

MISSISSIPPI VALLEY CONSERVATION AUTHORITY
POLICY AND PRIORITIES ADVISORY COMMITTEE

MVCA Boardroom

3:15 PM

May 15, 2019

AGENDA

Roll Call

Adoption of Agenda

Declarations of Interest (written)

ITEMS FOR DECISION

1. Minutes – Policy & Priorities Advisory Committee Meeting – April 5, 2019
2. Business Arising
3. Proposed Revisions of MVCA Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Policies – Alterations to Shorelines (Staff Report #3013/19)
4. Mississippi River Watershed Plan – Work plan update (Staff Report #3014/19)

ITEMS FOR INFORMATION

5. Mill of Kintail Museum – Draft Strategic Plan (Attached)
6. Other Business

ADJOURNMENT

MISSISSIPPI VALLEY CONSERVATION AUTHORITY
POLICY AND PRIORITIES ADVISORY COMMITTEE

MVCA Boardroom

MINUTES

April 5, 2019

MEMBERS PRESENT:

J. Atkinson (by phone);
F. Campbell;
G. Gower;
J. Hall;
B. Holmes;
J. Karau;
J. Mason;
K. Thompson.

MEMBERS ABSENT:

R. Darling;
T. Fritz;
J. Inglis.

STAFF PRESENT:

S. McIntyre, General Manager;
A. Playfair, Recording Secretary.

OTHERS PRESENT:

S. McIntyre called the meeting to order at 1:01 p.m.

BUSINESS:

1. **PPAC04/05/19-1**

MOVED BY: K. Thompson

SECONDED BY: F. Campbell

Resolved, That the Agenda for the Policy and Priorities Advisory Committee meeting be adopted as presented.

“CARRIED”

2. **Minutes – Policy & Priorities Advisory Committee Meeting – June 27, 2018**

PPAC04/05/19- 2

MOVED BY: J. Hall

SECONDED BY: J. Karau

Resolved, That the minutes of the Policy & Priorities Advisory Committee meeting held June 27, 2018 be received and approved as printed.

“CARRIED”

2. Election of Chair and Vice-Chair

J. Mason nominated Jeff Atkinson for the position of Chair for 2019. S. McIntyre asked three times for any further nominations.

J. Atkinson agreed to let his name stand for the position of Chair. He was duly elected by acclamation.

J. Hall nominated Kirby Thompson for the position of Vice-Chair. S. McIntyre asked three times for any further nominations.

K. Thompson agreed to stand for the position of Vice-Chair. He was duly elected by acclamation.

K. Thompson Vice-Chair will Chair the meeting as Chair J. Atkinson was participating by teleconference.

3. Amendment of Administrative By-law

a. Secretary-Treasurer

K. Thompson and S. McIntyre commented on Staff Report #2999/19 attached regarding amendment to MVCA Administrative By-law – Reassignment of Secretary-Treasurer responsibilities.

F. Campbell asked for clarification regarding financial obligations of signing authority for amounts above \$25,000.00. S. McIntyre will add this item to a future meeting to discuss in more detail.

A discussion was held regarding which signing officers are needed for financial obligation in excess of \$25,000.00. To improve clarity, it was agreed that Section 11 of the Administrative By-law should be amended to include a table, and that the text state that one person from each column is required for signing purposes.

PPAC04/05/19- 5

MOVED BY: J. Karau

SECONDED BY: J. Hall

Resolved, That

1. The General Manager be appointed as Secretary-Treasurer of the MVCA; and further that

2. The Administrative By-law be amended as recommended by Staff Report #2999/19 and amended by the committee.

“CARRIED”

b. Voting by Proxy

S. McIntyre commented on Staff Report # 3000/19 attached on amendments of MVCA Administrative By-law – Voting by Proxy.

J. Karau recommended clarifying the wording to read “An absent member voting by proxy shall not be considered ‘present’ during meeting Roll Call and will not be included in the calculation of Quorum”.

S. McIntyre advised the committee that a proxy vote would be for a significant agenda item and the board of directors would have to pass a resolution to allow for proxy votes. It was also noted that the By-laws state “a member participating in a meeting electronically shall have no vote during the meeting”.

Committee members directed that attending Members be permitted to exercise no more than one proxy vote per agenda item. Committee members further clarified that a municipal Council may approve a substitute Member by resolution, as was done by Beckwith Township for the 2019 AGM. The substitute Member has all the rights and privileges of the primary municipal delegate where a copy of the resolution is provided in advance of the meeting.

PPAC04/05/19-3

MOVED BY: G. Gower

SECONDED BY: J. Hall

Resolved, That

The amendments to the Mississippi Valley Conservation Administrative By-law as recommended in Staff Report #3000/19 be approved as amended.

“CARRIED”

c. Invited Members

S. McIntyre reviewed Staff Report 3001/19 attached regarding amendment of MVCA Administrative By-laws - Invited Members.

A discussion was held by the Committee and it was agreed that nothing in the By-laws prevent the General Manager from inviting experts to attend Board meetings; and similarly nothing prevents Board Members from suggesting when external help may be of assistance when dealing with specific agenda items. It was agreed that it is within the General Manager’s purview to determine whether payment for such attendance is appropriate. It was further agreed that, in principle, those paid for providing this service could be compensated using the same honorarium and travel rates approved for Board members.

J. Karau recommended and the Committee agreed to change the resolution to say “Resolved That the General Manager or their delegate be identified as the official liaison between the MVCA Board and the MVCF Board”.

J. Mason noted that if the Foundation becomes more active, the By-law on invited members could be amended in the future. J. Atkinson and J. Karau stated that future consideration could also be given to invited representation from First Nations or other designated party or groups.

PPAC04/05/19-4

MOVED BY: J. Karau

SECONDED BY: J. Mason

Resolved, That

- 1. The Administrative By-law remain silent on Invited Members; and further that**
- 2. The General Manager or their delegate be identified as the official liaison between the MVCA board of the MVCF board.**

“CARRIED”

4. Other Business

J. Karau and J. Atkinson noted that future consideration could be given to inviting representation from First Nations or other designated groups as Invited Members. J. Karau also recommended that the Water Advisory Committee be notified.

ADJOURNMENT

The meeting was adjourned at 1:48 p.m.

PPAC04/05/19-6

MOVED BY: J. Hall

SECONDED BY: J. Karau

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

“CARRIED”

“A. Playfair, Recording Secretary

K. Thompson Vice-Chair”

REPORT

3013/19

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Policy & Priorities Advisory Committee
FROM:	Matt Craig, Manager of Planning and Regulations
RE:	Revisions of MVCA Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Policies – Alterations to Shorelines
DATE:	May 10, 2019

Recommendation:

That the Policies and Priorities Committee approve for circulation and comment draft revisions to MVCA's *Development, Interference with Wetlands and Alterations to Shorelines and Watercourses Policies* that deal with Alterations of Shorelines (Section 10.2 and Appendix H.)

1.0 ISSUE

After the 2017 flood event, MVCA received over 90 shoreline applications related to flood damage in the Constance Bay area. During the processing of those applications it became apparent that current policies did not contemplate some situations and did not provide landowners or staff with clear direction. In 2018, staff began a comprehensive review of the policy document with the intent of tabling all amendments later this year. Due to the recent flooding, however, there is an urgent need to move forward with updates to the shoreline policies to effectively deal with a potentially larger number of applications as both the Mississippi and Ottawa watersheds experienced extensive flooding this spring.

