

Agenda: Mill of Kintail Museum Advisory Committee

Thursday, April 17, 2025

11:00 a.m.

Hybrid meeting via Zoom and MVCA Office Boardroom

Roll Call

Declarations of Interest (written)

Adoption of Agenda

Main Business

1. Approval of Minutes: Mill of Kintail Museum Advisory Committee Meeting Minutes, January 29, 2025, Page 2
2. Mill of Kintail Staff Updates, Report 003/25, Scott Lawryk, Page 9
3. Presentation: Mill of Kintail Strategic Plan, Fauzya Moore, Page 10
4. 2025 Museum Work Plan, Page 30
5. Corporate Strategic Plan, Report 3491/25, Sally McIntyre, Page 32

Adjournment



MINUTES

Hybrid Meeting Via Zoom
and at MVCA Office

Mill of Kintail Museum
Advisory Committee
Meeting

January 29, 2025

MEMBERS PRESENT

Bev Holmes, Chair
Kathy McNenly
Lucy Carleton
Sara Chatfield (Virtual, 11:30 a.m.)
Sarah More (Virtual)
Wendy Bridges

MEMBERS ABSENT

Darcy Moses, Vice-Chair
Diana Jackson

STAFF PRESENT

Sally McIntyre, General Manager
Stacy Millard, Treasurer (Virtual)
Scott Lawryk, Property Manager
Kelly Hollington, Recording Secretary

B. Holmes called the meeting to order at 11:04 a.m.

Declarations of Interest

Members were asked to declare any conflicts of interest and informed that they may declare a conflict at any time during the session. No declarations were received

Agenda Review

B. Holmes asked the committee to adjust the agenda to have 2025 Workplan Objectives, report 002/25 presented first, followed by Museum Strategic Plan, report 001/25. There were no objections or comments.

MAC25/01/29-1

MOVED BY: L. Carleton

SECONDED BY: S. More

Resolved, that the agenda for the January 29, 2025 Mill of Kintail Museum Advisory Committee Meeting be adopted as amended.

“CARRIED”

MAIN BUSINESS

1. Approval of Minutes: Mill of Kintail Museum Advisory Committee Meeting, November 20, 2024.

L. Carleton provided a correction to the minutes, on page 5 of the agenda package:

She added that almost all of the art pieces ~~are~~ **can be** moved to the Gatehouse storage except for the ~~egg call~~ **(frieze)** that is built into the studio and statue of the soldier.

MAC25/01/29-2

MOVED BY: L. Carleton

SECONDED BY: K. McNenly

Resolved, that the minutes of the Mill of Kintail Museum Advisory Committee Meeting held on November 20, 2024 be received and approved as amended.

“CARRIED”

2. 2025 Workplan Objectives, Report 002/25, Scott Lawryk.

S. Lawryk reviewed the workplan objectives for the Mill of Kintail Museum for 2025.

L. Carleton expressed her support of the 2025 workplan objectives. She noted that D. Jackson (absent) had expressed interest in improving the museum gift shop. She expressed her interest in archival and exhibit support.

W. Bridges asked if staff are aware of basketball specific events aside from the 3-on-3 tournament hosted annually in Almonte. S. Lawryk responded that staff are not aware of any other events at this time. He noted that the 3-on-3 tournament would be a good point of contact.

W. Bridges asked if staff have contact information for John Naismith. S. McIntyre responded that MVCA staff have his contact information but have not reached out recently.

S. McIntyre asked the committee if they have interest in supporting specific workplan objectives and for any ideas for themes for 2025. L. Carleton responded that she has an interest in exhibit design. She commented that the *Brothers of the Wind* sculpture is

turning 100 in 2025. L. Carleton highlighted that planning for the 2025 season must be completed before the Museum opening in May. S. More expressed interest in helping to improve the museum website. K. McNenly expressed interest in supporting the development of artist exhibits.

S. McIntyre asked the committee for themes that relate to the pieces in the archives. She expressed support in highlighting the anniversary of the *Brothers of the Wind* sculpture. She suggested a connection to Olympic sport.

B. Holmes commented that there is an opportunity for an opening event to highlight the exhibits. She suggested advertising to increase awareness.

W. Bridges asked if Ethel's bedroom will remain as an exhibit. S. McIntyre responded that all avenues are open to develop a new plan; keeping in mind the storage of large pieces and demands on time of staff and volunteers. L. Carleton suggested bringing James Naismith pieces out of the basement. She highlighted an opportunity to display pieces in another area of the museum or to loan items for a satellite exhibit in Almonte. She suggested organizing a planning committee to meet and discuss options for exhibits. B. Holmes suggested touring the museum. W. Bridges noted that the piano in the museum is not an artifact of Ethel's. L. Carleton commented that more discussion is needed regarding Ethel's bedroom and exhibit.

S. McIntyre explained that MVCA is currently in the position of looking to transfer the operations and management of the museum collection to another party. Activities must be managed within the confines of the current funding model.

S. McIntyre asked the committee if there are pieces in the collection that tie to Olympic sport. L. Carleton responded that there are pieces in the James Naismith collection from the 1936 Olympics. She noted that the pieces could be perceived as controversial.

