further study is appropriate provided that the following conditions are acceptable to the group:

- 1) The Commission must have control over the mandate and theme of the museum which in the MacKenzie House context represents a cut-off date of 1830.
- 2) The Gatekeeper's site is not acceptable. We are willing to consider MacKenzie House, but the printing museum proposal must be considered against other proposed uses.

- 3) The Commission does not accept financial donations and thereby obligations, for facilities that it operates.
- 4) There is a concern over the availability of volunteers now, and in the future, which must be overcome.

Should the printing group proceed with a feasibility study, we would like to assess this study, Mr. Seibel's proposal, and our views on the use of Mackenzie House.

Robert McIlveen,
ASSISTANT TO THE GENERAL MANAGER

RJMcI/pkb

March 9, 1989

Mackenzie Heritage Printery
Meeting Summary
Thursday, January 23, 1992
Niagara Parks Commission

Present: Bob McIlveen, April Petrie ~~Antonio~~, Lou Cahill, Leanne Birmingham

A. Communications Plan:

- (1) It was suggested to write the schools who had been refused tours last year and offer to reschedule for this season.
- (2) The Directors will be responsible for planning special events for the opening on Victoria weekend, May 16, 17 and 18, the July 1, Canada Day weekend and possibly, Labour Day and Civic holiday weekend. Volunteer demonstrators will also have to be scheduled for these events.
- (3) The Niagara Parks Commission would be willing to assist in distributing flyers announcing the volunteers and their demonstrations scheduled on various weekends.
- (4) It was suggested the Directors and the Niagara Parks Commission make a presentation to the Niagara Visitors Bureau explaining the Mackenzie Heritage Printery plans and co-ordinate promotion/communications.
- (5) It was suggested an orientation about the Printery be given to Parks Commission information guides or be included in an overall orientation including Ontario government Niagara staff.

B. Volunteer Demonstrators:

- (1) The Directors ^{is} responsible for scheduling volunteers and communicating craft and printery schedules.
- (2) Lou Cahill has drafted a request for volunteers that is now being mailed and this list will be referred to Printery Directors for follow-up. The Directors may have suggested names of volunteers.

(3) Lindsay Dobson will add the volunteer request release to her mailing for the Wayzgoose event.

(4) There will be telephone follow-up in April to confirm the scheduling.

(5) It was discussed that an information booth representing the Mackenzie Printery be set up at the Wayzgoose event.

(6) It was suggested a volunteer orientation package be prepared explaining what is expected of the volunteer i.e. schedule, a form releasing the Commission of responsibility in case of accident.

C. Policies:

(1) It was discussed that the Directors and the Commission clarify who insures the Printery's equipment and the volunteers when they are operating the equipment and on the premises. Only qualified volunteers would operate the specialized equipment.

(2) It was suggested a policy be set whereby the donor and the Directors agree donations of equipment may not necessarily be displayed on a continuous basis.

(3) It was suggested there be an acquisitions policy indicating ownership of equipment and displays in the Printery.

(4) A souvenir revenue policy may also be put into place. It was suggested revenue go to the Commission for wages and operating costs this upcoming season and eventually, be used by the Printery Directors to assist them in becoming self-sufficient.

*A reminder, the Commission requested an invoice for last season's supplies.

FEB 18 1992

Office of General Counsel
F. L. Miller, Q.C.

RECEIVED.

27 January 1992

CHARITIES DIVISION
Office of the Public Trustee
145 Queen Street West
TORONTO, Ontario
M5H 2W8

Dear Sir:

Re: Mackenzie Heritage Printery - Application
for Incorporation as a charitable
organization without share capital

I am the General Counsel for The St. Catharines Standard Limited, which has been engaged in publication of newspapers and the publishing business continuously for over 100 years in this area. As such, I have been instructed to assist Mackenzie Heritage Printery in its application to incorporate as a corporation without share capital. The Standard has no business or financial interest in the Printery project nor will it be participating in the operation of the organization, except possibly as a member. However the aims and objects proposed by the organization are supported by The Standard in accordance with its policy of community involvement, and particularly in this case where the focus is on the history and development of printing in Canada.

Mackenzie Heritage Printery, an unincorporated organization, proposes to apply for incorporation as a charitable corporation, and submits the following information for purposes of pre-clearance by the Public Trustee. Perhaps a brief outline of the background will be helpful to you in reviewing this material.

In June 1991 a printing museum was established and opened to the public in a building in Queenston which was once the home and print shop of William Lyon Mackenzie. The building had been restored by the Niagara Parks Commission in the 1930's and since then has been a feature of the Commission's parks system. In April 1991, a public spirited printing group established the Mackenzie Printery Committee which, with the co-operation of The Niagara Parks Commission, opened a print museum in the building, including an operating printing exhibit

To/ Bob McIlveen

Fr/ Leanne
Birmingham

Feb. 18/92

CHARITIES DIVISION
27 January 1992
Page 2

demonstrating the heritage art of typesetting and hand presses.

The museum opened in June 1991 and operated for 60 days, attracting many hundreds of visitors including tourists, historians, students and members of the public interested in printing. It is intended to open for the 1992 season and in future years, demonstrating book binding, paper marbling, wood engraving and paper making.

It was in this house that The Colonial Advocate was first published in 1824 and that event, which is an important part of the history of Upper Canada, is commemorated by this museum.

Subject to a favourable NUANS name search report, the Mackenzie Printery group now wishes to incorporate as The Mackenzie Heritage Printery, or an acceptable similar name. The objects for which incorporation is sought are set out in the draft objects clause attached to this letter and the names of the proposed incorporators are:

Allan W. Teather, Jordan
William Poole, Grimsby
Louis Cahill, St. Catharines

John Dymont, Severn Bridge
Roy Gurney, Newmarket
Stuart McMinn, Oakville
Donn Purdy, Richmond Hill
Sam Smart, Toronto

As the draft objects state, the corporation is incorporated as a charitable corporation exclusively for these objects and none other. Membership will be open to the public internationally and the registered office will be in Queenston, Ontario at Mackenzie House.

It is the intention to open in June of this year (1992) and close late in October, with special arrangements made for student groups. Special commemorative events are planned for the Printery to participate in the "Heritage Years" celebration of major events of Canadian history which took place in this area, including Simcoe's landing, the first Parliament of Upper Canada, publication of the first newspaper and founding of the Law Society of Upper Canada.

In the context of that background information, would

continued.....page 3


CHARITIES DIVISION

27 January 1992

Page 3

you please let me have your comments on the acceptability of the proposed objects and organization of this charitable corporation. If any further information, changes or additions are necessary please advise me of your requirements. In view of the time constraints in connection with this application and subsequent registration with Revenue Canada as a charitable organization, I would appreciate receiving your comments as soon as possible, after which the application will be forwarded to you for approval.

Yours very truly,


F. L. Miller, Q.C.
General Counsel

FLM:lh
Attach.



Ministry of
the Attorney
General

Ministère
du Procureur
général

Office of the
Public Trustee
Bureau du
Curateur
public

General Office
Bureau général
416-314-2800
Facsimile: } 416-314-2716
Télécopier: }

145 Queen Street West
Toronto, Ontario, Canada
M5H 2N8
145, rue Queen, ouest
Toronto, Ontario, Canada
M5H 2N8

The St. Catharines Standard Ltd.
17 Queen Street
St. Catharines, Ontario
L2R 5G5

February 24, 1992

Attention: F. L. Miller, Q.C., Barr.-Sol.

=====
Re: MacKenzie Heritage Printery
File: T 66/92
=====

Dear Mr. Miller:

I acknowledge receipt of your letter of January 27, 1992
(received here on February 7, 1992) and the draft application for
letters patent enclosed therewith.

The Public Trustee supervises and monitors all charitable organi-
zations pursuant to the Charities Accounting Act, the Charitable
Gifts Act and the common law as it relates to charitable organi-
zations. At the request of the Ministry of Consumer and Commer-
cial Relations, the Public Trustee reviews all applications for
incorporation of non share capital corporations in the non
profit, charitable form (which is distinguished from the non
profit, not charitable form) to ensure that the purposes, objects
and activities of the organization fall within the common law de-
scription of charity and meet essential criteria outlined below.

The courts have grouped charity as falling within four categories
and all organizations to qualify as charitable must fit within
the following trust purposes:

1. The relief of poverty;
2. The advancement of education;
3. The advancement of religion;
4. Other purposes beneficial to the community, as enunciated
by the courts, but not falling under any of the preceding
heads.

According to the categorization of the above as interpreted and
applied by the decisions of our courts the objects or purposes of

all charities must also meet the following additional basic criteria:

1. The objects or purposes must be exclusively and wholly charitable;
2. The objects or purposes must promote a public benefit of a nature recognized by the courts as a public benefit.

This application has been reviewed under the terms of these crucial principles and the Public Trustee applies these criteria in the pre-review process. Our review is limited to determining whether the organization is legally charitable. It is not an expression of views of the bona fides or worthiness of the organization.