2.0 ANALYSIS

No policy changes are proposed. Rather, clarification of existing policies and the addition of guidelines with examples are being recommended to ensure consistency and efficiency in the review of shoreline applications and to provide clarity on the review process and acceptable methods of shoreline protection. This will aid in the timely review and processing of applications.

For example, existing policies do not recognize different options and methods of erosion and shoreline protection. The purpose of the revisions is to provide clear direction to staff and

landowners on acceptable measures. The proposed shoreline policies also provide more detailed explanation on alternatives and reflect current standards and practices. Adoption of the revised alteration to shoreline policies will:

- 1) Provide landowners and staff with clear, concise direction on acceptable shoreline erosion protection measures.
- 2) Provide consistency in approval and reviews.
- 3) Allow for faster processing times.
- 4) Reflect current practices of shoreline protection and practices.

Consultation regarding the proposed policy updates and appended guidelines to provide practitioners with an opportunity to provide input and ensure transparency and awareness of the the proposed policy updates. Proposed external consultation for the revisions include:

- posting of the draft policies on the MVCA website;
- circulation to neighbouring Conservation Authorities; and
- circulation to member municipalities.

3.0 ATTACHMENTS:

- **Section 10.2 Alterations to Shorelines (Existing)**
- **Section 10.2 Alterations to Shorelines (Proposed)**
- **Appendix H Guidelines for In-Water and Shoreline Works (New)**

10.2 Shoreline Alterations / Modifications (Existing)

- (i) Where natural conditions cannot be re-established due to site-specific constraints, the proposal may be permitted provided that:
 - a) upstream water levels (backwater effects) will not be increased;
 - b) alignment will not affect river hydraulics;
 - c) the transition from proposed protection to abutting shoreline properties must be designed so that local erosion, debris accumulation or undesirable changes in local currents or sediment transport will not occur;
 - d) where the shoreline is in the vicinity of marginally stable or unstable slopes, professional geotechnical engineering input may be required at the Authority's discretion and at the landowner/applicant's expense.
- (ii) Floating docks or docks supported by pipes or stilts (less than 15 centimeters in diameter) are generally exempt from approval by the Authority but may require approval by others. The attachments for these docks to the shore require Authority approval. Other types of permanent or fixed docks also require Authority approval.

10.2 Alterations to Shorelines (Proposed)

Shorelines are the interface where land meets a body of water. *Shorelines* are dynamic in nature and are subject to fluvial and coastal processes. They act as a natural water quality filter for surface runoff and often absorb certain nutrients and contaminants, as well as trap sediment.

Naturalized *shorelines* with an abundance of vegetation provide *erosion* protection by assisting with the mitigation of surface runoff. Plant and tree root systems also bind the soil in place preventing further *erosion* of earthen material that is often lost due to natural processes such as wave action or changes in water level.

- 1) In general, alterations to a shoreline shall not be permitted.
- 2) In general, shoreline hardening will not be permitted unless there is active erosion occurring along a shoreline or watercourse and the applicant has demonstrated that bio-engineering or the re-establishing the natural conditions are not feasible options.
- 3) Notwithstanding Section 10.2 2), where natural conditions cannot be re-established due to active erosion or site-specific constraints, shoreline alteration proposals may be permitted provided that:
 - a) upstream water levels (backwater effects) will not be increased;
 - b) alignment will not affect river hydraulics or base flows;
 - c) the transition from proposed protection to abutting shoreline properties must be designed so that local erosion, debris accumulation or undesirable changes in local currents or sediment transport will not occur;
 - d) where the shoreline is in the vicinity of marginally stable or unstable slope, professional geotechnical engineering input may be required at the Authority's discretion and at the landowner/applicant's expense; and
 - e) the shoreline alterations are constructed in accordance with Appendix H.
- 4) Notwithstanding Section 10.2 1) & 2), an alteration to a shoreline or development that by its nature is located along the shoreline such as the construction or reconstruction of a marine facility and erosion control measures may be permitted if it has been demonstrated to the satisfaction of the MVCA that the control of flooding, erosion, pollution, dynamic beaches or the conservation of land will not be adversely affected. The MVCA may request a technical study to ensure that the development is not subject to risk. The submitted plans must demonstrate that:
 - a) the potential for surficial erosion has been considered and addressed;
 - b) impacts of ice force on the development have been considered and addressed;
 - c) wave uprush impacts have been considered and addressed;
 - d) structures and erosion control measures meet requirements under Appendix H.
- 5) Notwithstanding Section 10.2 1), dredging may be permitted along the shoreline if it has been demonstrated to the satisfaction of the MVCA that the interference on the natural features and hydrologic and ecological functions of the *watercourse* and the control of flooding, erosion, pollution, dynamic beaches or the conservation of land will not be adversely affected. The submitted plans must demonstrate that:
 - a) all dredged material is removed from the waterbody and placed in an upland area (i.e., outside of the regulatory flood plain and/or a minimum of 30 metres from the watercourse);
 - b) the dredged material is transported in a contained fashion; and
 - c) appropriate *erosion* and sediment control measures are implemented.

APPENDIX H: GUIDELINES FOR IN-WATER AND SHORELINE WORKS

Introduction

Alterations or works within or along a watercourse or shoreline require written permission from MVCA prior to the works being undertaken, in accordance with Ontario Regulation 153/06. In-water works are often required to conduct watercourse realignments, shoreline erosion protection, infrastructure repairs/replacement and water taking activities.

These guidelines apply to in-water and shoreline works, and related activities. They will be used by staff in the review of permit applications to ensure that these activities meet the intent of the Section 28 Program Objectives (Section 2.0 of these policies) for implementing Ontario Regulation 153/06.

1.0 General Guidelines

The following general guidelines will be considered in reviewing applications under Ontario Regulation 153/06 for all in-water, watercourse alterations and shoreline works.

- a) Base flows must not be adversely affected by any watercourse or shoreline alterations.
- b) The design of projects involving shoreline or watercourse alterations where natural heritage features, such as *Areas of Natural or Scientific Interest (ANSI)* and shoreline wetlands, may be present will be required to take into consideration the ecological functions of the watercourse and related features while allowing for compatible development.
- c) Timing windows restrict in-water work related to an activity during certain periods in order to protect fish and/or other species listed under these Acts from impacts of works or undertakings in and around water during spawning migrations and other critical life stages. In or near-water works must respect the timing window guidelines for fish spawning and turtle nesting (as established by the Ontario Ministry of Natural Resources and Forestry) and species listed as threatened or endangered under the *Endangered Species Act* (administered by MECP) or *Species at Risk Act* (administered by DFO for aquatic species).
- d) Erosion and sediment control (ESC) measures must be installed before, during and after construction and remain until the site is permanently stabilized. ESC measures may include, where applicable, but not limited to, the use and maintenance of check dams, silt fences or barriers, inlet screens, sediment ponds, buffer strips or other effective measures that may be deemed necessary by the MVCA. Ontario Provincial Standard Drawings (OPSD) for ESC measures can be used as a reference for installation and application of control measures.
- e) The use of materials that may result in *pollution* will not be permitted for the construction of near or in-water structures that will be temporarily or permanently inundated with water (i.e. railway ties, pressure treated lumber). Native, untreated materials (i.e. white cedar, hemlock) will be required in these applications.
- f) All activities, including maintenance procedures, are to be conducted in a manner that will prevent the entry of petroleum products, debris, rubble, concrete or other deleterious substances into the water.
- g) It will be the responsibility of the landowner/applicant to provide any studies or reports necessary for the Authority's review and evaluation of the proposal.