W. Bridges commented that there are items in the archival storage that have never been displayed and highlighted the opportunity to display them. S. Chatfield expressed support in the theme of buried/hidden treasure by displaying pieces in the collection that have never come out of storage. She noted that a temporary, 3-month exhibit is a risk adverse way to display pieces.

S. More commented that the Invictus games are being held in Vancouver in February. She highlighted the connection to wheelchair basketball. B. Holmes noted a connection to James Naismith as the 'Father of Physio'.

S. More noted that the Ontario Federation of Anglers and Hunters (OFAH) has grant funding available for Conservation Authorities. She encouraged exploration of the available grants. S. McIntyre responded that MVCA has applied for OFAH grants in the past to support biology and stewardship program initiatives.

L. Carleton asked about the budget for the museum. S. McIntyre responded that there is little budget beyond staff time and some advertising. S. Millard reviewed the draft visitor services budget for 2025. She highlighted the amount of \$1000 for materials and supplies that could be allotted to advertising or exhibit planning. She noted that MVCA staff are looking for grant funding for a feasibility study of a separate entrance to the gatehouse archives. She noted that the budget is limited and pertains to all visitor services at the Mill of Kintail site including the museum, rentals of the gatehouse and other structures, and Kintail Country Christmas.

L. Carleton asked for more information regarding the feasibility study. S. McIntyre explained that the archives are currently only accessible through the gatehouse. The study will look to examine the feasibility of a secure entrance to access the archives directly. S. McIntyre noted that the study is in anticipation of a third-party operator of the museum having direct access to the archives.

S. McIntyre reviewed a question received from L. Carleton regarding a museum reserve fund that related to parking revenues. She explained that in 2015 the MVCA Board of Directors approved a motion directing that 10% of parking revenues from the Mill of Kintail site be allocated to a museum building and art collection reserve until it reached a balance of \$5900. In 2023 MVCA had to restructure financial reserves to comply with categories 1,2 and 3. The funds from the museum building and art collection reserve were moved into a category 3 operating reserve fund. The consolidated category 3 operating reserve currently has a balance of \$163,000. The day-use fees at the Mill of Kintail site go toward category 3 reserves and have traditionally been dedicated to support the museum. In 2024, the revenues from the day-use fees was \$24,700. L. Carleton asked if the \$24,700 is marked for the museum or to visitor services. S. McIntyre explained that it can be allowed to support any category 3 program. S. Millard explained that it is labelled as Visitor services, the museum does not have its own independent budget. L. Carleton asked if it supports visitor services at the other conservation areas. S. Millard responded that it is visitor services for the Mill of Kintail. L. Carleton asked if a percentage of the \$24,700 can be used for exhibit design at the museum. S. McIntyre explained that the budget can change as it has not gone to the

MVCA Board of Directors for approval. She highlighted that there is a limit imposed by the Board of Directors for collective spending of category 3 programs. S. McIntyre highlighted the need for an exhibit plan and associated budget to consider. L. Carleton commented that there is a need for funds for printing costs associated with exhibit design. S. McIntyre highlighted the opportunity to shift from traditional text-based exhibits to using technology for a more professional presentation.

B. Holmes explained that staff are looking for a sub-committee of museum volunteers to call a meeting to develop an outline for museum exhibits in 2025. B. Holmes asked for a volunteer to lead the sub-committee. L. Carleton agreed to lead a sub-committee to report back to MVCA. L. Carleton suggested forming a 'Friends of the Museum' group that meets more frequently. S. McIntyre noted that care must be taken to operate within MVCA by-laws as they pertain to the committee. She noted that consideration would be taken to the formation of a 'Friends of the Museum' group.

L. Carleton suggested developing a fee-based museum membership.

S. Millard highlighted the opportunity to look for grants to offset costs associated with the museum and exhibit design in 2025.

Museum Strategic Plan Update, Report 001/25, Scott Lawryk.

S. Lawryk reviewed the Mill of Kintail Museum strategic plan update background, outcomes and next steps. A report on the effectiveness of the current expiring strategic plan will be provided to the committee for review in the future. He highlighted the opportunity to apply for accessibility grants to support the museum. He gave examples of potential use of technology to improve access to the collection, such as 3D cameras and virtual tours.

S. Chatfield gave examples of accessibility software/applications that could be used including Good Maps for navigation and way-finding and NaviLens for exhibition content. L. Carleton asked about the fees associated with the use of these software/apps. S. Chatfield responded that it is dependent on the size of the package. She noted that they are monthly subscriptions.

L. Carleton asked for an update on the municipal study of local museums. B. Holmes explained that the review being undertaken by the township Mississippi Mills is still in process. The release date is anticipated for May 2025.

S. McIntyre presented the goals and objectives in the current museum strategic plan and asked for feedback from the committee. W. Bridges highlighted the challenges

associated with proper storage of museum artifacts in the heritage building. L. Carleton noted challenges with improving movement and traffic patterns to allow better access due to constraints in the heritage building's structure.