The administrative fee due this office for the review of this application remains outstanding. The fee is for \$120.00 and should be made payable to the Public Trustee. Also note on the face of your cheque or money order Public Trustee account number 999-999 (G.L. # 515-10) and your Charities Department file number of T 66/92.

Clause (b) appears to be devoted to research into the history of printing. In this regard, in order for "research" to qualify as a charitable purpose it must have an element of public benefit. Thus, it is suggested that the clause be amended by added at the end, 'with a view to disseminate such research findings to the general public'.

For corporation purposes cl. (e) and all its subclauses should appear in section 7 of the application as "Special Provisions". Moreover, these clauses have been examined and the following is noted:

1. Clause (e) should be amended to delete "or conducive" replacing same with "and ancillary". It was held in *Re Oxford Group v. I.R.C.*, [1949], 2 All E.R. 537 at 545 that the former term may be interpreted to give the corporation the power to pursue purposes and activities which are not necessarily charitable in the common law sense.
2. Para. (e) (i) should be amended to either delete "devise" or indicate that any "devise" received could only be used for the attainment of the organization's charitable purpose. This being subject to section 8 of the Charities Accounting Act. R.S.O. 1990, Ch. C.10.
3. Prima facie, the organization is capable of being charitable by virtue of falling under the heading of "the advancement of education". As such, it would be inappropriate to include references to religious purposes as found in clause (e) (ii). It is therefore suggested that the phrase "religious, charitable or education" in the aforementioned clause be amended to read "charitable educational".

4. Cl1. (e) (iii) - (iv) have intertwined three distinct powers: [1] powers to receive personal property; [2] powers to hold and dispose of real property; and [3] powers to invest.

5. The Charities Accounting Act, section 6b, severely restricts a charity's powers to hold real property. Further, Directors of charities may only make investments authorized by law for Trustees unless such investments are reasonable, sagacious and prudent in all circumstances. Consequently, it is requested these clauses be deleted and replaced with the following clauses which separate these powers and which take into account these trust principles:

"To acquire, by purchase, contract, donation, legacy, gift, grant, bequest or otherwise, any personal property and to enter into and carry out any agreements, contracts or undertakings incidental thereto, and to sell, disposes of and convey the same, or any part thereof, as may be considered advisable".

"To acquire by purchase, lease, devise, gift or otherwise, real property, and to hold such real property or interest therein necessary for the actual use and occupation of the corporation or for carrying on its charitable undertaking, and, when no longer so necessary, to sell, dispose of and convey the same or any part thereof".

"To invest funds of the corporation in such manner as the Directors may determine in those investments authorized by law for Trustees".

6. In the alternative the following may also be used instead of the latter clause:

"To invest and reinvest the funds of the corporation in such manner as determined by the Directors, and in making such investments, the Directors shall not be limited to investments authorized by law for Trustees, provided such investments are reasonable, prudent and sagacious under the circumstances and do not constitute, either directly or indirectly, a conflict of interest".

7. Under the terms of the Charitable Gifts Act, section 2, a charity is not permitted to own another company or corporation. They may, however, hold up to a 10% interest in a company or corporation. Consequently, clause (e) (v) as presently drafted, and in particular with reference to the term "owned", goes beyond the statute. It is therefore suggested that this paragraph be amended by deleting "owned", replacing same with "held". It is further suggested that this and paragraph (e) (vi) add at the end, "subject to the Charitable Gifts Act".

8. It is suggested that clause (e) (vii) be amended by adding at the end either:

"provided that the corporation shall not pay any remuneration to a Director in any capacity whatsoever;"

9. Or:

"provided that the corporation shall not pay any remuneration to a Director in any capacity whatsoever; and provided that all of the foregoing is subject to sections 23 and 61 of the Trustee Act, R.S.O. 1990 and any Order of the court".

10. This is in accordance with recent Ontario High Court decisions in re Public Trustee v. Toronto Humane Society et al, (1987) 60 O.R. (2d), 236, in which it was held that a director of a charity is in a position similar to that of a trustee, and consequently places himself in a position where his duties and interests may conflict and in re Harold G. Fox Education Fund (1989), 69 O.R. (2d) 742 wherein it was held that charities may not pay remuneration to Directors in the indirect capacity of professional services or fees without prior approval of the Courts under the Trustee Act.

11. The six standard special provisions as required by the Public Trustee for all charitable corporations have not been included in the application. The body of the document entitled Appendix "K" details these requirements and is attached.

In view of the above, the Public Trustee requests that the issuance of Letters Patent be deferred until the above concerns are addressed. If you should have any further inquiries with respect to this matter would you please write or call to my attention. Regrettably, this office's 1-800 number was recently discontinued.

Yours truly,



Ivan Haffenden, Examiner
Charities Division

Direct Line: (416) 314-2792

Enclosures



Appendix K: Standard Special Provisions Required By the Public Trustee for Charitable Letters Patent

(As part of section 7 of the application)

(A) The Corporation shall be carried on without the purpose of gain for its members and any profits or other accretions to the corporation shall be used in promoting its objects.

(B) The Corporation shall be subject to the Charities Accounting Act and the Charitable Gifts Act.

(C) The Directors shall serve as such without remuneration and no director shall directly or indirectly receive any profit from his/her position as such, provided that directors may be paid reasonable expenses incurred by them in the performance of their duties.

(D) The borrowing power of the corporation pursuant to any by-law passed and confirmed in accordance with section 59 of the Corporations Act shall be limited to borrowing money for current operating expenses, provided that the borrowing power of the corporation shall not be so limited if it borrows on the security of real or personal property.

(E) Upon the dissolution of the corporation and after payment of all debts and liabilities, its remaining property shall be distributed or disposed of to charitable organizations which carry on their work solely in Ontario.

- or -

(E) Upon the dissolution of the corporation and after payment of all debts and liabilities, its remaining property shall be distributed or disposed of to charitable organizations which carry on their work solely in Canada.

(F) If it is made to appear to the satisfaction of the Minister, upon report of the Public Trustee, that the corporation has failed to comply with any of the provisions of the Charities Accounting Act or the Charitable Gifts Act, the Minister may authorize an inquiry for the purpose of determining whether or not there is sufficient cause for the Lieutenant Governor to make an Order under subsection 317(1) of the Corporations Act to cancel the Letters Patent of the corporation and declare it to be dissolved.

AGENDA

**MACKENZIE HERITAGE PRINTERY
COMMITTEE MEETING
Tuesday, February 25, 1992, 10 a.m.
Office of Ontario Community Newspaper Association
Oakville, Ontario
Chairman Al Teather**

1. Review and comments of Annual Meeting Minutes, December 12, 1991.
2. Chairman's Report on January 27, 1992 letter of application for incorporation of Mackenzie Heritage Printery proposed by F.L. Miller, Q.C. general counsel for The St. Catharines Standard.
3. Niagara Parks Commission update by Robert McIlveen:
 - (a) Policies re: equipment (ownership, insurance, donar display agreement)
 - (b) Volunteers (release form)
 - (c) Print orders for Niagara Parks Commission
 - (d) Free admission for 1992
 - (e) Educational coordination - Niagara Falls Review
4. Membership - corporate and individual schedule and promotion/communication:
 - (a) general self-funding plans
5. Press and Printing Equipment:
 - (a) Louis Roy Press
 - (b) Washington Press
 - (c) Other equipment pending
 - (d) Mobile exhibits/demonstrations
 - (e) Second floor use

6. Schedule for 1992 Season:
 - (a) Students/Schools
 - (b) Public
 - (c) Special Events - Victoria Day and July 1.
7. Re-arrangement main floor presses and equipment and other exhibits:
 - (a) gift/souvenir counter
 - (b) William Lyon Mackenzie mannequin donated by Louis Tussaud's Waxworks
 - (c) Heritage printer mannequin proposal
 - (d) Watercolour rendering of William Lyon Mackenzie donated by Craig Williams of Toronto.
8. Niagara-on-the-Lake Bicentennial Developments:
 - (a) July 3, 4, 5
 - (b) September 17 - First Parliament of Upper Canada
 - (c) April 18, 1993 - First issue of Upper Canada Gazette or American Oracle and possible connection activities supported by Ontario Community Newspaper Association and Canadian Daily Newspaper Association.
9. Development of schedule for volunteers to demonstrate printing and related crafts between June 23 and September 7. Also printing demonstrations during student tours.
 - (a) Update Waysgoose Program Apr. 25 (Bill Poole)

10. Communication Co-ordination with Niagara Parks Commission:
 - (a) Briefing with NPC guides and information officers
 - (b) Briefing with Niagara Falls Visitor and Convention Bureau
 - (c) Feature article Leisure World - publication of CAA, tentatively April or May issue.
 - (d) Queenston/Rotary Club Printery tour
11. Queenston Community Relations:
 - (a) Participation by Q.C.A. in either Victoria Day, Canada Day Program or both
 - (b) Participation of Richard Lay, great-great grandson of William Lyon Mackenzie in tree-planting ceremony
 - (c) Co-ordination with Laura Secord Homestead and use of parking facilities
12. Other business
13. Future meeting plans and dates.

