



BEST USE STUDY: DICKINSON SQUARE HISTORIC BUILDINGS

Manotick, Ontario



FINAL REPORT

June 2006

Submitted by

COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

RVCA Board of Directors received this report at a meeting on Tuesday, June 6, 2006. The Board directed staff to proceed immediately with implementing recommendations 1 and 2.



BEST USE STUDY: DICKINSON SQUARE HISTORIC BUILDINGS

- Manotick, Ontario -

FINAL REPORT

Submitted to:

Rideau Valley Conservation Authority

Submitted by:

**Commonwealth Historic Resource Management Limited
TCI Management Consultants**

June 2006

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
1. INTRODUCTION AND BACKGROUND	4
1.1 Background to the Project.....	4
1.2 Requirements of the RVCA.....	4
1.3 Principles Underlying Options Examined.....	6
1.4 Planning Considerations and Principles.....	7
1.5 Heritage Conservation Principles.....	9
1.6 Work Process.....	12
2. SITE ASSESSMENT	13
2.1 Site Description	13
2.2 Results of SWOT Assessment of the Site.....	15
3. OPTIONS IDENTIFIED.....	17
3.1 Stakeholder Interviews.....	17
3.2 Options Identified.....	18
3.3 Preliminary Outline of Costs, Advantages, Disadvantages of Options.....	19
4. PUBLIC CONSULTATION	23
4.1 Description of Public Consultation.....	23
4.2 Public Reaction to the Options.....	23
4.3 Recommendations.....	24

Appendix A: List of Persons Interviewed

Appendix B: Best Use Study: Media Release

Dickinson Square Web Interview/Questionnaire

Appendix C: Dickinson Square Interview Guide

Appendix D: Dickinson Square – Future Development Options Comment Form

Appendix E: RVCA Best Use Study Open House

Appendix F: Best Use Study, Steering Committee Members

EXECUTIVE SUMMARY

The Rideau Valley Conservation Authority (RVCA) is moving from Dickinson Square in Manotick to new headquarters that are being constructed in Beryl Gaffney Park. The RVCA is a partnership of municipalities created under the Conservation Authorities Act to deliver a range of programs in natural resource conservation within the Rideau Valley watershed. At present the RVCA owns five historic buildings located in and around Dickinson Square. The authority acquired and renovated the five buildings between 1972 and 1994 with a levy collected from the 18 member municipalities who expect to realize the equity inherent in the site, in order to help fund the cost of the new complex.

Dickinson Square is a cultural landscape that has been defined by its formal and informal use as a public square over the course of its 150-year history. The formal use of the square as a public open space began with the RVCA's restoration of Watson's Mill in the 1980's. Today Dickinson Square hosts a number of special events throughout the year and has come to symbolize in the public's mind a public square at the core of the historic village of Manotick. Dickinson Square is seen as the historical centerpiece and tourist focal point of the Village. The buildings located around the Square, most notably Watson's Mill, Dickinson House and the Carriage Shed help to define the open space and are seen as integral to the cultural associations and meanings that residents have of the Square. This 'Best Use' study was commissioned by the RVCA to examine alternate uses for the land and buildings as well as review acceptable disposition options.

The basic principles underlying the types of acceptable disposition options that were to be considered are as follows:

- Options considered should maintain the integrity of Dickinson Square, which comprises the open space and three of the five buildings (Watson's Mill, Dickinson House and the Carriage Shed).
- The disposition options considered should result in some fungible asset that the RVCA can exchange in consideration of the cost of developing their new premises – in other words, rather than simply 'giving the land and buildings away', the RVCA needs to realize the material value – either in cash or in acknowledgement of the equity value of the site – that can be applied against the cost of its new headquarters.

The study process entailed a number of interviews with key stakeholders in Manotick in order to get their views regarding the scenarios that should be considered. A range of possible disposition options for the land and buildings were assessed during the Stakeholder interviews. Based upon the results of the interviews, five feasible development/utilization options were identified for consideration in the course of this analysis. These were:

1. Museum precinct (Watson's Mill, Dickinson House, and Carriage Shed) with community use (Ayers Building and Weavers House).