K. McNenly highlighted the need for more exhibit space. She asked if there is a way to move the gift shop to the gatehouse to allow for more space in the museum. S. McIntyre expressed support in the increased utilization of the gatehouse. She noted that MVCA's education program is utilizing the structures at the Mill of Kintail site including the gatehouse. She highlighted that the museum has summer staff, while the gatehouse does not. L. Carleton suggested that a giftshop at the gatehouse could be run by volunteers.

S. Chatfield suggested the development of an audio tour of the collection as it relates to the improvement of exhibit accessibility.

S. More asked about updates regarding bus tours in Mississippi Mills of historic landmarks. B. Holmes responded that she is not aware of any.

B. Holmes asked if supporting the Ramsay Women's Institute's *Tea on the Lawn* is a part of the museum strategic plan. S. Lawryk explained that MVCA will work to support the Ramsay Women's institute's activities as time and availability allows without causing undue cost to MVCA. He highlighted that there is a limit to what MVCA is able to provide.

S. McIntyre explained that S. Lawryk has been making efforts to enhance level of contact and engagement with the groups that operate at the Mill of Kintail including: the Ramsay Women's Institute, Men's Shed, Mississippi Valley Field Naturalists, The Fred Lossing Observatory and museum volunteers. B. Holmes asked if there are plans for a meeting with all groups that operate at the Mill of Kintail. S. McIntyre explained that MVCA is looking to update the Mill of Kintail Conservation Area Master Plan. The process would include engaging with all groups that operate on the site to discuss long-term vision. Plans are to initiate the process of updating this plan mid-2025. The process to update the plan is anticipated to take a year. L. Carleton asked if the Mill of Kintail Conservation Area Master Plan is out of date and still in use. S. McIntyre explained that it is still used for reference. She noted where to access the Mill of Kintail Conservation Area Master Plan on MVCA's website.

S. McIntyre encouraged the committee to review the 5-year goals and objectives on the Museum Strategic Plan and to provide their feedback to staff.

ADJOURNMENT

MAC25/01/29-3

MOVED BY: W. Bridges

SECONDED BY: L. Carleton

Resolved, That the Mill of Kintail Museum Advisory Committee meeting be adjourned.

“CARRIED”

The meeting adjourned at time 12:29 p.m.

K. Hollington, Recording Secretary



Mill of Kintail Staff Updates

TO: The Chair and Members of the Mississippi Valley Conservation Authority
Mill of Kintail Museum Advisory Committee

FROM: Scott Lawryk, Properties Manager

REPORT: 003/25, Date

FOR INFORMATION

MVCA welcomes **Maybe McInnis** as Museum Curator at the Mill of Kintail. Maybe started on April 7th and will be working, primarily out of the MVCA head office until May, when they will move over to the Museum on a more full-time basis

Shayla Landriault and **Gwynn MacIntosh** will be joining as Museum Guides on the 13th of May. Both will be bringing experience from the Museum Studies Program at Algonquin College that will help shape the visitor experience for the Mill of Kintail Museum.

Sarah Kirkham is a key part of the MVCA Operations Department and brings a wealth of experience in dealing with the Museum and its operation. She will be a key member of the MVCA staff responsible for the Museum.

Mill of Kintail

DRAFT Findings

On the Implementation of the Strategic Plan



Part 1 Background

Expected outcomes of the 2019-2024 MOK Strategic Plan

- Visitors to the MOK would experience:
- An historical, cultural, and natural experience that celebrates the realms of physical activity and rehabilitation, health and nature and art through exploration of the lives of Dr R Tait Mackenzie, and Dr James Naismith, and related educational and experiential and educational opportunities.

Outputs/ Business lines

- Curation: Conserving, storing, and digitalizing the MOK collection.
- Display: Enhancing the layout, look and coherence of the exhibits.
- Social Media: Creating a social media campaign and developing tourist feedback and items for sale
- Facilities Management: Maintaining and improving the facilities (facilities management)
- Addressing capital rust out (not covered in this evaluation)

Evaluation of the strategic plan of the MOK

- In 2024 the MOK enabled an evaluator to prepare a formative evaluation of implementation.

The objectives of the evaluation were to identify:

- a) the extent to which the strategic plan has been implemented and
- b) alignment between the activities of the strategic plan and the overall outcome of maintaining the MOKs viability, visitorship and funding.

Objective of this meeting

This consultation presents some of the findings of the surveys and literature reviews.

It requests feedback and input from the Advisory Committee and MOK management.