Minutes of the
DIRECTORS' MEETING
MACKENZIE HERITAGE PRINTERY
P.O. Box 1824, Queenston, Ontario
February 25, 1992
Offices of the
Ontario Community Newspaper Assoc.
Oakville, Ontario

Present: Al Teather, William Poole, Sam Smart, Donn Purdy, Lou Cahill, secretary; Robert McIlveen, Niagara Parks Commission.

Absent: John Dymont, Roy Gurney, both on vacation; Stuart McMinn, out of country on business.

Messrs. Purdy, Poole moved adoption of the minutes of the annual meeting, December 12, 1992, copies of which were circulated to all directors by the secretary.

Mr. Teather reported that the letter of application for incorporation of Mackenzie Heritage Printery, (copies provided to all directors with these minutes) had been submitted and early response was expected.

[The next day following the meeting, Mr. Miller received what he described as a positive response (enclosed) from Ivan Haffendon, Examiner, Charities Division, and he is now proceeding with formal application. It is possible that this will be approved soon.]

The secretary, Lou Cahill, notified the meeting that he would resign as a director but continue as secretary to avoid conflict with charitable tax legal requirements that all directors be unpaid volunteers. This is necessary because Mr. Cahill represents OEB International Inc. which has a fee/volunteer arrangement with the Printery through The St. Catharines Standard whom OEB also serves in other capacities. The resignation was accepted removing Mr. Cahill's position as a director as elected December 12. (This decision was reached following discussions with the solicitor, Mr. Miller.)

Mr. McIlveen said satisfactory support arrangements were proceeding on schedule and The Niagara Parks Commission was exploring regulations regarding insurance coverage for volunteers, visitors and others who might be at the Printery during the operating season. Such information would be available for the next directors' meeting. Two NPC staff, April Petrie and John Hunt, would be available as required and also two summer staff attendants. An early training program will be arranged for the latter.

Mr. Poole presented copies of heritage printed invitation cards for the School of Horticulture graduation. Similar services which could be provided for NPC were also discussed. It was agreed that the samples were attractive and acceptable. Future NPC printing services may include special business cards for the commissioners. Cost-effective advantages for short run projects were recognized.

Mr. McIlveen said he had been contacted by the Niagara Falls Review with regard to an education/ information project which would include visits by students to the Review plant to observe modern printing and the Queenston Printery for heritage printing. The directors agreed this would be of value in line with Printery objectives and arrangements are being developed.

Membership policies were discussed in the categories of "founding members" for individuals and corporations who might donate materials and/or cash and also receive a tax receipt when charitable status is permissible. Membership planning is to continue and on motion of Messrs. Poole/Smart \$15.00 was agreed as the fee for personal membership. Memberships will include a 20% sale discount. Mr. Smart was asked to prepare membership graphics for cards, bulletins, folders, etc.

Mr. McIlveen said discussions with Geoff Ryder, Canadian Museum of Science and Technology, Ottawa, were proceeding satisfactorily and return of the Louis Roy Press for display at Queenston is expected late March. Mr. McIlveen conveyed the concern of Mr. Ryder regarding care and shipment of this fragile "original" used 200 years ago at Newark (Niagara-on-the-Lake) to print the Upper Canada Gazette for Governor Simcoe. It is actually owned by the Niagara Parks Commission. Mr. Purdy volunteered to go to Ottawa to work with Mr. Ryder and his staff in dismantling and packing of the press for shipment and its subsequent assembly at Queenston. Mr. Purdy was thanked for his generous volunteer offer. (For reference Mr. Ryder's phone is (613) 991-3044.)

The search continues, Mr. Poole said, for the loan or offer of an operating Washington Press. Use of the Hamilton/Wentworth Conservation Authority press has been withdrawn. Mr. Poole said a working hand press would be acceptable and was a priority on his list. Mr. Purdy proposed an operating linotype be considered for the future. Mr. Poole outlined his vision of "Printing in Canada" exhibits. Mr. Teather said he planned to discuss with the Ontario Community Newspaper Assn. (OCNA) the development of a heritage printing library which could be located in Mackenzie second floor rooms, and classroom use was also explored regarding heritage printing studies. Commercial sponsors for such facilities/projects would be sought.

The directors confirmed the 1992 Printery operating schedule as follows: schools, by-appointment, Wednesday, Thursday, Friday, starting weekly May 6 until June 19 (end of school program); during this period the Printery will also open to the public May 16, 17 and 18, the latter being Victoria Day when the publication of the first edition of The Colonial Advocate, May 18, 1824 will be commemorated. The season's public opening will be June 23, continuing except Mondays, until Labour Day, September 7. There will also be an autumn by-appointment school tour program to be announced later. A July 1, Canada Day celebration observance is also being considered. The secretary reported that Richard Lay, Eden Mills, a great-great grandson of William Lyon Mackenzie had been contacted and was interested in participating in a May 18 ceremony, possibly a re-enactment of Mackenzie's Locust/Acacia tree/seed planting known as "the seeds of Reform".

The directors discussed a gift/souvenir/sales display counter but no decision was reached pending a new layout of ground floor exhibits, displays, etc. to be undertaken at an early date. Mr. McIlveen said the Mackenzie mannequin donated by Rick Blanchard, Louis Tussaud's Waxworks, Niagara Falls, is now in winter hibernation at the NPC offices. Mr. Teather said he had written Mr. Blanchard (enclosed). The directors agreed that a "printer mannequin" should also be considered to "liven up" the printing room. An artist friend of April Petrie's, Craig Williams, Toronto, has loaned a watercolour rendering portrait of Mackenzie for display, and the directors asked that thanks be extended to Mr. Williams.

Mr. Teather said he would be writing to Dr. Richard Merritt, president, Niagara Historical Society, Niagara-on-the-Lake to offer co-operation and assistance in regard to this year's bi-centennial celebrations at Old Niagara, and particularly in preparing for the 200th anniversary of the first edition of The Upper Canada Gazette in 1993. Newspaper organizations will be contacted in this regard.

There was considerable discussion regarding the roundup and co-ordination of volunteers to be available during both the school and summer programs, and directors were urged to contact anyone who could contribute to these important demonstrations. Mr. Teather said he favoured exploring the possibility of a heritage/educational relationship with Brock University at St. Catharines and contacts will be made with a likely report for the next meeting.

The secretary also reported that P.O. Box 1824 at Queenston was in use and the first piece of mail to arrive some weeks ago was from Toronto's First Post Office, which has a Mackenzie connection. The Queenston box is being cleared twice weekly on average.

The meeting which started at 9:50 a.m. and continued until about 12:45 p.m., including a working luncheon, was adjourned with Friday, April 10 set as the date for the next meeting, time and place to be announced later. Mr. Teather expressed the thanks of the directors to the OCNA for the facilities and lunch.

APR 30 1992

MACKENZIE HERITAGE PRINTERY
Board of Directors' Meeting
April 16, 1992
Minutes

RECEIVED.

1. Introduction of April Petrie by Bob McIlveen. Her duties will be instructing and supervising the summer staff and speaking to student tours.
2. Messrs. Bill Poole, Donn Purdy moved the adoption of last meeting's minutes which were circulated to the directors by Leanne Birmingham, assistant to the secretary.
3. Messrs. Poole and Teather announced Jim Alexander, Chairman of the N-O-T-L Citizens' Committee on Ontario Heritage Years would be giving a report at approximately noon. Mr. Alexander, however, did not arrive.
4. Mr. Teather gave a brief report on formal application of charity registration. He said it was a matter of time and would check with Fred Miller to obtain an estimated response date for next full meeting. Sam Smart questioned abandoning forming a foundation as well. Chairman Teather noted everything the committee wanted to accomplish was covered in the application for one body governing the Printery.
5. Mr. McIlveen reported The Niagara Parks Commission has \$10 million and \$15 million insurance policies to cover any liability claims from guest and visitors.

However, volunteers who offer their services on NPC property are not covered. It was suggested volunteers should sign a waiver form releasing the NPC from responsibility if volunteers get injured in any way while offering their services. Mr. Smart questioned the need to sign the form each year.

Niagara Parks Commission also has an insurance policy which includes the Printery that covers property worth more than \$10,000 damaged by fire or theft. Mr. Teather suggested buying a lower deductible policy to cover all the contents of the Printery building. Mr. McIlveen will discuss a separate policy for the Printery's contents with the NPC's insurance agent.

Much discussion followed concerning equipment that is loaned or given to the Printery. The question arose whether or not to accept equipment for display on loan. It was suggested donors of equipment sign a gift form giving the Printery ownership of the equipment allowing them to display the items as they see fit and preventing liability claims from donors if the equipment is harmed or destroyed in any way. If donors only wish to loan the equipment, a separate form should be drafted.

Mr. McIlveen presented a draft volunteer and donor release form to be circulated with minutes. The committee will approve the forms next full directors' meeting for use this year.

After much discussion of safety procedures regarding the use of lead and oiled rags to clean the equipment, it was agreed to dispense with giving lead slugs to the students. Mr. McIlveen will also investigate any safety regulations the Printery must adhere to in accordance with the NPC such as disposal of oily rags.