2.0 Shoreline Alterations / Modifications

These works include bio-engineering, rip-rap and vertical shoreline walls usually composed of armour stone, masonry rock, concrete, steel, wood and plastic or gabion baskets.

While vertical shore walls have short term benefits, the retention of existing emergent aquatic vegetation and planting of trees and shrubs on the shoreline bank is the preferred method of shoreline protection. Retention of shoreline vegetation can be an effective method of preventing further erosion and shall be incorporated into shoreline alteration proposals. Rip-rap, which is the placement of clean angular stone or rock rubble on a slope, may be used in combination with bio-engineering methods where bio-engineering methods alone would be ineffective. Properly sized rip-rap placed along the waterfront over a geotextile filter fabric is effective in dissipating wave action, and preventing soil particles from washing out while allowing land-based moisture to naturally infiltrate back into the waterbody.

- (i) Preservation or enhancement of natural vegetated shorelines and buffers is encouraged and may be required before other alternatives are considered.
- (ii) Where the only alternative to preventing shoreline erosion is shoreline hardening, the accepted method is rip rap, which is defined as angular blast rock backed with non-woven geotextile filter fabric, placed on a 2:1 (H:V) slope, following the natural contour of the shoreline and supplemented with native vegetation along the top.
- (iii) Excavation of the upland slope to create the appropriate slope angle shall occur. Filling, excavation or dredging of the lake or river bed to accommodate rip-rap shall not be permitted.
- (iv) The construction of vertical structures (retaining walls (concrete, armour stone), gabion baskets, etc.), will not be permitted immediately along the shoreline of a lake, river or watercourse where it can be expected that under normal conditions, the structure will be in contact or inundated by water for an extended period of time.
- (v) The replacement of a vertical structure will be considered as new construction, in which, the reestablishment of natural conditions is required to be achieved or a less invasive form of erosion control (i.e. rip rap, bioengineering) shall be installed, if feasible.
- (vi) The construction of a vertical structure may be permitted along the shoreline of a watercourse if the following conditions are met and it has been deemed acceptable by the MVCA:
 - a) The vertical structure is located above the normal high water mark of the watercourse or an area that is seasonally or temporarily inundated with water;
 - b) Encroachment on the bed of or into the watercourse will not occur to minimize placement of fill in the flood plain;
 - c) The height of the vertical structure does not exceed the existing grade of the property if it is located within an identified regulatory flood plain;
 - d) The toe of the vertical structure is protected with rip rap or a natural vegetated buffer along the base of the retaining wall;
 - e) Filter cloth will be installed behind the shore wall to prevent the migration of fines into the water;
 - f) All backfill will be clean imported material;
 - g) Any material excavated as part of construction should be removed off site in a contained manner and disposed of accordingly outside of any identified, regulatory flood plains or a minimum distance of 30 metres from the watercourse; and
 - h) The construction of a vertical structure is the only suitable option to repair active erosion due to the site conditions (i.e. bank height, soil type, lot constraints, etc.).
- (vii) Vertical structures that exceed 1.0 metres (3.3 feet) in height, must be designed and approved by a Professional Engineer.
- (viii) Erosion control measures shall not be placed or encroach beyond the existing toe of the shoreline slope.

- (ix) Encroachment of rip-rap up to 1 metre onto the lake or riverbed may be supported if the encroachment is required to protect trees which are assisting in shoreline stabilization.

- (x) A proposal will be considered a repair if the proposed work affects less than 50% of the existing erosion protection along the shoreline and there is no change in the dimensions (width, height, length) of the existing erosion protection.

REPORT

3014/19

TO:	The Chair and Members of the Mississippi Valley Conservation Authority Policy & Priorities Advisory Committee
FROM:	Alyson Symon, Watershed Planner
RE:	Mississippi River Watershed Plan - Work Plan Update
DATE:	May 7, 2019

Recommendation:

That the Committee approve the Mississippi River Watershed Plan Work Plan as presented in this report.

1.0 PURPOSE

In October 2016, the Mississippi Valley Conservation Authority (MVCA) Board of Directors approved the Terms of Reference for the development of a Mississippi River Watershed Plan. Staff were asked to provide an updated work plan to guide the development of the Mississippi River Watershed Plan over the next two years. The purpose of this document is to provide an update on progress to date and to provide an updated work plan.

2.0 BACKGROUND

MVCA has the responsibility for flood and erosion control, flood forecasting and warning, and in providing expertise on, and regulating land use planning matters related to flood and erosion hazards for the Mississippi River watershed. MVCA has provincially assigned responsibilities in monitoring low water events to assist in guiding the local response, as well as a role in the protection of drinking water, both surface and groundwater. MVCA also monitors and reports on waters quality and delivers stewardship and education programs aimed at protecting the health of the watershed.

The Mississippi River Watershed Plan will provide for integration of these management activities at the watershed scale. It will also provide for the consideration of climate change vulnerabilities and the inclusion of adaptation tools in MVCA's other guiding documents such as the Mississippi River Water Management Plan, the Mississippi Rideau Source Protection Plan, MVCA's Monitoring Strategy and various Plan Review guidelines.

Goal of the Mississippi River Watershed Plan (MRWP)

The Goal of the Mississippi River Watershed Plan is to examine long term stressors affecting the natural resources of the watershed, to provide a forum for government and the public to articulate a vision for the desired state of those resources, and to develop a collaborative action plan to achieve that vision.

Current Status of the MRWP

The watershed planning process involves three key phases: Scoping and Characterization; Analysis and Evaluation; and Watershed Plan Development. MVCA is nearing completion of the first phase, Scoping and Characterization. This has entailed the gathering of a broad range of information to characterize the watershed. A series of draft “chapters” (listed pg. 4) have been prepared to form the basis for the MRWP Background/ Characterization Report.

3.0 STAKEHOLDERS

Stakeholder engagement will form a key component of the watershed planning process. Watershed residents, Indigenous communities, government, industry, environmental groups and other interested parties will be consulted at various stages throughout the watershed planning process. A number of these groups will also be involved in ongoing implementation and review of the watershed plan.

3.1 Technical Advisors

The Technical Advisors group will comprise a list of representatives from the indigenous communities, municipal government and provincial government, with an interest and expertise in various aspects of the MRWP. These individuals will be called upon to provide information, technical expertise and broad guidance in the development and implementation of the plan.