Once obtained the final report will be drafted

Part 2 Findings



Summary of baseline data provided by management

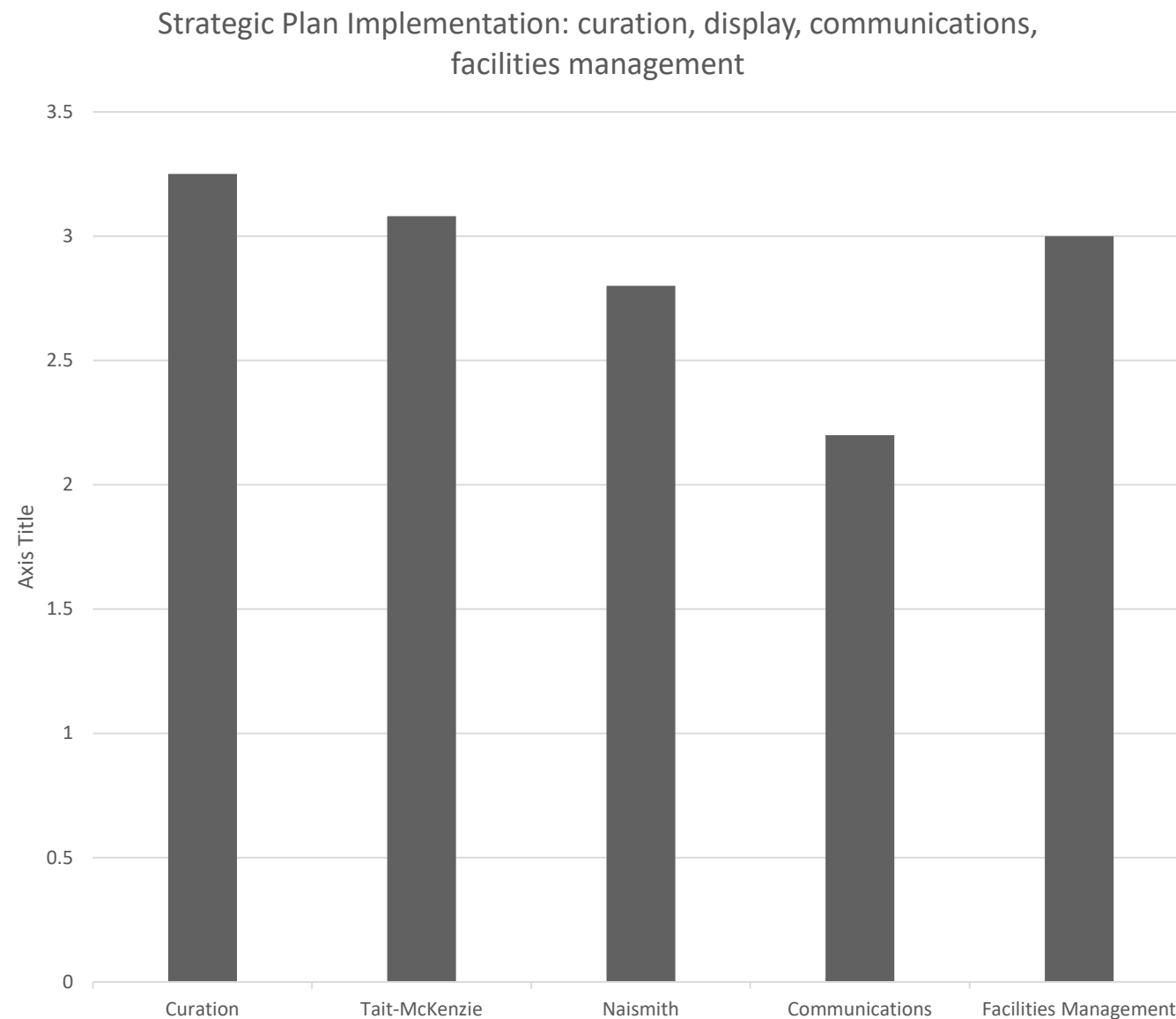
Progress in curating and organising the collections and in mounting the exhibitions.

Progress in facilities management

Limited progress in communications and marketing

Little to no progress in fund-raising

Findings from the
Advisory
Committee
Questionnaires
State of
Implementation
NB No finance
committee to
consult.



Survey responses: advisory committee/qualitative

Approval for completed business lines, less approval for those that needed more work

A healthy process of communication between the management and the committee but possibly a touch of selection bias.

Visitor surveys will indicate outcomes.

Data to be in the final report.

Communications, Digitization and Marketing: data from the advisory committee survey.

Statement	Ranking (out of 4)
The museum offers value for money	3.43
The museum needs to increase community outreach activities	3.33
More marketing of the museum is required	3.33
Digitized presentations guide visitors around the MOK	2.4
Current marketing encourages people to see the museum	2.2

Removal and protection of the collection: responses from the advisory committee survey

There is no consensus that the Mill's collection should be removed from the MOK building

There is concern about climate control and protection of the collection.



Implementation of the strategic plan is moving ahead but more work is required.



Curation, display and facilities management are well advanced, More work on the Naismith display may be required.