6. Ms Birmingham gave an update on the promotion of Wayzgoose. News releases have been mailed to Niagara media and Mary Rashleigh of the Grimsby Public Art Gallery is placing an ad in the Toronto Globe and Mail.

Mr. Poole reported there will be 54 exhibitors at Wayzgoose. The Mackenzie mannequin will be displayed at the booth and brochures on the Printery will be available. Mr. McIlveen will check with NPC to obtain brochures left over from last year.

The Printery committee will have a membership drive during Wayzgoose. Mr. Poole presented an application form that will be distributed to interested guests and exhibitors which he feels will generate a lot of applicants. Mr. Teather suggested opening a bank account to deposit application money.

Mr. Smart will draft a membership card and general application form for corporate and individual members for the next full directors' meeting.

7. Mr. McIlveen reported on the Roy Press arrival ceremony. The ceremony received a lot of local print, radio and TV coverage and was a success. Information was distributed by OEB to printing magazines that may generate further coverage. Mr. Teather and Mr. Dymont will provide the names of two other printing (graphic arts) magazines to Ms Birmingham the next full directors' meeting.

OEB is now working on obtaining a copy of the *Upper Canada Gazette* from the Legislative Library for display this summer. Ms Petrie will do more research on the Roy Press to develop a hand-out and description to accompany the display.

8. Mr. Poole read a letter regarding the acquisition of a workable Cope-Albion to the Ontario College of Art. As well, Mr. Poole reported a letter was sent to the Science Centre to request to borrow hand casting equipment. Waiting for a response from both.

The Printery now owns display cabinets once owned by the Royal Ontario Museum. Mr. Teather expressed using these cabinets only when necessary to ensure the "hands on" atmosphere of the Printery and to avoid space limitations. Ms Birmingham passed along comments made by a volunteer that space is needed for craft demonstrations.

Mr. Purdy will follow up on some other acquisitions of equipment and arrange the transportation of the Westman & Baker to the Printery. Mr. Gurney will give proof press to the Printery and arrange transportation with Mr. Poole.

The Grimsby Public Art Gallery has offered the use of an antique looking display counter for use at the Printery as a sales counter. This would replace the more modern display counters now in use.

Mr. Teather had questions about charging GST and PST on sales items this year. For this season, both taxes will have to be collected because revenue goes to the NPC. If revenue goes to the Printery in future seasons, GST and PST will only be charged to items if revenue exceeds \$30,000.

9. The Ontario Community Newspaper Association will assist the Printery in establishing a reference library by aiding in obtaining items that would be included in the library explained Mr. Teather. Mr. Purdy noted the Canadian Daily Newspaper Association has offered to publish a list of needed items to its members.

Discussion on the display and contents of the library followed. Mr. Teather suggested shelves on all walls to hold books with a table in the middle. Specimen and union books were suggested contents of the library. Mr. Smart said interviews of press operators, printers, etc. who worked on equipment no longer used should be kept on audio cassette in the library. Mr. Poole mentioned the video tape of the Printery is at the Ontario College of Art and will look into getting a copy. It was suggested Stuart McMinn be asked to compile a list of library contents when he attends the next full meeting. Lindsay Dobson has offered to catalogue the contents once obtained.

10. Ms Petrie gave a report on the school tours booked and asked if we could arrange for volunteers on Monday, June 1st even though Mondays and Tuesdays were not included in the school tour schedule. Mr. Poole said he would be available.

11. Plans for the May ceremony are underway reported by Ms Birmingham. The Mackenzie descendents have been contacted. Mr. McIlveen is working with horticultural department of the NPC to decide the location of the planting. Promotion, program and invitations will be handled by OEB. Mr. Teather suggested the use of the Queenston Community Association hall to serve refreshments later to ensure the association's participation. It was also suggested to have a printing souvenir of the ceremony available to guests.

12. Two printers are needed for school tours; one to work the Ludlow, one to do printing. Mr. Poole noted if he knew the names of the students, he could print their names prior to the tour. Mr. Poole reported that Greg Smith will be on hand each weekend in the summer at the printery. Ms Birmingham will schedule volunteers for the present tours booked and schedule craft demonstrators for the summer. She will provide the schedule to Mr. Teather prior to Wayzgoose to enable him to book more volunteers. Mr. McIlveen noted the Printery's success depends on volunteers.

13. It was suggested to ask a historian of Brock University to become a Printery board director to establish a relationship with Brock that will lend credibility to the Printery's objectives. Mr. Poole will approach John Burtniak and report response next full meeting.

14. Mr. Purdy reported he had a request from Elizabeth Nevin of Briarcliff, New York for information on the Printery to include in her book about the letterpress. Mr. Purdy will provide the information.

Ms Petrie suggested becoming members of the Canadian and Ontario museum organizations.

Mr. Teather reported that a disbanded graphics organization has approximately \$5000 they may donate to the Printery. He suggested the Printery propose a specific program or display in which to contribute.

Earl Bateman of The Standard is in the process of getting donations of supplies for the Printery.

Mr. Teather suggested a program whereby the student interpreters take photographs of visitors with the Mackenzie mannequin and sell them for approximately \$3.00. Community newspapers from Ontario would be on hand at the Printery to include in the picture and visitors would be encouraged to submit the picture with a prepared release to their community newspaper. This program would raise funds and promote the Printery.

Operations will be affected Sunday, July 5th when a Re-enactment which is part of the bicentennial celebrations takes place in Queenston. The Re-enactment committee has approached the NPC for use of the land surrounding the Printery and received permission.

15. The meeting was adjourned at approximately 12:45 p.m. with an informal meeting set of all directors present at Wayzgoose on Saturday, April 25, 1992 at 1 p.m.

Mackenzie  Heritage Printery
P.O. Box 1824 Queenston, Ontario L0S 1L0

Mackenzie Heritage Printery
Niagara Parks Commission/OEB
Meeting Summary
Thursday, May 21, 1992
Niagara Parks Commission

Present: April Petrie & Bob McIlveen, Niagara Parks Commission
Leanne Birmingham & Lou Cahill, OEB International

1. April circulated a booklet entitled "Learning Through Participation". This booklet is provided to the students prior to their tour of the Printery. April suggested these booklets be given to the volunteer printers as well so they can anticipate the students' questions and include the booklet's topics in their printing demonstration. Leanne will send the booklets to the three new volunteers and to Wes Bates, who is demonstrating on June 2nd.

2. Lou noted Bill Poole will return home this weekend. He will finish the exhibit.

3. The Printery's summer student staff consists of interpreters Nancy MacDougall who worked at the Printery last year and Kori Dow. They start June 23. There is some concern by the NPC of having the female students working alone. The NPC police check in periodically but can't be there all the time.

April raised the question of having printers and crafters doing actual printing projects for the Printery or NPC during the week in the summer to help alleviate the problem. It was agreed to encourage volunteers to do projects during the week at the Printery.

Bob said he anticipated no problem in having the two students work together all the time instead of working alone.

4. Bill Poole, April and the two interpreters should meet to discuss this season's exhibits and plans for the Printery. Bob noted April should be a part of this training or orientation for the students as she must evaluate their performance at the end of their working term.

more . . .

Mackenzie Heritage Printery:

Chairman Al Teather, Jordan
Vice-Chairman William Poole, Grimsby
Secretary Lou Cahill, St. Catharines

Directors: John Dymont, Severn Bridge
Roy Gurney, Newmarket
Stuart McMin, Oakville
Donn Purdy, Richmond Hill
Sam Smart, Toronto

Mackenzie  **Heritage Printery**
P.O. Box 1824 Queenston, Ontario L0S 1L0

Date: May 22, 1992

Memo to: Printery Committee
Al Teather
Bill Poole
Donn Purdy
Richard Dymont
Roy Gurney
Sam Smart
Stuart McMinn

Niagara Parks Commission
Bob McIlveen
April Petrie

From: Lou Cahill, Secretary/OEB International

While requests from school groups for Printery tours continue to trickle in numbers, to date we have not reached our expectations. Discussions with senior education staff and teachers have confirmed that reduced school budgets and prevailing economic conditions among students and their families have discouraged required school bus transportation. Other competing spring factors are exams, field days, races, picnics and similar outdoor events.

Whether there will be an increase in student attendance at the Printery in June remains to be seen. At this writing, one class (Ecole Lamarsh, Niagara Falls) has participated in the lecture/demonstration information/education program at the restored *Colonial Advocate* office. Between now and the close of the school year about June 19, five schools have registered, as follows:

| | |
|--|----------------------------|
| Canadian Martyr School, St. Catharines | Tues., June 2, 9:30 a.m. |
| Connaught School, St. Catharines | Fri., June 12, 10 a.m. |
| Dewitt Carter School, Port Colborne | Fri., June 12, 1:30 p.m. |
| Valley Way School, Niagara Falls | Thurs., June 18, 9:30 a.m. |
| St. Kevin's School, Welland | Fri., June 19, 9:45 a.m. |

.../2

Mackenzie Heritage Printery:

Chairman Al Teather, Jordan
Vice-Chairman William Poole, Grimsby
Secretary Lou Cahill, St. Catharines

Directors: John Dymont, Severn Bridge
Roy Gurney, Newmarket
Stuart McMinn, Oakville
Donn Purdy, Richmond Hill
Sam Smart, Toronto

This slowdown in spring student tours is general in Niagara and probably elsewhere in Ontario. In most cases, students must individually pay their share of bus rentals and this is often \$5 or more per student for each trip.