This group will be consulted, as required, either through one-on-one consultation or in small groups (ex. a Municipal Group). It will include representatives from the following groups/organizations:

- Mississippi Valley Conservation Authority (BOD, staff)
- Municipalities (i.e. Municipal Planners)
- First Nations (Shabot Obaadjiwan First Nation and Ardoch Algonquin First Nation)
- Ontario Ministries of: Natural Resources & Forestry (MNR); Environment, Parks & Conservation (MECP); Agriculture, Food and Rural Affairs (OMAFRA); and Municipal Affairs and Housing (MMAH)

3.2 Public Advisory Committee (PAC)

The Public Advisory Committee (PAC) will provide a mechanism for the public to contribute to the development of the watershed plan and its implementation. It will also take on the function of the Mississippi River Water Management Advisory Committee. The PAC will report directly to the Mississippi Valley Conservation Authority Board of Directors.

The role of the Public Advisory Committee is to provide comments, information and recommendations to the MVCA Board of Directors. The Committee will operate according to the following guidelines:

- Comprised of Non-Government Organizations and individuals representing a broad range of interests throughout the watershed, including:
 - Aggregates/Mining
 - Agriculture
 - Developers
 - Environmental Groups
 - Forestry
 - Hydro-Power Producers
 - Lake Associations
 - Local Commerce
 - Watershed Ratepayers
- It will be comprised of 11 members including two Chairs: one representing hydropower producers, and a Co-Chair selected by the committee.
- MVCA’s General Manager will act as Committee Secretary as a non-sitting member.
- Members will sit for 2 year terms (initial membership will have half the committee starting at a 1 year terms and half at 2 years).

Other individuals or organizations with an interest in the Mississippi River Watershed Plan will be identified and included as part of the stakeholder engagement outlined in the Work Plan.

4.0 WATERSHED PLAN PROCESS

The Watershed Plan process consists of three key phases shown in Figure 1. The attached Work Plan Schedule outlines the framework for the remaining steps in the planning process.

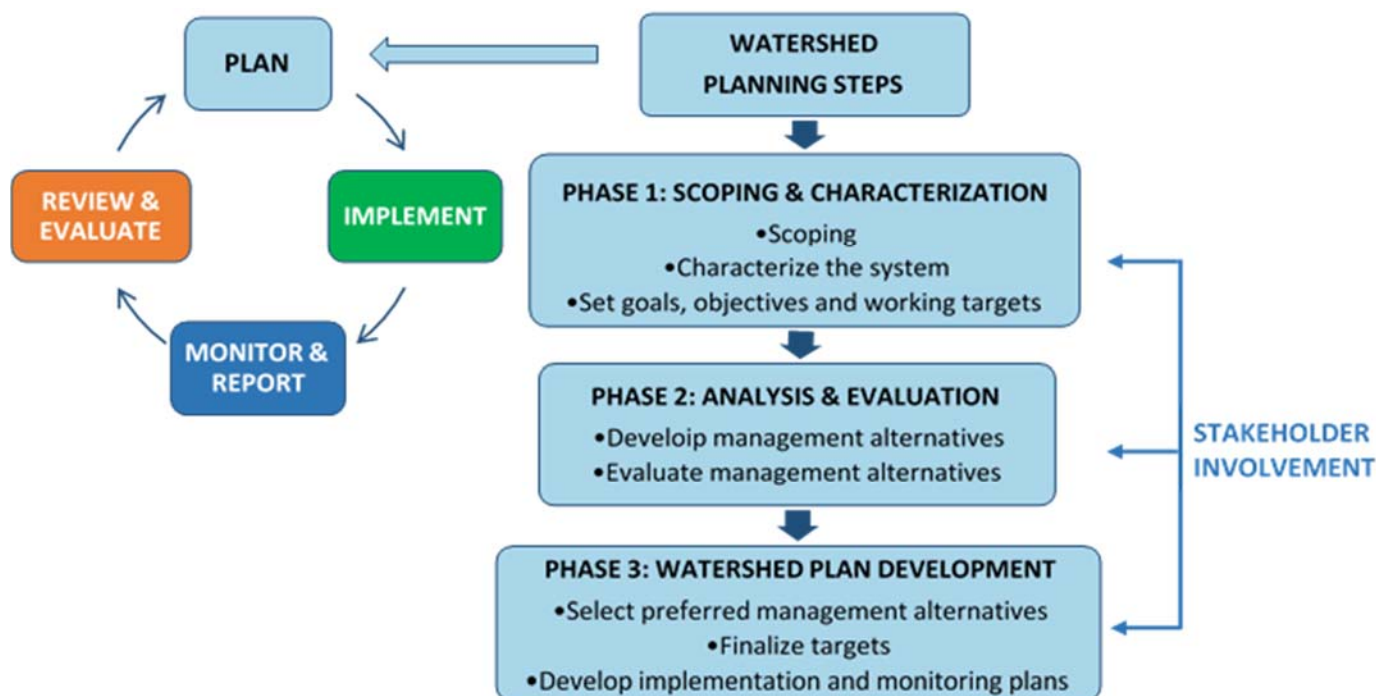


Figure 1: Watershed Planning Process

4.1 Phase One: Scoping and Characterization

(Ongoing to Fall 2019)

The Watershed Characterization component of Phase 1 is nearing completion. A series of draft “chapters” (listed below) have been prepared to form the basis for the MRWP Background/ Characterization Report.

4.2 Phase Two: Analysis and Evaluation

(Sept 2019 to Feb 2020)

The characterization/background report will provide the framework for initial stakeholder engagement. Because of the large volume of background information, this consultation will be carried out in stages over a four month period from Oct 2019 to Jan 2020. The information will be divided into four separate “Backgrounder Reports”.

Backgrounder One – People & Property

- Population, Properties
- First Nations in the Watershed
- Land Use Planning and Regulations
- Source Water Protection
- Agriculture, Forestry, Minerals, Fishing/Recreation
- Conservation Areas, Crownland and Other Natural Areas

Backgrounder Two – Physical Environment

- Physiography, Geology and Hydrogeology
- Climate
- Surface Water Features and Hydrology
- Natural Hazard Features

Backgrounder Three – Natural Systems

- Water Quality and Aquatic Features
- Wetlands and Other Natural Heritage Features

Backgrounder Four – Capital Asset Management & System Operations

As detailed in the attached work plan schedule the Backgrounder Reports will be released to the stakeholders in this order:

1. MVCA Policy and Priorities Committee
2. a) Public Advisory Committee – in meeting format
b) Technical Advisors (MNRF, MOECC, OMAFRA, etc.) – in groups, one-on-one, online (webinar) formats
3. General Public (various formats, public workshops)

Throughout this consultation phase, stakeholders will be asked to assist in the identification of issues and the setting of goals, objectives and targets, using a SWOB analysis. They will also be provided with a list of management options to assist in framing the discussion. The results of these consultations will be used to develop a Discussion Paper for presentation to the MVCA Board of Directors in March 2020. The Discussion Paper will form the basis for public consultation.