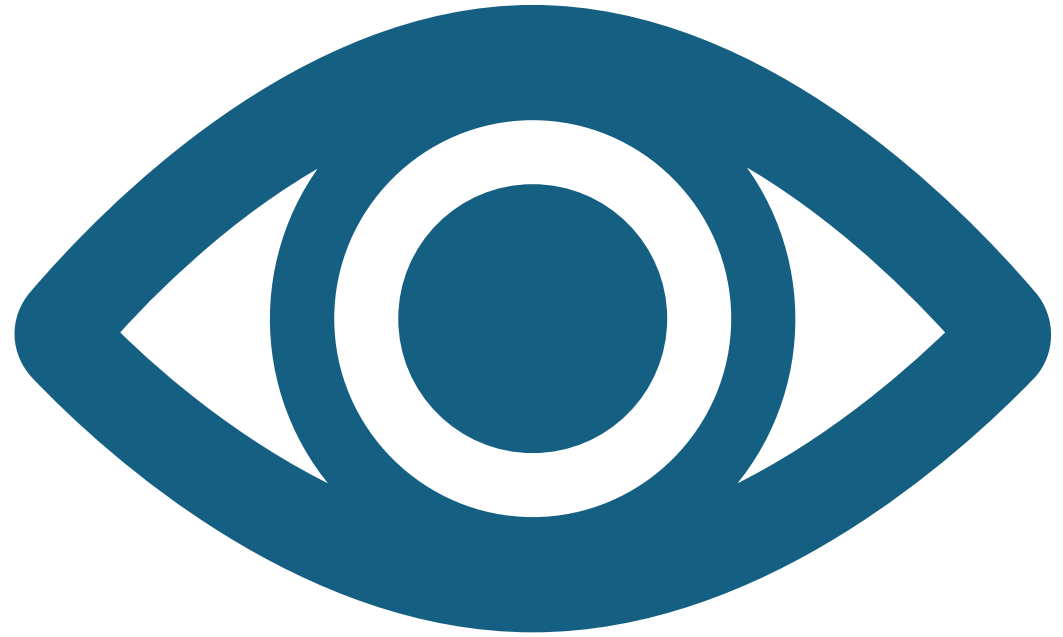
Substantially more work is required on fundraising and communications



From the advisory committee a general sense of concern on the future of the MOK.

Summary of Findings MOK management and advisory committee

Part 3 Observations

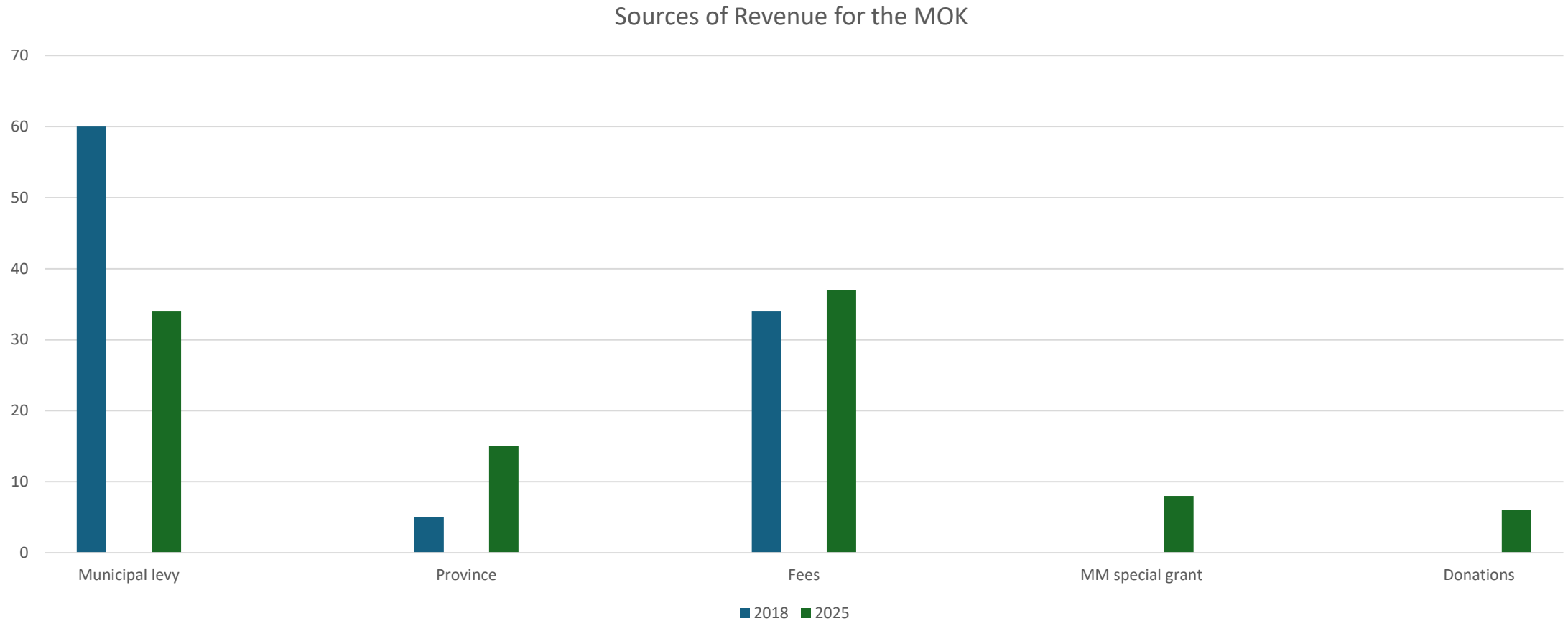


CONTEXT

- The anticipated shortfall in revenues from the 2018 loss of the municipal levy has been made up by agreements between the MCVA and various funding authorities for *interim* funding over five years.
- After five years the funding authorities could request the MOK to move to a full cost-recovery basis or give up the collection.
- The MVCA Board has directed that:

The Mill of Kintail Museum is a community asset and cultural attraction. MVCA will operate the museum ***while seeking another organization to assume management of the collections.***

Sources of Revenue MOK 2018 and 2025 as a percentage of the budget.