During our mini-survey we were encouraged by teachers to continue to promote and provide Mackenzie Printery information and a newsy bulletin is now being prepared. The autumn season (September/October) will be more promising, we are assured, and some of these reservation plans will be made in June.

On a closing positive note, Leanne Birmingham who has been co-ordinating the volunteer (printer) search program is pleased to report that we now have three new candidates, all qualified and retired, and we expect their attendance June 2 at the Printery to observe and participate. They are: "Bud" Campbell, Niagara Falls; George Brooks, St. Catharines; and Robert Halls, Lowbanks.

AGENDA
DIRECTORS' MEETING
June 16, 1992
Mackenzie Heritage Printery
Chairman: Al Teather

1. Review minutes April 16, 1992
2. Chairman's update incorporation/charity registration
3. Niagara Parks Commission co-ordination: Bob McIlveen
4. Chairman's Report re: membership applications and bank account
 - (a) Founding member deadline
 - (b) Membership material: Sam Smart
 - (c) Niagara Peninsula Graphic Arts Assoc.
 - (d) Committee plan
 - (e) American Printing History Assoc. membership
5. Exhibits:
 - (a) Canadian Printing History (Bill Poole)
 - (b) Additional machinery/presses
 - (c) Reference library
 - (d) Display counter/merchandise (responsibility)
 - (e) Upper Canada Gazette
 - (f) Responses: Ontario Art College, Ontario Science Center

Mackenzie Heritage Printery:

Chairman Al Teather, Jordan
Vice-Chairman William Poole, Grimsby
Secretary Lou Cahill, St. Catharines

Directors: John Dymont, Severn Bridge
Roy Gurney, Newmarket
Stuart McMinz, Oakville
Donn Purdy, Richmond Hill
Sam Smart, Toronto

6. Volunteer Printers and Crafters
 - (a) Update printers, weekdays and weekends and new candidates
 - (b) Summer crafter schedule and new candidates
 - (c) NPC staff interpreters and orientation
 - (d) Volunteer insurance waivers and donor forms
7. School & Public Schedules
 - (a) Spring and autumn programs, Learning Through Participation; four page pamphlet for school and directors
 - (b) Public: June 23 to September 7; closed Mondays except holidays, then Tuesdays, 11 a.m. to 4 p.m.
 - (c) July 5 - Queenston Re-enactment
 - (d) Propose: tours open to all school grades (teachers to decide).
8. Brock University
 - (a) John Burtiak, Special Collections Librarian
 - (b) Developments: Grant Dobson, Director of External Relations & Dr. Leila Lustig, Communications Officer
9. Communication/Promotion Programs
 - (a) NPC/Printery committee co-ordination
re: summer schedule printers, crafters, press, radio, tv, flyer distribution
 - (b) Media review (Toronto Star, July 4), tree planting 168th anniversary (tape)

10. Upper Canada/Ontario Bi-Centennial
 - (a) Simcoe Landing July 4,5 & 6
 - (b) First Parliament, September 17
 - (c) First newspaper, Upper Canada Gazette, April 17, 1792
11. Next meeting plans.

MINUTES, DIRECTORS' MEETING
Mackenzie Heritage Printery
June 16, 1992
Queenston, Ontario

Present: Alan Teather, Wm. Poole, Donn Purdy, John Dymont, Lou Cahill;
Niagara Parks Commission representatives Robert McIlveen, April Petrie

1. Minutes, April 16 meeting adopted, motion adopted by Messrs. Poole, Purdy. (Agenda June 16 meeting attached)
2. Chairman Teather reviewed letter (attached) from Fred Miller, solicitor and valuation procedures discussed and resolution re: use of name approved by motion of Messrs. Poole and Dymont.
3. Secretary Cahill and Mr. McIlveen spoke about^t co-ordination of ongoing administration, promotion and related activities with Niagara Parks Commission, and the assistance provided by April Petrie and other NPC staff including John Hunt.
4. Mr. Teather reported 49 founding members to date, including complimentary and paying, and September 30 was set as the deadline for the "Founding" category.

Mr. Teather circulated distinctive membership cards designed by director Sam Smart. Membership application draft will be revised according to discussions, including linotype and letter-press printing.

5. Vice-chairman Poole proposed the need for various committee classifications to share various administrative functions. This was discussed in greater detail later in the meeting and will be reviewed next meeting.

6. The chairman read a letter from Earl Bateman regarding Niagara Graphic Arts Association funds available. Appropriate action was being taken Mr. Teather said.

The chairman recommended membership in the American Printing History Association, approved.

.../2

Mackenzie Heritage Printery:

Chairman Al Teather, Jordan
Vice-Chairman William Poole, Grimsby
Secretary Lou Cahill, St. Catharines

Directors: John Dymont, Severn Bridge
Roy Gurney, Newmarket
Stuart McMinn, Oakville
Donn Purdy, Richmond Hill
Sam Smart, Toronto

Classifications for Mackenzie Heritage Printery mission statement including acquisitions, funding, exhibits, education, volunteers, library with more to be added.

what
does this mean?

The chairman spoke of contacting John Carter of the museums section of the Ontario Culture and Recreation Ministry with regard to grants available for museums and related heritage projects. It was agreed that such funding approaches should await formalization of the charitable registration now underway.

Mr. Teather discussed the revenue potential from souvenir sales and merchandising special articles including heritage newspapers, books and pamphlets. Suitable arrangements for a display will proceed.

→ The secretary was asked to proceed with membership in MONA (Museums of Niagara Assoc.) which produces a valuable brochure widely circulated. (Copy enclosed)

7. Mr. Poole outlined plans regarding the history of Canadian printing which is the theme for this year's exhibit at the Printery.

8. It was reported that Director Roy Gurney had arranged for the donation of a proof press. Mr. Purdy also spoke about a Westman Baker press and other equipment possibilities were also discussed.

9. The secretary reviewed developments to date regarding volunteers in both printing and craft categories (schedule attached). New candidates in both fields were noted, and the secretary said efforts to obtain more candidates would proceed. (Volunteer waiver and donor forms attached)

10. Ms Petrie said Nancy McDougall and Kori Dow had been assigned to the Mackenzie Printery for the summer period June 23 - September 9, and it is planned for several reasons to have two staff reps on duty at all times.

Mr. Poole said he would conduct orientation meetings with Nancy and Kori prior to the opening.

11. The need for printing demonstrations throughout the summer months including weekdays was discussed and it was proposed that for the 1993 season arrangements for a student printer be investigated, which the directors thought could be supported by a provincial grant. (At present, printing demonstrations are only on weekends)

12. Mr. McIlveen said that April Petrie had produced a four-page pamphlet "Learning Through Participation" which was circulated in advance to school groups touring the Printery.

It was noted that school tours had not reached the numbers anticipated and this was largely an economic result because of reduced school budgets for field trips which imposed payment on individual students, often a problem for many families restricted by unemployment.


For the past two seasons only Grades 7 & 8 had been encouraged to participate in organized school tours. Ms Petrie said experience had proven that Grade 4 and up qualified and following some discussion this was adopted for the autumn 1992 program. (To date, several schools have booked for the autumn)

13. During the meeting titles of several heritage printing examples and productions were referred to and Mr. Teather augmented these discussions with reference to Ontario Community Newspapers Association assistance for a reference library in the second floor of the Printery.

14. Mr. Poole said that as authorized at the April 16 directors' meeting he had spoken with John Burtniak, Special Collections Librarian, Brock University and Mr. Burtniak was agreeable to serve as a director of the Mackenzie Heritage Printery. On motion of Messrs. Dymont & Poole, Mr. Burtniak's election was approved and he will be invited to attend the next directors' meeting. (Letter attached)

The need for additional directors was also discussed and it was agreed to defer such consideration to the next meeting with specific candidates to be considered.

15. Secretary's Note: Information, media releases and printed material is being mailed and hand delivered regularly in co-operation with The Niagara Parks Commission. A selection of such communication is enclosed for the directors' record.

16. The June 16 meeting began shortly after 10 a.m. and adjourned at 1 p.m. interrupted a few times by interested sightseers and tourists seeking admission. 