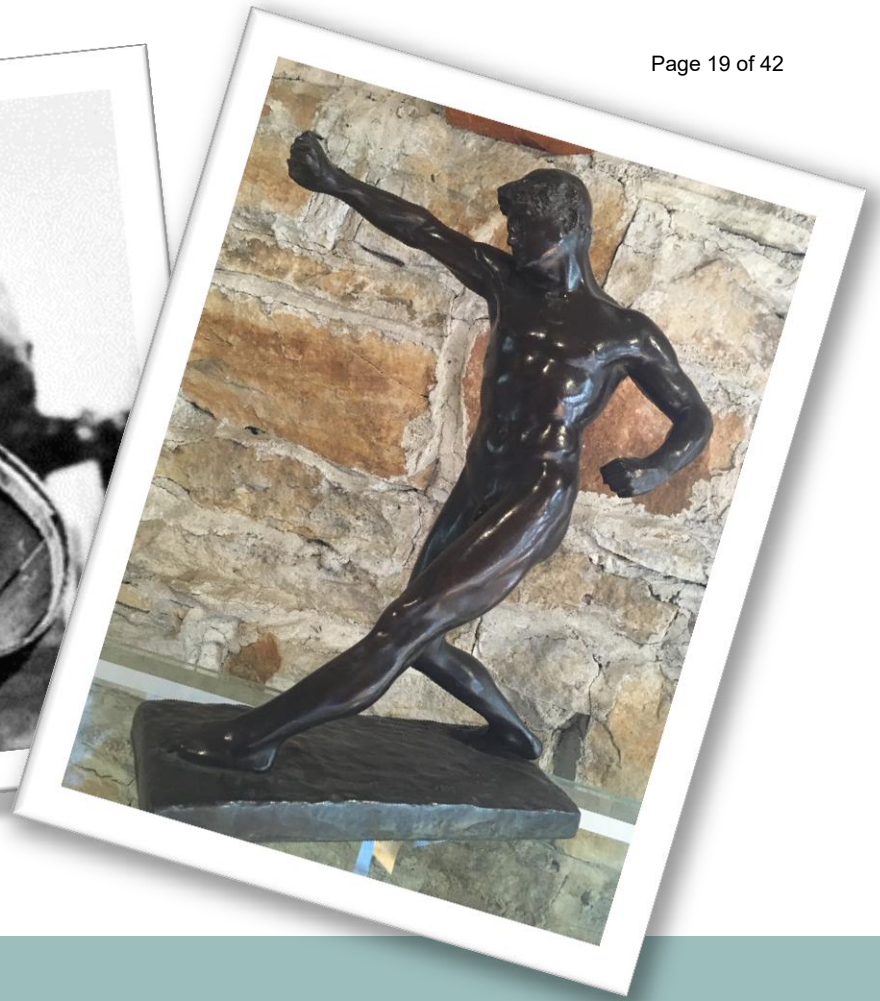
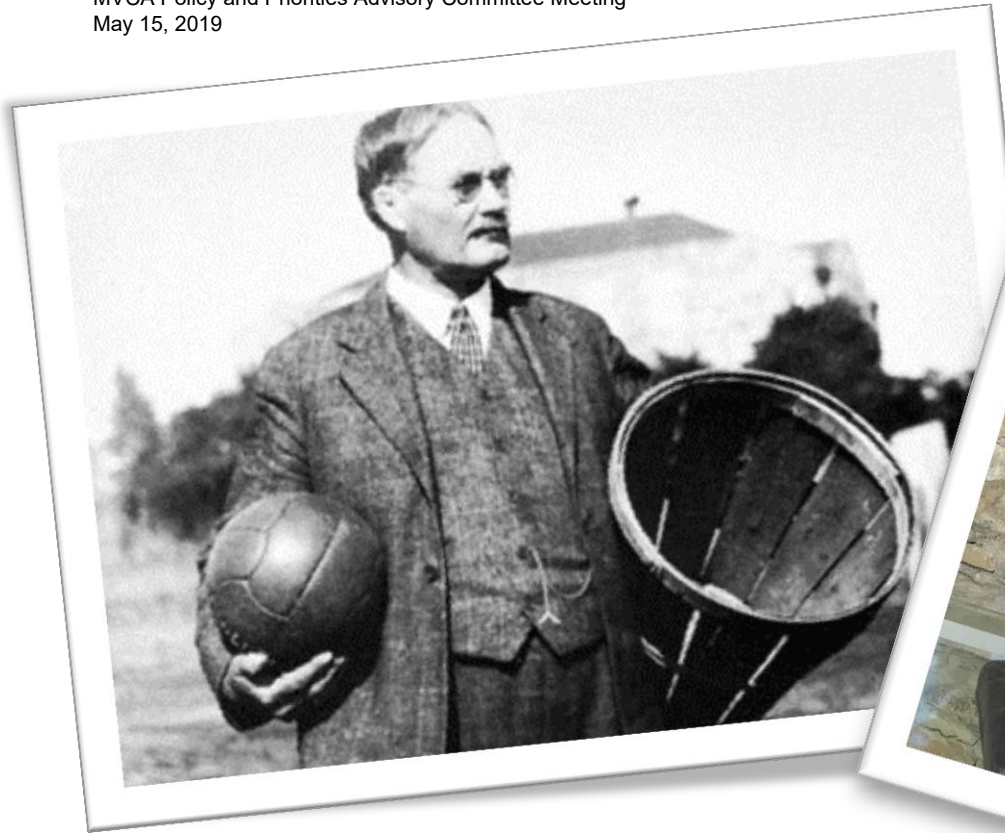
From March to June 2020, MVCA will host events at four key locations throughout the watershed: Sharbot Lake, Plevna, Carleton Place and Pakenham. The Discussion Paper will be presented and the public will be asked to provide comments.

4.3 Phase Three: Watershed Plan Development

(Mar 2020 to Oct 2020)

The Watershed Plan will be developed based on the information gathered throughout the Phase One and Phase Two consultations. The stakeholder review of the Discussion Paper will be used to select preferred management alternatives that will form the basis of the plan. A draft Mississippi River Watershed Plan will be tabled at a September 2020 meeting of the MVCA Policy and Priorities Committee and the October 2020 MVCA Board of Directors Meeting.

Attachment: Mississippi River Watershed Plan – Work Plan Schedule



MILL OF KINTAIL MUSEUM DRAFT STRATEGIC PLAN

Mississippi Valley
Conservation Authority

DRAFT May, 2019

INTRODUCTION

The purpose of this strategic plan is to set out the vision, mandate, and five-year goals and objectives for the museum, its collections, programs and facilities and the operating and capital investment needed to enable continued delivery of quality programming by the museum.

This plan was developed within the context of the Mill of Kintail Conservation Area Master Plan (MoKCAMP) that sets the strategy for the entire property. The strategy will be subject to review with any updates to the Master Plan.



BACKGROUND

The Mill of Kintail Museum displays the historical collections of Dr. R. Tait McKenzie, sculptor, surgeon, and pioneer in preventive and rehabilitative medicine; poet Ethel McKenzie, his life partner; and Dr. James Naismith, the inventor of basketball and McKenzie's life long friend.

The museum is located in the former Woodside grist mill on the Indian River constructed in 1830 by John Baird. McKenzie purchased the mill in 1931 and converted it into a summer home and studio, naming it the Mill of Kintail.

In 1952, the property was purchased by Major James Leys, an admirer of Dr. McKenzie who displayed McKenzie's works and artifacts in a memorial museum he created on the property.

Mississippi Valley Conservation Authority (MVCA) acquired the Mill of Kintail and the McKenzie collection in 1972. The Gatehouse that stores much of the collection and is used to conduct research was purchased by MVCA in 1986 and is also used for educational and conference purposes.

The Naismith collection was loaned to the museum in 2010, and became part of the permanent collection in 2017.