Outputs and Outcomes

The MOK is well engaged in implementing the **outputs** of the strategic plan, despite limitations of Covid-19 and the emergence of new financing and management challenges. Visitorship has returned to pre-Covid levels when many small museums are still at 3/4 of pre-Covid visitorship. **Outcomes** may now be measured beginning with visitor surveys.

Getting to 2029

- In light of anticipated budgetary constraints *and* possible changes in management it is important to *strengthen the branding and business of the Mill* by finalising implementation of the strategic plan.
- Key areas include:
- Establishment of a finance and fundraising committee.
- Expanding work on communications and branding
- Creating or increasing opportunities for high value commercial activities e.g. weddings.

Branding the MOK

- The MOK is a Canadian issue. Tait and Naismith were not just local heroes they are Canadian notables.
- Important to increase visibility and rebrand the MOK as a Canadian heritage site.
 - Improve signage
 - Have communications students build a narrative for the museum
 - design a web presence for the MOK (FB, X, Instagram as per the MM Textile Museum)
 - Strengthen Naismith (help from Basketball Hall of Fame)
 - Consider circuit tourism

Thank you. Please provide feedback



Museum Area	Ideas	Tasks	Owner/Lead	Approval	Targeted Date	Notes
Museum entrance	"Set the stage" for museum visitors and tell the story of the lifelong friendship of R.T.M and J.N.	<ul style="list-style-type: none">Move Habitant bureau from entry into main room (south side wall)Design and hang welcome panel on wall facing door (see text ideas below)	MVCA Ops		Completed	
Temporary Exhibition Room	100 Year anniversary of the Brothers of the Wind	<ul style="list-style-type: none">Move Brothers of the Wind plaster from studio	MVCA Ops		Completed	
		<ul style="list-style-type: none">Enlarge and frame photos (Calgary Olympic Oval stadium has been contacted and has sent photos that can be used)	MAC			
		<ul style="list-style-type: none">Write text for labels; print labels	MAC	MVCA		
		<ul style="list-style-type: none">Display supporting artifacts (small display case in room)	MAC			
		<ul style="list-style-type: none">Paint walls "museum white"	MAC			
Ethel's Room	Ethel O'Neil McKenzie Story	<ul style="list-style-type: none">Remove 5 drawer dresser and vanity with mirror	MVCA Ops		Completed	
		<ul style="list-style-type: none">Place 3 drawer Habitant dresser from Gatehouse against west wall	MVCA Ops		Week of April 14th	
		<ul style="list-style-type: none">Set up writing desk with Ethel's "Secret Snow", writing materials	MAC			
Servery	Naismith Story	<ul style="list-style-type: none">Move icebox to lower level office for temporary storage	MVCA Ops		Week of April 14th	
		<ul style="list-style-type: none">Move dining table to main room	MVCA Ops		Completed	
		<ul style="list-style-type: none">Tell story of J.N.'s connection to Bennie's Corners and lifelong friendship with R.T.M.	MAC			
		<ul style="list-style-type: none">Bennie's Corners school display (with small student desk from front entrance) highlighting Duck on the Rock story	MAC			
		<ul style="list-style-type: none">Doors on cabinets could be removed for more basketball displays	MVCA Ops		Completed	
Main Room	McKenzie Summer Studio Story	<ul style="list-style-type: none">Move piano closer to balcony door	MVCA Ops		Week of April 14th	
		<ul style="list-style-type: none">Set dining table with place settings, candlesticks, artifacts from collection (behind stanchions)	MAC			
		<ul style="list-style-type: none">Remove trundle bed (long bench) and sewing machine	MVCA Ops		Completed	
		<ul style="list-style-type: none">Move writing desk with glass bookcase against south wall, next to stairs	MVCA Ops		Completed	
		<ul style="list-style-type: none">Mount photos from "Summer at the Mill" exhibit	MAC			
Studio	Lifelong Friends Story	<ul style="list-style-type: none">Add displays/photos that highlight the accomplishments of both men in the field of physical education	MAC			
Lower Level	Interactive Room	<ul style="list-style-type: none">Set up table for self-guided activities for school groups/summer campers/visitors	MVCA Ops		Summer 2025	