Next Meeting: Tuesday, September 15, 1992

Mackenzie Heritage Printery
 P.O. Box 1824  Queenston, Ontario L0S 1L0

AGENDA
DIRECTORS' MEETING
 September 15, 1992
 Mackenzie Heritage Printery
 Chairman: Al Teather

1. Welcome to Director John Burtniak
2. Review minutes June 16, 1992
3. Chairman's update on incorporation/charity registration
4. Niagara Parks Commission: Bob McIlveen
5. Chairman's Report: membership status, finances and campaign
 - a) Printery committee plans
6. Ontario Community Newspapers Association (O.C.N.A.) Bi-centennial Anniversary - April 17, 1993 - bur 23
7. Communication developments and associations
 - a) Niagara Peninsula Graphic Arts Assoc.
 - b) American Printing History Assoc.
 - c) Canadian Bookbinders & Book Artists Guild
 - d) Antiquarian Booksellers Assoc. of Canada
 - e) Ministry of Tourism & Recreation
 - f) Book Fair - Dec. 6, 1992
 - g) Wayzgoose - April 24, 1993
8. Exhibits
 - a) 1992 review and plans for 1993 Bicentennial Anniversary feature
 - b) status of machinery/presses
 - c) reference library
 - d) display counter/merchandise
 - e) communications with Geoffrey Ryder, National Museum of Science and Technology

Mackenzie Heritage Printery:

Chairman Al Teather, Jordan
 Vice-Chairman William Poole, Grimsby
 Secretary Lou Cahill, St. Catharines

Directors: John Burtniak, Thorold
 John Dymont, Severn Bridge
 Roy Gurney, Newmarket
 Stuart McMinn, Oakville
 Donn Purdy, Richmond Hill
 Sam Smart, Toronto

Al Teather
Robert Dymont

Agenda
Sept. 16, 1992
Page 2

9. Volunteer Printers and Crafters

- a) printers and consideration of student printer for summer '93
- b) 1992 crafter schedule and plans for 1993
- c) NPC staff interpreters
- d) volunteer insurance waivers and donor forms
- e) Chairman's appreciation letter to volunteers

Send to...
...

10. School and Public Schedules

- a) promotion plans for student/schools Sept., Oct. and possibly Nov.:
Learning Through Participation
- b) proposed school tours Wed., Thurs., Fri. each week depending on
response and now including Grade IV and up
- c) success of Queenston/Lewiston Rotary club; consideration of
participation of other clubs possibly Fall '92 and 1993

2+ June

11. Brock University - comments by John Burtniak

12. Niagara College Journalism Classes

13. Communication/Promotion Programs

- a) media report and selected circulation
- b) 1993 events to feature first newspaper and connection with
OCNA activities
- c) first Parliament ceremony
- d) Canadian Printer

...

14. Community Relations & Parking

15. Consideration of Meeting Schedule 1992 and 1993

Mackenzie House
Directors Meeting

16 September—1992

During the two summers I have been at Mackenzie House as a volunteer weekend printer—there have been certain things which have come up in the day-to-day operations that I thought important enough to bring to the board's attention.

The first point deals with the communication between the folks working at the museum and the board. Many times during the summer people would have questions about equipment donations or functions at the museum and the requests were always filed back to Al Teather or Bill Poole (always in a second-hand manner). This process of "Pony Express" message delivery was haphazard at best and I always got the feeling that there were things slipping through the cracks. Perhaps the solution would be to have certain board members designated to deal specifically with these requests—to evaluate the museum's "need" of the equipment and whether or not it is worth pursuing. The main thing is to deal with it in a efficient manner. When either Nancy or I were asked about equipment or related questions we would hum and haw a little because there was no way outlined to answer these questions.

Comments regarding
to staff

To that end, I feel it important at this time in the museum's life to establish groups of people to deal with different aspects of the operations. Things like an acquisitions committee, financial committee, publicity/advertising, volunteer etc would be able to deal more effectively with matters than the way it's been done. The way I see things right now, all the day-to-day matters that arise come down to either Bill Poole or Al Teather, and it not fair to these individuals or the museum to operate in this way.

Another point that needs to be addressed is the question of volunteers. Many times during the summer, craftspeople were to show up and didn't. It seems certain "die hards" were carrying the load and the process of getting new, enthusiastic (and interesting) volunteers should be sped up. Also, the question of how to maintain a consistent advertising campaign arises. On one of the weekends Guy Debenham was at the museum he remarked that he had seen nothing in his local paper about the museum's activities. Surely the news load at the Niagara-on-the-lake paper wasn't so great that it could have made mention of this local event.

I think with the new additions to the equipment collection it will certainly make Mackenzie House a more hospitable place for printers to come and demonstrate (perhaps a ~~course~~ "course" could be set up for would be printers) and this could further be used to attract more visitors. I think Michael Dobson's idea of becoming a type "lending library" is a good one and could be used not only to

center
behind
publity

2

raise a little money, but also make the museum
"the" place for printers/craftspeople to go
and demonstrate.

Greg Smith

April

Mackenzie
P.O. Box 1824



Heritage Printery
Queenston, Ontario L0S 1L0
THE NIAGARA PARKS
COMMISSION

October 7, 1992.

OCT 15 1992

TO PRESENT AND FUTURE FOUNDING MEMBERS

RECEIVED

At our directors meeting September 15, 1992 at the printery, it was agreed to not accept founding members applications after December 31, 1992. It was also approved to set up a number of committees.

Initial members have been approved and we hope each one will accept and also suggest additional members. All members are asked to consider offering suggestions or a little assistance on a committee in getting Canada's only Printing Museum set up and operating.

Our basic aim is to have a working letterpress print shop to the end of hot metal with displays and demonstrations of all the various crafts used to produce the printed word.

A new exhibit is needed for each season and an area will be dedicated to the history of William Lyon Mackenzie and The Colonial Advocate Newspaper.

So far with the co-operation and assistance of the Niagara Parks Commission we have completed 2 very successful seasons and can assure you that letterpress printing and many other crafts will be demonstrated for future generations at Canada's only Printing Museum.

Please look over the committee, pick one or suggest a new one, offer an idea or a little time to help get things rolling.

The Committee suggestions are:

PRINTING AND CRAFT OPERATIONS

To assist in selecting and arranging for printers and crafters willing to demonstrate and operate equipment for visitors and school tours when time permits.

Guy Debenham - Wes Bates - George Walker - Jan Suk - Paul Hunter - John VanHulzen

FUND RAISING AND FINANCE

Al Teather - Earl Bateman

Mackenzie Heritage Printery:

Chairman Al Teather, Jordan
Vice-Chairman William Poole, Grimsby
Secretary Lou Cahill, St. Catharines

Directors:

John Dymont, Severn Bridge
Roy Gurney, Newmarket
Stuart McMinn, Oakville
Donni Purdy, Richmond Hill
Sam Smart, Toronto

ACQUISITIONS

To set a policy and guidelines for accepting or rejecting equipment donations. To make members and firms aware of our needs. Information on income tax assistance on donations would also be investigated.

Bob Halls - Donn Purdy - John Hunt - Roy Furney - John Dymont

EXHIBITION COMMITTEE

To plan and arrange a display each season in the limited space allowed to encourage visitors to make an annual visit.

Greg Smith - Bill Poole

LIBRARY

To set guidelines and suggested physical layout for a reference library.

John Burtiak & Ontario Community Newspapers representative

SOUVENIR SALE

To approve and assist in the display of souvenirs and to decide on suggested items to be sold at the printery.

Doug and Wendy Mackie - Lindsay Dobson, Al Teather

EDUCATION

To set up a policy for the development of on going education about early printing and various crafts.

Stuart McMinn - Bill Poole

PROMOTION & NEWSLETTERS

Lou Cahill - Al Teather - Sam Smart

Many of you have said you would like to get involved in helping to establish a Canadian Printing Museum and we do need help now....

Write to me at the Mackenzie Heritage Printery or call or write to Bill Poole, at Poole Hall Press, 47 Quarry Road, Grimsby, Ontario L3M 4E7 Phone 416-945-4788.

Sincerely,

Al Teather

P.S. Bill Poole is ready to print your name on a Founding Member card as soon as you let us know. A sample is enclosed.

Final

Mackenzie Heritage Printery Annual Report
November 9, 1992

Ms Pamela V. Walker
Chairman
The Niagara Parks Commission
Niagara Falls, Ontario
L2E 6T2

Dear Ms Walker:

When the operation plan for the Mackenzie Printery was approved April 19, 1991 by The Niagara Parks Commission, an annual report was requested for the Commission's information and consideration. Therefore, it is my pleasure on behalf of the volunteer non-profit committee (names listed below) to submit this review of the 1992 season and project 1993 ongoing activities. It is our understanding that a supplementary staff report will be provided by Robert McIlveen.

Teamwork

Initially, I wish to thankfully acknowledge the interest and support of the Commission and its staff in the successful development of this unique heritage exhibit, probably the only operating printing museum in Canada. The success achieved is an excellent example of joint venture teamwork in establishing and operating the Mackenzie Heritage Printery Museum for the enjoyment and education of visitors, young and old.

Attendance

Despite a summer season plagued by rain and cool weather, attendance exceeded our first pilot season in 1991. In fact, student/school participation in the spring and autumn periods was considerably ahead though appointment time was limited. In total, we estimate that upwards of 2,400 tourists, local residents and students passed through the historic building this year.