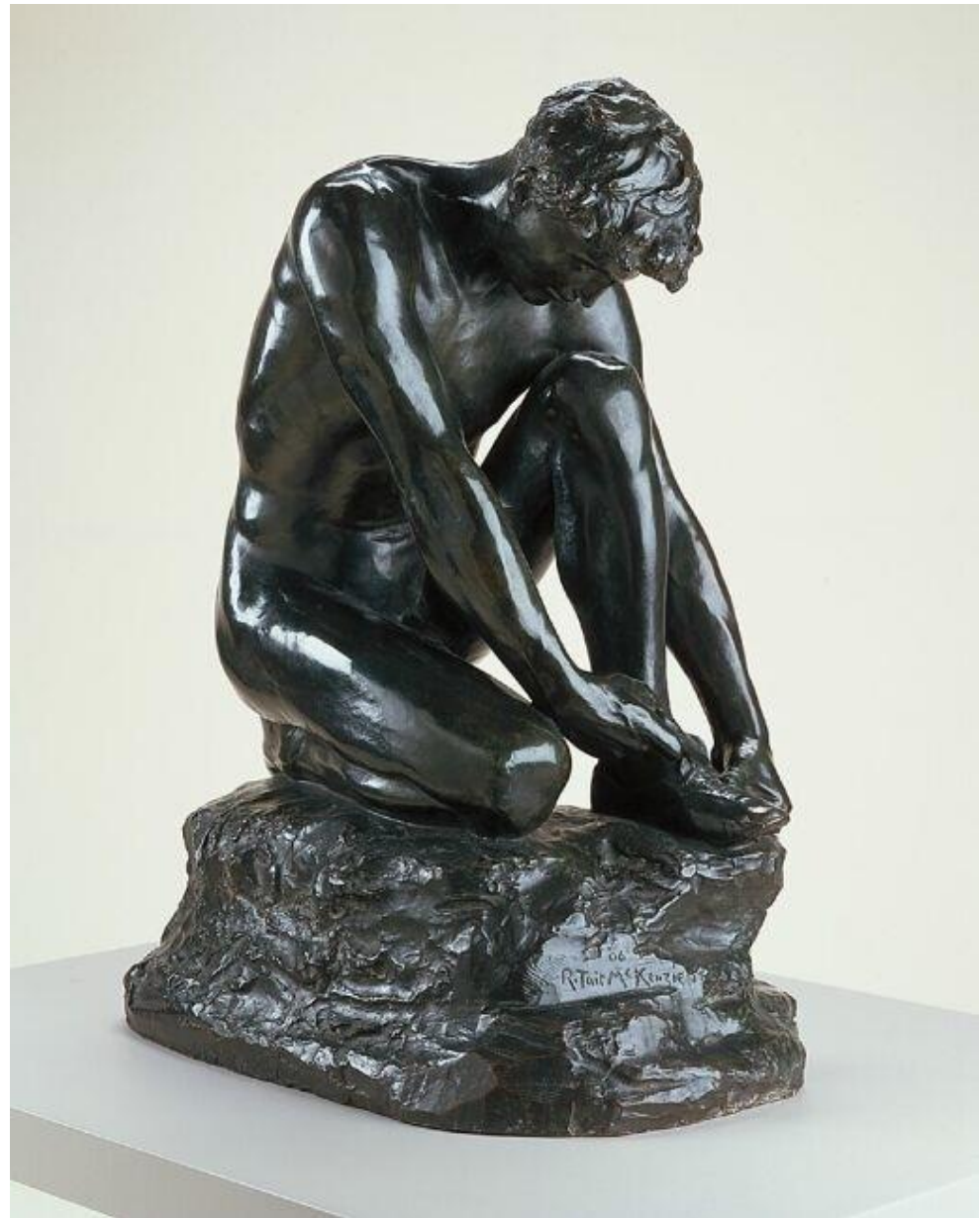
MUSEUM MANDATE

To safeguard and display the historical collections Dr. R. Tait McKenzie and Dr. James Naismith in a manner that protects the quality of archival materials and exhibits them in ways that make them of interest to and appreciated by visitors to the Mill of Kintail Conservation Area.



VISION

A living museum that celebrates the realms of physical activity, health, and nature through exploration of the lives of Dr. R. Tait McKenzie and Dr. James Naismith, and related experiential and educational opportunities.

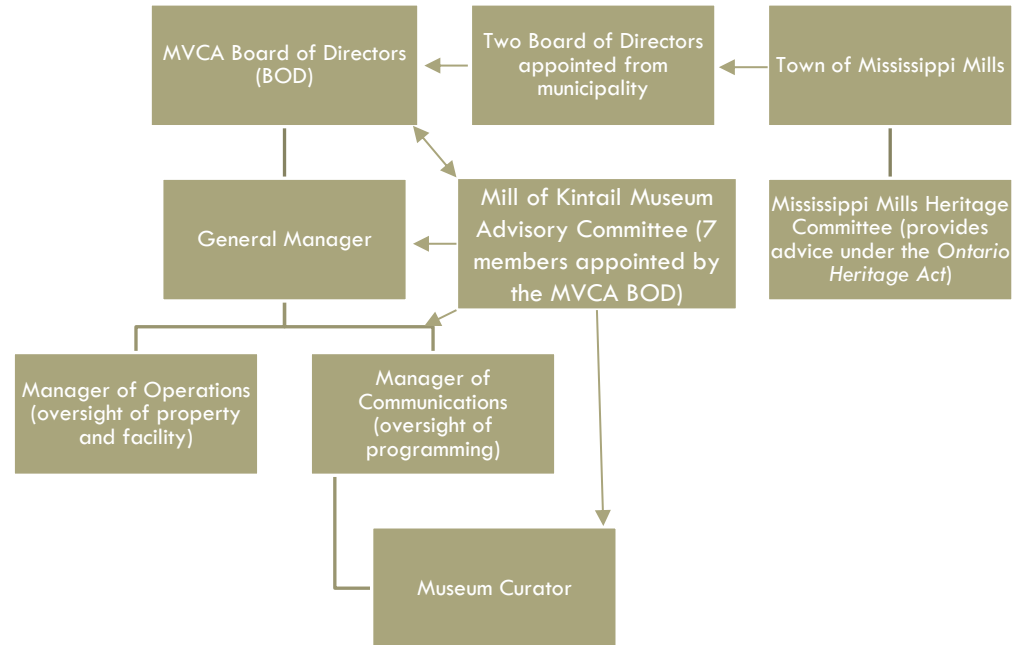


GOVERNANCE

The museum is owned and operated by the MVCA with significant operational support from volunteers including the Mill of Kintail Advisory Committee, and financial support from host municipality the Town of Mississippi Mills.

The Town designated the Mill of Kintail a heritage site in 1981 and administers the *Ontario Heritage Act* with the support of an Advisory Committee when considering permit applications submitted by the MVCA under the Building Code.

The MVCA Board of Directors holds fiduciary responsibility for the museum with 2 of the 17 Board members appointed by the Town of Mississippi Mills.