Lower Level	Interactive Room	<ul style="list-style-type: none">Moving the Naismith Rock outdoors could provide a pleasing photo backdrop (Leys' original location next to the pioneer cabin)	MVCA Ops		Summer 2025
Gift Show/Welcome Centre	Update Gift Shop/Welcome Centre	<ul style="list-style-type: none">Approach local artists for consignment sales	MAC		
		<ul style="list-style-type: none">Source low cost, high perceived value items	MVCA		Week of May 12th
		<ul style="list-style-type: none">Ensure payment system is in place	MVCA		Week of May 5th
		<ul style="list-style-type: none">Organize space to improve flow	MAC		
		<ul style="list-style-type: none">Create price list and signage	MVCA		Week of May 12th
Whole Building	Update Building Signage	<ul style="list-style-type: none">Identify signage needs	MAC	MVCA	Week of May 5th
		<ul style="list-style-type: none">Provide text for new signage	MAC	MVCA	Week of May 5th

Corporate Strategic Plan Update

TO: The Chair and Members of the Mississippi Valley Conservation Authority Board of Directors

FROM: Sally McIntyre, General Manager

REPORT: 3491/25, April 10, 2025

FOR DISCUSSION

The purpose of this report is to summarize the results of the board member survey and to table draft themes and objectives for discussion. As of the drafting of this report 11 of 18 board members had completed one or more questions of the survey.

1.0 [Board Survey](#)

The survey was issued April 2, 2025 and Board members were requested to respond by April 9, 2025. The survey was based on four key questions looked at through different lenses:

1. How well are we doing what we're supposed to?

- Achieving natural hazard management and resource conservation
- Financial management of municipal levy
- Relationship management with municipalities and board members
- Customer service

2. Can we better support municipalities in meeting their strategic goals and objectives?

- Resilience to climate change & extreme weather
- Environmental protection
- Economic diversification and development
- Culture and wellness

3. How can we improve our relationship with Board members and member municipalities?

4. What should we focus on between 2026-2030?

10970 Highway 7, Carleton Place ON, K7C 3P1 | (613) 253-0006 | info@mvc.on.ca

Your partner in natural hazard management, resource conservation, and stewardship

2.0 Survey Results

In response to question 1, most respondents indicate that they feel we are doing what we are supposed to, but that there is opportunity for improvement in relationship management and customer service.

Table 1: MVCA through different lenses

	YES	SOMEWHAT	UNSURE	NO	N/A	TOTAL
Corporate Impact: Do you feel MVCA has a positive impact on hazard management and resource conservation in your community?	70.00% 7	10.00% 1	20.00% 2	0.00% 0	0.00% 0	10
Financial Resources: Do you feel MVCA manages your municipal levy appropriately?	80.00% 8	10.00% 1	10.00% 1	0.00% 0	0.00% 0	10
Relationship Management: Do you think MVCA communicates effectively with your municipality?	50.00% 5	30.00% 3	10.00% 1	0.00% 0	10.00% 1	10
Customer Service: Do you think MVCA treats applicants from your municipality in a fair and transparent manner?	60.00% 6	20.00% 2	10.00% 1	0.00% 0	10.00% 1	10

Question 2 and associated themes were polled because several municipal strategic plans note the need to partnering to achieve shared or intersecting objectives. Tables 2, 3, 4, and 5 indicate the degree to which respondents felt MVCA currently supports their municipality or could do so in future.

Table 2: Theme - Resilience to Climate Change & Extreme Weather

	NO INVOLVEMENT IS REQUIRED OR DESIRED.	MVCA'S CURRENT LEVEL OF INVOLVEMENT IS SUFFICIENT	MVCA'S CURRENT INVOLVEMENT IS NOT MEETING MUNICIPAL EXPECTATIONS	GREATER INPUT OR INVOLVEMENT FROM MVCA IS DESIRABLE	NO OPINION / UNSURE	TOTAL
Enhanced community capacity (preparedness and response)	11.11% 1	44.44% 4	0.00% 0	22.22% 2	22.22% 2	9
Tree planting	22.22% 2	44.44% 4	0.00% 0	11.11% 1	22.22% 2	9
Communications during emergencies	0.00% 0	66.67% 6	0.00% 0	11.11% 1	22.22% 2	9
Emergency-specific training	11.11% 1	44.44% 4	0.00% 0	22.22% 2	22.22% 2	9

Table 3: Theme – Environmental Protection

	NO INVOLVEMENT IS REQUIRED OR DESIRED.	MVCA'S CURRENT LEVEL OF INVOLVEMENT IS SUFFICIENT	MVCA'S CURRENT INVOLVEMENT IS NOT MEETING MUNICIPAL EXPECTATIONS	GREATER INVOLVEMENT FROM MVCA IS DESIRABLE	NO OPINION / UNSURE	TOTAL
▼ Shoreline Protection	0.00% 0	77.78% 7	0.00% 0	22.22% 2	0.00% 0	9
▼ Healthy lakes and rivers	0.00% 0	77.78% 7	0.00% 0	22.22% 2	0.00% 0	9
▼ Public education	0.00% 0	55.56% 5	0.00% 0	22.22% 2	22.22% 2	9
▼ Septic reinspection programs	11.11% 1	22.22% 2	0.00% 0	11.11% 1	55.56% 5	9