Mackenzie Heritage Printery:

Chairman Al Teather, Jordan
Vice-Chairman William Poole, Grimsby
Secretary Lou Cahill, St. Catharines

Directors: John Burtiak, Thorold
John Dymont, Severn Bridge
Roy Gurney, Newmarket
Stuart McMinn, Oakville
Donn Purdy, Richmond Hill
Sam Smart, Toronto

In its second year the Mackenzie Heritage Printery museum attracted several prominent visitors whose supportive interest helped strengthen the museum's status. While all did not identify themselves, among those with whom we had contact were George Thompson, History Consultant for Lincoln Public Board of Education; Nick Hancock, editor, *The Canadian Printer*, published by Maclean-Hunter, Toronto; Stephen Pearce, Tourism Industry Consultant for the Southern Region, Ministry of Tourism and Recreation; George Walker, Ontario College of Art, Toronto; Lloyd Smith, Toronto, Canadian Executive Services Organization and prominent in the Canadian graphics profession; Sandy Donald, editor of the trade publication *The Graphic Monthly* and the Print Ontario show manager.

Exhibit Plans

An important factor in the increase was the addition of six heritage presses installed and operating. New type cases were also added which enabled our volunteer printers to compose a variety of type faces and print same. This was particularly popular for students who operated hand presses, thus printing their name or school name during tours featuring 'hands on' involvement. Use of video equipment is also under consideration and will form part of the future education process.

The planned expansion of exhibits has now effectively utilized available main floor space, allowing room of course for patrons, particularly student groups to move about. As a result, basement rooms will be utilized for printing equipment in 1993 and the Committee is also proposing use of second floor rooms for a heritage printing library and a Mackenzie editorial office. The Mackenzie mannequin donated by Tussaud's is a popular feature and the NPC/Committee team is considering adding the historic figure of a traditional printer.

A special feature for 1993 will be the bicentennial anniversary of Upper Canada's first newspaper, the *Upper Canada Gazette* or *American Oracle* published April 17, 1793 at Newark by the famed pioneer printer Louis Roy, King's Printer for Lieutenant-Governor Simcoe. Funding to reprint copies of the first issue of the *Upper Canada Gazette* as a bicentennial souvenir is now being considered by our Committee.

The press used by Roy for this historic event has been on display at the Mackenzie museum throughout this summer and has become a carefully studied attraction. Actually owned by The Niagara Parks Commission, the wooden press built in the mid 1700's in England, has seen much use since its Newark (Niagara-on-the-Lake) role 200 years ago and was in storage at the National Museum of Science and Technology in Ottawa.

It was brought to Queenston earlier this year and Vice-Chairman Bill Poole plans to arrange at Queenston, a bicentennial Newark display program around the venerable press. There are now only believed to be four such presses worldwide. Simcoe's newspaper at Newark in addition to being the first in Upper Canada, was the fifth in what is now Canada, the first four being published in Halifax, Quebec, Montreal and Saint John, N.B.

There are many opportunities to feature in the years ahead Canadian printing achievements. For example, Bill Poole and his associates are planning in 1994 to display samples of colorful circus posters and billboard signs and demonstrations of related printing equipment. This particular printing flashback in Canada began in 1912 in Estevan, Saskatchewan where a small local newspaper printer, in an emergency, printed posters for a circus and subsequently developed an expertise which led to international recognition and substantial success in this particular field of printing in an era long before today's high speed electronic multiple color presses.

Recognition

When a museum is first opened, experience has proven that it takes time to become recognized. This was evident this year when calls originated from diversified sources offering printing machinery, type faces, and other useful memorabilia. These calls from printing shops, newspapers and surprise sources like the Canadian Broadcasting Corporation (CBC) confirmed the growing recognition of the Mackenzie printing museum as a new and important national heritage asset. A selection of printing equipment including Ontario's last operating flatbed newspaper press, was offered by the Harriston (Ontario) Review. Unfortunately, due to space limitations, we are unable to accept all of the equipment offers received to date but are carefully assessing exhibit accommodation.

Those visiting the graceful old building have indicated their pleasure at its appropriate use amid historic surroundings, and we believe as the word spreads, its popularity and appreciation will continue to grow.

Schools

Mackenzie's life and times are now grade 8 subjects for students in Ontario and this is a strong link with student tours which achieved expanded educational value and popularity this autumn. Teachers and students were mutually enthused and impressed and already several schools have booked tours for next spring.

Incorporation/Fundraising

As previously reported, our committee is proceeding with formal incorporation and application for charitable donation recognition. Unfortunately, the illness of our solicitor delayed this procedure but it has now been made and we expect a positive response at an early date. Once we have charitable donation authority, we plan to proceed with corporate funding/equipment/supplies appeals, particularly in the commercial printing, newspaper publishing and equipment production fields.

Programming

The experience of the past two years confirms that growth, interest and attendance will increase. The educational importance of the printing museum will be increased when printing demonstrations are offered throughout the week in the summer public season. Generally, volunteers have been on duty only Saturdays, Sundays and holidays, and occasionally Fridays. Therefore, through our Printery Committee we are now studying special grants available from the Federal/Provincial governments to attract student printers to augment present volunteer assistance. Early in 1993 when more information is available, it will be, of course, previewed with NPC.

Membership

In addition, we have established membership in the Mackenzie Heritage Printery and have already enrolled 70 founding members and once we receive charitable status, expanded membership will be initiated. These members can be viewed as helpers similar to "Friends of Fort George" whose activities are well known.

Community Relations

We are pleased to note that the relationship with the Queenston community is cordial and they are supportive of the historic use of the restored building. Some residents drop by periodically and we also maintain close contact with the Laura Secord Homestead and the Weir Foundation Museum.

The Niagara Parks Commission Liaison

At this point it should be confirmed that all activities considered by our committee are discussed with NPC staff. This includes administration of funding and membership activities.

The several conditions set out in the April 19, 1991 Commission resolution have been resolved successfully and effectively. We trust that the Commission will recognize from their observations and the information provided in this submission that definite progress has been achieved and that the Mackenzie Heritage Printery Museum now ranks as an important and unique heritage exhibit/attraction under the management of The Niagara Parks Commission along the Niagara Parkway. It has gained respect and popularity particularly for those interested in history and students.

However, the self-funding terms cannot be attained in 1993 and similar assistance as provided in 1992 will be required. As previously noted incorporation is still pending and the sales/marketing of printery related souvenirs/gifts has not been fully developed. Until the Printery achieves full maturity, our financial status cannot be accurately assessed, and therefore, in fairness to our volunteer members and the Commission we do not wish to make a self-funding statement.

If we are successful in arranging for a student printer this service combined with volunteers would require the Commission to have only one interpretative staff on duty. Linked with this staff reduction possibility is the supplementary assistance of existing Commission administrative staff helpful in scheduling and promotion support services.

Media Coverage

In August this year we submitted to all members of the Commission a four page media report, which has now been expanded to five pages and a copy accompanies this annual report. This presentation of widespread newspaper coverage demonstrates popular endorsement of the new museum in which The Niagara Parks Commission is identified. It is, of course, difficult to illustrate representative television and radio coverage achieved by the new heritage facility.

Our communication activities this year have always linked the Mackenzie Printery Museum to its location in one of the most diversified historic regions of Upper Canada/Ontario. The Mackenzie home where William Lyon Mackenzie lived and published *The Colonial Advocate* 168 years ago is surrounded by history which Canadians, especially students, should be made aware of and it is also a major attraction for tourists, particularly those with history interest or those visitors in search of Canadian history.

Closeby the printing museum, General Sir Isaac Brock was fatally wounded; atop the heights was the famous Battle of Queenston Heights; nearby is the restored Laura Secord homestead; adjacent is the significant Portage Road and the Niagara River early water route to North America's wilderness heartland, all part of the Queenston scene.

Print Ontario '92

When preparation of this submission was nearing completion our Committee through The Niagara Parks Commission received a telephone call from Sandy Donald proposing that the Printery display some of the heritage presses and Mackenzie memorabilia at the Print Ontario '92 graphic arts show and trade conference being staged November 7, 8 and 9 at the Canadian National Exhibition Automotive Building, Toronto.

Mr. Donald, show manager and editor of The Graphic Monthly, had visited the Mackenzie Printery during the summer and was sufficiently impressed with what he saw that he decided this heritage printing exhibit, though limited because of space and distance, would be a decided addition to the major CNE show. Exhibit space was offered free of charge though we understand that our exhibit space would have rated a \$4000 exhibit fee. Admission/registration was \$10 per person.

Surrounded by state of the art reproduction machinery and famed names such as Heidelberg, the Mackenzie Heritage Printery exhibit was a unique attraction and popular with the estimated 9,000 visitors. There is no doubt that overall participation was of prestigious value to our fledgling joint venture organization.

We trust that this memorandum will be of interest to you and your fellow commissioners providing factual and interesting insight into the operations of the Mackenzie Heritage Printery and our vision of future operations, in cooperation with The Niagara Parks Commission.

Thanking you and your Commission, I remain,

Sincerely,

MACKENZIE HERITAGE PRINTERY

A handwritten signature in cursive script that reads "Al Teather".