PLANNING APPROACH

Strategic Planning Team:

- General Manager
- Museum Curator
- Manager, Communications
- Manager, Operations
- MOK Museum Advisory Committee and Volunteers
- Kristy Giles, consultant

Review	Review background documents
Establish	Establish vision and guiding philosophy
Identify	Identify program areas and goals
Conduct	Conduct market analysis
Analyze	Analyze strengths, weaknesses, opportunities and barriers
Set	Set 5-year goals and objectives
Obtain	Obtain input from MOK Advisory Committee
Draft	Draft Strategic Plan
Publish	Publish for public review and present to the MVCA Policy & Priorities Committee
Finalize	Finalize for submission to the MVCA Board of Directors

MARKET ANALYSIS

The Mill of Kintail Museum lies outside of Almonte in rural Mississippi Mills, population 13,163. Immediately west is the City of Ottawa, which is approaching one million. The Town of Arnprior and Town of Carleton Place are an easy 20-minute drive of the museum, with over 100,000 residents in western Ottawa within a 40-minute drive. The Mill of Kintail is one of Lanark County's Seven Wonders.

The conservation area and museum provide visitors with a half or full-day excursion that includes artistic exhibits, heritage buildings, passive and active outdoor recreation and information regarding the work, lives, and times of McKenzie and Naismith. Two thirds of the exhibition space is wheelchair accessible.

The site is well suited for families because of the space for children to run and diversity of activities available. The museum and property are an educational destination for local outdoor and nature enthusiasts, athletes and sports fans, and area schools and teachers.

In 2018, the museum received over 7400 visitors.



EASTERN ONTARIO / WEST QUEBEC

DAY-TRIP MARKET

DRAFT FOR COMMENT

5-YEAR GOAL

Integrate the McKenzie and Naismith exhibits in a manner that:

1. Highlights their shared interest in nature and promotion of the health benefits of physical activity in conservation lands.
2. Leads visitors through the story of their lives, values, and accomplishments in Lanark County and beyond.
3. Improves inclusivity and accessibility to both collections and the full range of materials exhibited.
4. Improves visitor flow and management.

OBJECTIVES

1. Upgrade all archival storage to efficient, compact and digitized systems so that all archival materials, artifacts and records are housed in accordance with appropriate museum standards.
2. Integrate Dr. Naismith and Dr. McKenzie's stories throughout the museum and promotional materials that emphasize key messages and influences.
3. Improve movement and traffic patterns within the museum to allow better access and more exhibits and display space.
4. Develop an updated, curriculum-based museum tour with an audio option for download and listening while visiting the museum.
5. Continue to strive to meet, where possible, with Canadian Museum Association's Ethics Guidelines.
6. Pursue and develop partnerships to provide at a minimum one new special exhibit and several enhanced special events to support the site and increase visitorship.
7. Upgrade and interpret historic features surrounding the museum that relate to Dr. Naismith and Dr. McKenzie around the museum i.e. Boy Scout Cabin, Ethel's Spot, Mill Stones, Gatehouse, Historic Gardens, etc.
8. Develop a social marketing campaign and promotional material to increase awareness of the improvements to the museum and Dr. McKenzie and Dr. Naismith.
9. Seek expert and public input into the developments in the museum and surrounding grounds to continue to augment the experience.
10. Develop the Gatehouse with historic interpretation and conservation related exhibits to add features and educational opportunities.

CURRENT OPERATIONS

1. Collection

GOAL: Manage the collection in accordance with the R. Tait McKenzie Memorial Museum Policies and Procedures by providing responsible storage, care and decision -making of all artifacts, in accordance with the vision.

Historic Building	Storage and research relate to the historic values of the building
History of R. Tait McKenzie	Collection, storage and research related to the life accomplishments and values of Dr. R. Tait McKenzie and his wife Ethel
History of Dr. James Naismith	Collection, storage and research related to the life accomplishments and values of Dr. James Naismith
Physical Rehabilitation/Health/Physical Activity	Collection, storage and research that represent McKenzie and Naismith's contribution to these fields including art and sport
Research & Documentation	Research and documentation equipment to support care and development of the collection

CURRENT OPERATIONS

2. Exhibits

GOAL: Develop exhibits, as per the R. Tait McKenzie Memorial Museum Policies and Procedures, that support the life and accomplishments of Dr. James Naismith and Dr. R. Tait McKenzie in an inclusive, educational, and professional manner.

Historic Building	The architecture and history of the building from Grist Mill to McKenzie's summer home and art studio to Major Leys acquisition
History of R. Tait McKenzie	Collection and interpretive information that represent the life accomplishments and values of Dr. R. Tait McKenzie and his wife Ethel
History of Dr. James Naismith	Collection and interpretive information that represent the life accomplishments and values of Dr. James Naismith
Physical /Health/ Physical Activity	Interpretation, art and exhibits that represent McKenzie and Naismith's contribution to these fields including art and sport
Local Art	Temporary exhibits of local community artists typically related to nature, health and physical activity, supporting their talents and encouraging their aspirations

CURRENT OPERATIONS

3. Programs

GOAL: Programs and tours that provide the best educational and influential experience of the life and accomplishments of Dr. James Naismith and Dr. R. Tait McKenzie (in the realms of physical activity, health, nature).

Interpretive Tours	Available to all site visitors who visit the museum
Group Tours	Specialized tours provided to special interest groups
Outreach Programming	Off-site curriculum-based programming and information provided by museum curator
Educational Program	Interpretive tours provided to school age groups

CURRENT OPERATIONS

4. Events

GOAL: History and nature appreciation related events that attract visitors to the site while promoting physical activity, nature appreciation and health related values.

Tea on the Lawn	Tea and refreshments catered by the Ramsay Women's Institute commemorating the social events the McKenzie's hosted at the Mill
Kintail Country Christmas	A winter event attracting new visitors to the site and encouraging outdoor activity in the winter while linking many historic features of the site
CROW Sprinkler Party	Annual community summer event attracting children and young families to the site and encouraging outdoor activity

CURRENT OPERATIONS

5. Gatehouse

GOAL: The Gatehouse supports the programs and operations of the museum and site while being developed to provide additional historic and natural education opportunities.

Artifacts Storage	Environmentally controlled storage facility for the collection
Research Facility	Research space and equipment for staff and other community groups
Rental & Event Facility	Provides space for community groups and rentals as well as a facility to support special events
CA/Nature Exhibits	Display historic and nature related information that can also be linked to McKenzie and Naismith
Historical Significance	Interpret the heritage value of the gatehouse

CURRENT OPERATIONS

6. Outdoor Exhibits

GOAL: Enhance the features surrounding the Museum that educate on the life and accomplishments of Dr. James Naismith and Dr. R. Tait McKenzie and make a connection with the natural environment while enticing visitors in to the museum.

Ethel's Spot	A sitting stone with a view of museum
Mill Stone	Representative of the original grist mill stones
Boy Scout Cabin	Bunkie representative of McKenzie's commitment to the Boy Scouts
Ethel's Historic Gardens	Gardens surrounding the museum, representative of heritage perennials of McKenzie and Ethel's time
Basketball Court	Available near play structure where visitors can bring their own basketball or sign one out when the museum is open
McKenzie Loop	A 700m loop trail with view of museum and representative or original McKenzie lands
Cloister on the Hill	Memorial to McKenzie often rented for weddings
Playground	Supports McKenzie's commitment to Playgrounds of America Society
Hugging Tree	Nature appreciation opportunity

CURRENT OPERATIONS

7. Corporate Services

GOAL: Management that supports and enhances the programs and features of the Mill of Kintail.