Table 4: Theme – Economic Diversification & Development

	NO INVOLVEMENT IS REQUIRED OR DESIRED.	MVCA'S CURRENT LEVEL OF INVOLVEMENT IS SUFFICIENT	MVCA'S CURRENT INVOLVEMENT IS NOT MEETING MUNICIPAL EXPECTATIONS	GREATER INPUT OR INVOLVEMENT FROM MVCA IS DESIRABLE	NO OPINION / UNSURE	TOTAL
▼ Streamlining development/builder processes	0.00% 0	66.67% 6	0.00% 0	11.11% 1	22.22% 2	9
▼ Developing trail system	33.33% 3	33.33% 3	0.00% 0	0.00% 0	33.33% 3	9
▼ Enhancing partner communications	11.11% 1	44.44% 4	0.00% 0	22.22% 2	22.22% 2	9

Table 5: Theme – Culture & Wellness

	NO INVOLVEMENT IS REQUIRED OR DESIRED.	MVCA'S CURRENT LEVEL OF INVOLVEMENT IS SUFFICIENT	MVCA'S CURRENT INVOLVEMENT IS NOT MEETING MUNICIPAL EXPECTATIONS	GREATER INPUT OR INVOLVEMENT FROM MVCA IS DESIRABLE	NO OPINION / UNSURE	TOTAL
▼ Affordable and accessible leisure programming	11.11% 1	66.67% 6	0.00% 0	22.22% 2	0.00% 0	9
▼ Enhanced recreational facilities, trails, parks	22.22% 2	55.56% 5	0.00% 0	22.22% 2	0.00% 0	9
▼ Recreation planning	33.33% 3	44.44% 4	0.00% 0	22.22% 2	0.00% 0	9

The following comments were received regarding how MVCA can better communicate with board members and their municipalities:

- More education for councilors re: clarification of the changing role of Conservation Authorities in Ontario. Particularly councilors who are not members of the board.
- I think the community needs to hear or see some communication from the MVCA on a regular basis and not necessarily through the local municipality. I guess make the conservation authority more visible, therefore the community gets to know how and why we have conservation authorities. I know, you would think everyone should know but they don't.
- I think the relationship is more than satisfactory the way it is now. Having the ability to adapt to change, which I see coming, such as amalgamations in the future.
- Need more flood plain mapping.
- I am relatively new to MVCA board and am in the learning stages of our relationship.
- You have assumed there is a concern. I am not sure there is.
- Nothing. They are doing a great job.

The following comments were received regarding matters that MVCA should focus on during the period 2026-2030:

- Climate change / mitigating impact from flooding protection/conservation of natural land through partnerships.
- Just stay focused on the mandate and try not to be everything to everybody.
- Their original mandate maintaining watershed levels and monitoring the health of the watershed ecosystem. Avoid developing new programs that are easy to get into, but hard to get out of.
- Climate change adaptation. More emergency preparedness, i.e. in case of flooding.
- Focus within MCVA's Mandated Role.
- Establishing an educational/cultural connection
- Strategic goals to consider:
 - Develop a modern watershed management system for the Mississippi and Carp Rivers. (This Category 1 goal includes automation and models. It provides predictive capability, reduces response time to flood events, identifies areas for remediation/focus, and allows "what if" scenario modelling.)
 - Develop an Integrated Carp River Watershed Plan. Create a Carp River PAC. Include Carp River farmers within ALUS. (Get the 5 Ottawa councilors to advocate for city support for this in next term of council.)
- Mandate issues.
- No. What they are currently focusing on will be good for the next many years.

1.0 DRAFT THEMES & OBJECTIVES

The following draft themes and objectives are based upon the combined feedback of board members and MVCA employees as well as a review of the [2021-2025 Corporate Strategic Plan](#). They are intended to provide a starting point for a discussion with the Board. Items with an asterisk closely align to an objective contained in the *2021-2025 Corporate Strategic Plan*.

1. Focus on core mandate. *

Per O. Reg. 686/21:

- a) Natural hazards risk management.
- b) Conservation and management of lands.
- c) Support surface and groundwater monitoring programs.
- d) Integrated watershed management.
- e) Source water protection.

2. Modernize and strengthen asset management across our jurisdiction.

- a) Modernize water management of the Mississippi and Carp rivers.
- b) Implement accessibility objectives at conservation areas.
- c) Implement the next phase of capital renewal. *

3. Enhance community awareness and understanding.

- a) Increase awareness of MVCA, our mandate, activities, and contribution.
- b) Increase MVCA presence in the Carp watershed.
- c) Improve our visibility and outreach in the community. *
- d) Partner for mutual gain.

4. Continue to build organizational excellence in response to change.

- a) Demonstrate MVCA to be a trusted, client-centered, resourceful, and helpful partner. *
- b) Monitor the quality, efficiency and impact of what we do and modify to improve operational effectiveness. *
- c) Promote an engaging and inclusive environment. *

3.0 [Next Steps](#)

A draft of the *Corporate Strategic Plan* will be prepared and circulated to employees and our two public advisory committees for comment. If desired, the GM can meet with individual board members to discuss specific ideas. Staff will also begin to identify strategic priority projects to be carried out during the period 2026-2030.