Al Teather
Chairman

cc: Wm. Poole, Vice-chairman
& Directors

Appendix C

Strategic Planning Models

Figure 3

INPUTS FOR PLANNING EDUCATIONAL PROGRAMS AND EXHIBITS

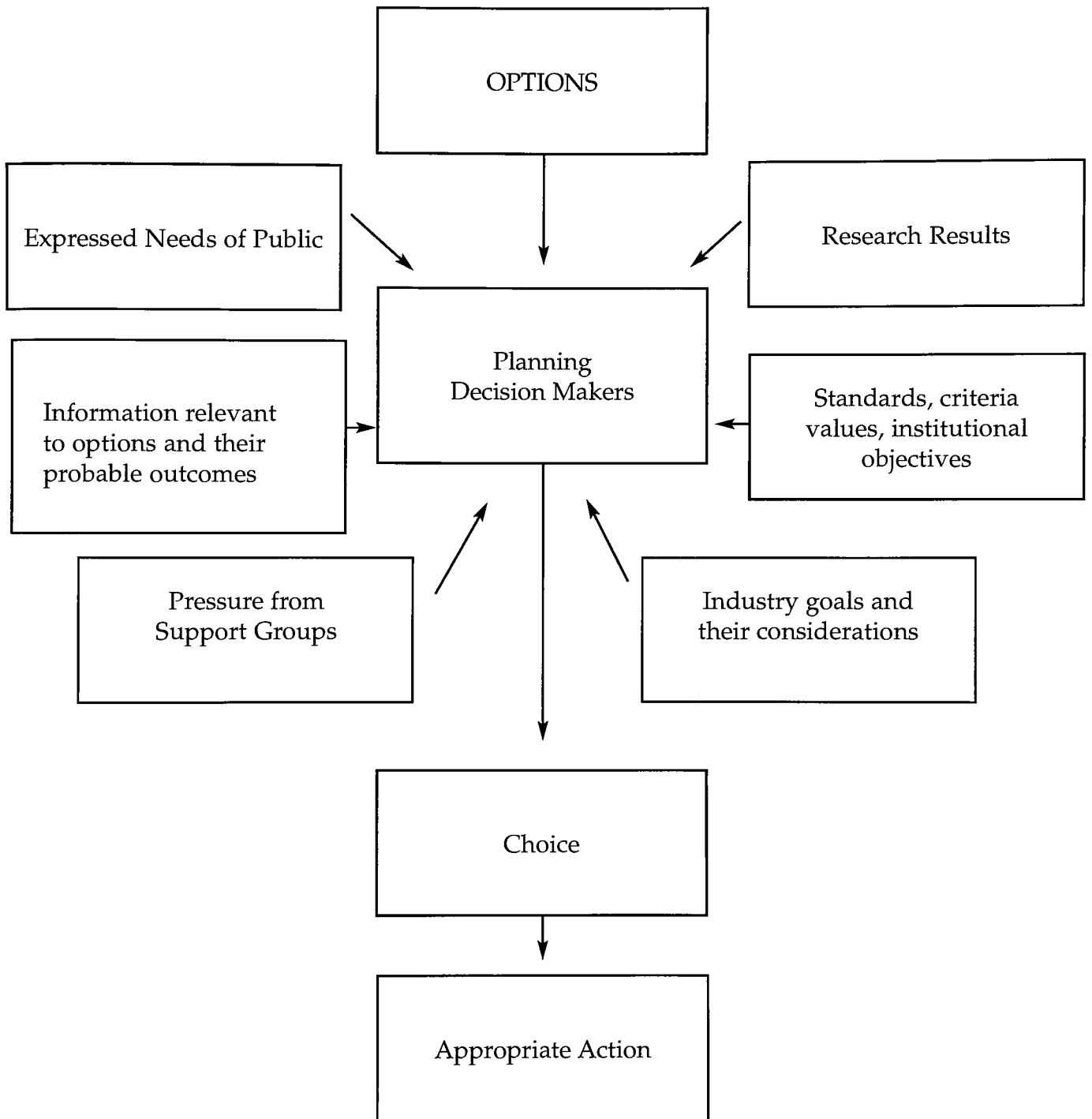


Figure 4

ISSUE IDENTIFICATION METHOD

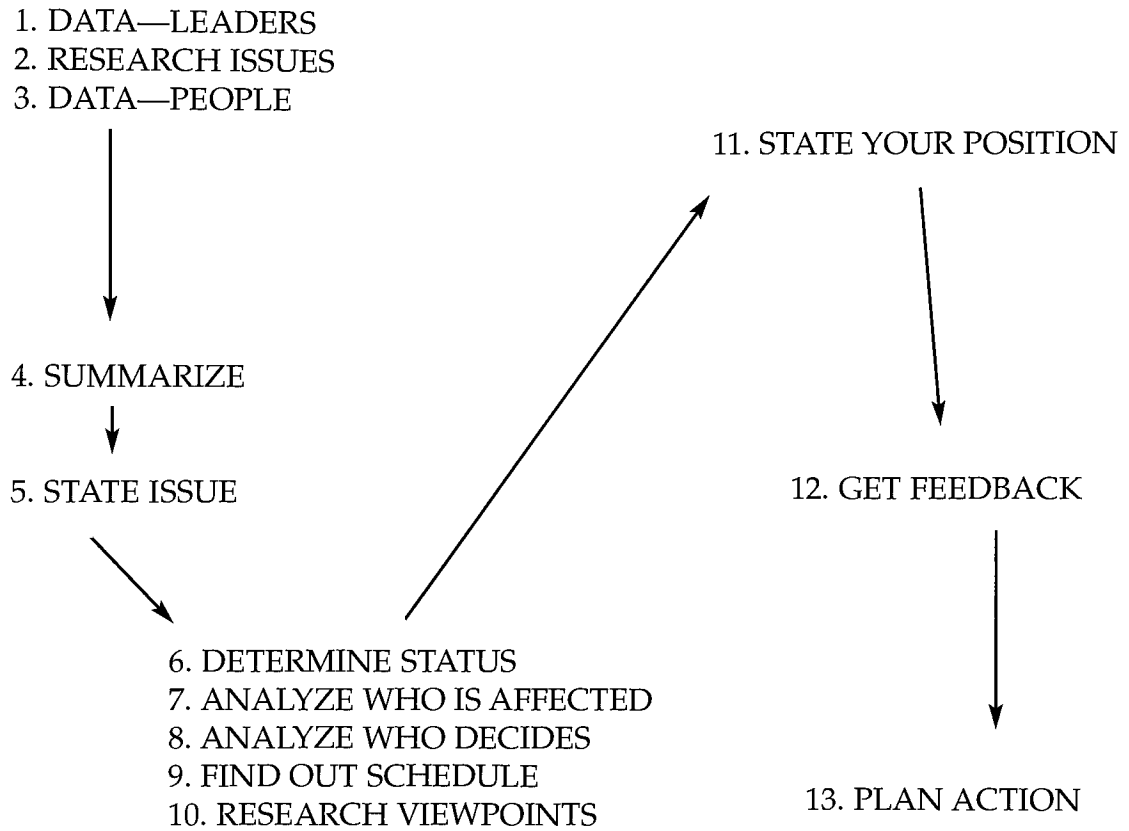


Figure 5

ROLES OF LAY PERSONS & STAFF
IN PROGRAM PLANNING

GOAL SETTING

A Joint Effort

ESTABLISHING THE SITUATION

Lay persons who are familiar with the situation

Staff provides research, data analysis and logistical support

A joint effort

IDENTIFICATION OF THE ISSUE OR PROBLEM

Usually lay person due to nature of "local problems"

DETERMINING OBJECTIVES

A professional responsibility as it relates to educational program planning

METHODOLOGY AND IMPLEMENTATION

Generally a function of the professional education learners may also be involved

EVALUATION

A joint effort

Figure 6

GOALS

ORGANIZATIONAL

Operational
Programmatic

FUNCTION OF GOALS

Provide Vision/ Direction
Planning Framework
Improved Effectiveness
Motivation/Satisfaction
Basis for Evaluation
Potential for Reducing Conflict

GOALS ARE REVIEWED AND UPDATED REGULARLY

Figure 7

EIGHT SOURCES OF GOALS

FROM THOSE BEING SERVED

FROM SIGNIFICANT OTHERS

FROM THE SUCCESSFUL GOALS OF OTHERS

FROM POLICY - PRACTICE DISCREPANCIES

FROM LISTING OUR CURRENT PROBLEMS

FROM PREDICTIONS ABOUT THE FUTURE

FROM OUR IMAGES OF POTENTIAL

FROM OUR LEADERSHIP IN OUR SYSTEM (AT ALL LEVELS)

Figure 8

EFFECTIVE GOALS ARE

ATTAINABLE/REALISTIC

DEFINED - CLEAR UNDERSTANDING

MEASURABLE

TIME FRAME

SMART - SPECIFIC, MEASURABLE, ATTAINABLE, RELEVANT, TIMED

WRITTEN DOWN

JOINTLY ESTABLISHED

EXTERNALLY VALID

ADHERE TO MISSION

SIMPLE & CLEAN

LINKED TO PROPOSAL

CHALLENGING

PROGRESS TOWARD THEIR REGULAR ASSET

PRIORITIZED