Promotion	Brochures, other museums, municipality
Communication	Email, Facebook, social media, website
Gift Shop Souvenirs	Gift items that serve as reminders of the Mill of Kintail Museum, McKenzie & Naismith
Volunteer Program	Naismith Men’s Shed volunteer agreement, Wine and Cheese Volunteer appreciation event
Financial & HR	MVCA
Budget	MVCA Levy, Program revenues, Mississippi Mills Municipal Grant, Community Museum Operating Grant, other grants or project funds

CURRENT OPERATIONS

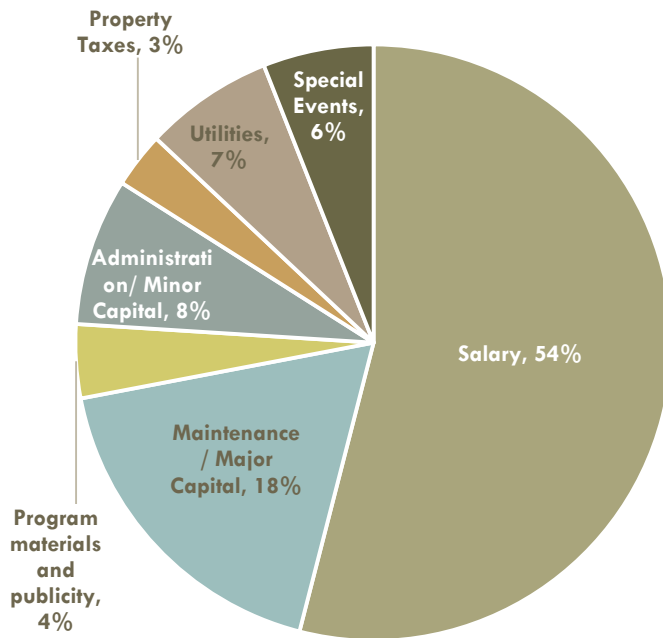
8. Facilities Maintenance

GOAL: Management of facilities that supports and enhances the programs and features of the Mill of Kintail.

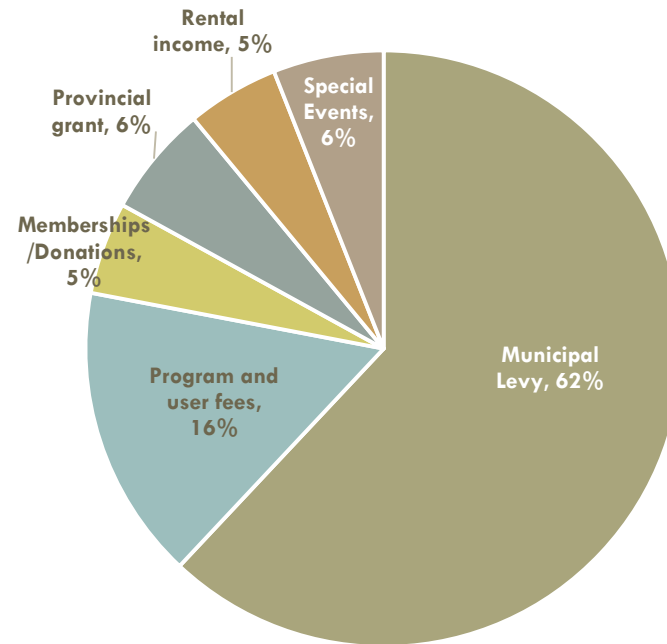
Utilities	Heat, hydro, water: propane, electricity, water treatment system, water testing, furnace maintenance, water softener
Communication Systems	Telephone, computer, internet
Safety/Security	Fire, theft, safety: Fire inspections & extinguishers, alarm monitoring, health & safety inspections
Repairs/Maintenance	Building, equipment, grounds: inspections & minor repairs, road maintenance & snow removal, summer grounds-keeping
Cleaning/Janitorial	Floors, windows, furniture, artifacts, exterior & walkways artifacts

2017 OPERATING EXPENSES & REVENUES

Museum Expenses



Museum Revenues



5-YEAR ACTION PLAN

1. COLLECTIONS

Item	Description	Year(s)	Time (days)	Expense
1.1	Purchase and install space efficient archival storage system	3	8	\$10,000
1.2	Purchase and install industrial strength archival shelving	4	8	\$5,000
1.3	Purchase and install an archival work station	5	3	\$500
1.4	Digitize all of archives: digitize, barcode, data entry	1-5	volunteers	

5-YEAR ACTION PLAN

2. EXHIBITS

Item	Description	Year(s)	Time (days)	Expense
2.1	Open closed room for travel and exhibit	1	9	nil
2.2	Develop map and layout of exhibits	1	10	nil
2.3	Integrate Naismith and McKenzie exhibits	2	15	nil
2.4	Develop mp3 tour of museum	3	10	nil
2.5	Develop gap interpretation to integrate stories	4	15	\$2,000
2.6	Revise Museum Program based on changes	2-5	10	nil
2.7	Develop conservation related exhibit for Gatehouse	1	5	\$1,000
2.8	Design and install new interpretive panels – gatehouse and Ethel’s spot	1	5	\$2,000
2.9	Design and install new interpretive panels – boy scout cabin and grist mill stone	2	5	\$3,000
2.10	Design and install heritage gardens	1	5	\$1,000
2.11	Develop and install annual special exhibit	1-5	5	\$2,500

5-YEAR ACTION PLAN

3. MARKETING, COMMUNICATIONS, and DEVELOPMENT

Item	Description	Year(s)	Time (days)	Expense
3.1	Enhance social media campaign showcasing developments	1-5	15	\$500
3.2	Develop a public survey to collect public feedback	1	5	nil
3.3	Distribute survey through social media, email & on site	1-2	5	\$500
3.4	Develop an Inventory of promotional items for gift shop	1	2	\$2,500
3.5	Develop inclusion & accessibility plan	1	5	\$500
3.6	Develop fund-raising strategy	1-2	5	\$1,000
3.7	Prepare grant applications	1	10	nil

5-YEAR ACTION PLAN

4. FACILITIES – Operations and Maintenance

Item	Description	Year(s)	Time (days)	Expense
4.1	Interior painting	1	10	\$800
4.2	Exterior painting (trim, windows, drawbridge)	1	15	\$5,000
4.3	Refinish Floors – Phase II (main floor and studio)	2-3	60	\$4,000
4.4	Paint basement floor	4	9	\$800
4.5	Eavestrough replacement	2	contracted	\$7,000
4.6	Repointing (gatehouse & pillars)	1-5	25	\$8-10,000
4.7	Replace board and batten – Gatehouse	3	25	\$10,000
4.8	Drainage – Gatehouse	2	3	\$2,000
4.9	Road Improvements	2&4	15	\$10,000

* Time includes planning, preparation and proper care of artifacts

5-YEAR CAPITAL NEEDS & PRIORITIES

Item	Requirement	Risk	Cost Estm.
1	Balcony	High	\$30,000
2	Septic	High	\$20,000
3	Retaining wall - roadway	High	\$15,000
4	Roof replacement	Med	\$45,000
5	Lighting replacement	Low	\$4,000