2. Museum precinct (Watson's Mill, Dickinson House, Carriage Shed) with community/commercial development (Ayers Building and Weavers House).
3. Watson's Mill with community use (Dickinson House, Carriage Shed, Ayers Building and the Weavers House).
4. Watson's Mill with community/commercial development (Dickinson House, Carriage Shed, Ayers Building and the Weavers House).
5. Total commercial development of the site.

The development/utilization options were then presented to the public for comment. Clearly, the majority opinion of the community is for public acquisition and ownership of the entire site, operating the three 'core buildings' of Watson's Mill, the Dickinson House, and the Carriage Shed as an integrated museum complex, and using the other two properties for some sort of community use (Option #1). The 'second choice' of the community was Option #3 – still retaining the entire site as community use (which was also predicated upon the idea of the City acquiring and owning the site). Option #5 – that of selling off the site entirely – was rejected outright by the community.

The sequence of activities that we recommend regarding the RVCA's disposition of its Dickinson Square holdings is as follows:

1. The clear preference of the community is for the Dickinson Square site in its entirety to remain in community use – meaning being acquired by the City of Ottawa. Accordingly, the RVCA should first approach the City to discuss the plausibility of this scenario after ratification by the RVCA Board of Directors.
2. The RVCA needs to have a current market appraisal undertaken to estimate the current market values for each of the buildings as well as an appraisal of the entire RVCA holdings in Manotick. This information will be required when discussing the preferred solution and indeed the cost of all of the options.
3. The RVCA should request a heritage designation of the Ayers Building; the only building on the site that is not designated under Part IV of the Ontario Heritage Act. This will ensure that any new use will be appropriate, and that the building will not be jeopardized.
4. If it accepts the scenario outlined in #1 above, the City could approach the newly formed Dickinson Square Management Inc. (DSMI) group with a view to having them agree to manage and interpret the expanded site. DSMI is in the process of being incorporated, represents a number of community groups, and thus has widespread community legitimacy.
5. Should the City not embrace scenario #1 above then the RVCA should adopt a fall back position of discussing with the City the option of acquiring just the three 'core properties' for interpretation as an historical asset, under the same type of management arrangement discussed in #4 above. The value ascribed to the properties would be determined on the basis of the aforementioned appraisal.

6. Assuming the City agrees to the scenario outlined in #5 above, RCVCA should then sell the remaining two properties to an external agency for market value. Preference should be given to community groups such as DSMI, or some yet-to-be-organized community trust, assuming they can put forward a credible business case for ownership and management of the property; however, if such an arrangement cannot be reached, then the buildings should be sold to the private sector for appropriate uses of the type and scale of existing retail/service activities in the Mill St. area. The public reaction indicates that this would be an acceptable, although clearly not preferred, option.
7. In the event that the City is unwilling or unable to take ownership of all or part of the site, then the RVCA will have no choice but to sell the lands and buildings. The right of first refusal should go to the City first, followed by other levels of government and finally to non-governmental organization and community based groups, assuming that market value of the site can be realized. Again if a deal cannot be struck, then sale to the private sector should be considered. Ideally Watson's Mill would be exempt from the sale and would continue to be operated by WMMI or DSMI, who might be persuaded to purchase the property. However, if a private developer was insistent that the Mill was a unique element and needed to be part of the package in order to make the sale, then the RVCA would have no choice but to sell the entire site. Clearly, this is a last resort option but it would be the only practical one remaining if the routes suggested above have all been exhausted.

1. INTRODUCTION AND BACKGROUND

1.1 Background to the Project

The Rideau Valley Conservation Authority (RVCA) is moving its offices from Dickinson Square in Manotick, Ontario, and consolidating into new headquarters facilities that are being constructed in Beryl Gaffney Park. At present, the RVCA owns five buildings on four parcels of land that face onto or are adjacent to Dickinson Square. The RVCA acquired the properties between 1972 and 1994 and subsequently renovated four of the buildings for offices. The area under consideration is referred to collectively as Dickinson Square and includes the five buildings owned by the RVCA (Watson's Mill, Dickinson House, Carriage Shed, Ayers Building and the Weavers House). Watson's Mill is operated separately as an operational industrial heritage site by Watson's Mill Manotick Inc. (WMMI) through a management agreement with RVCA. WMMI receives partial funding from the City of Ottawa for this purpose.

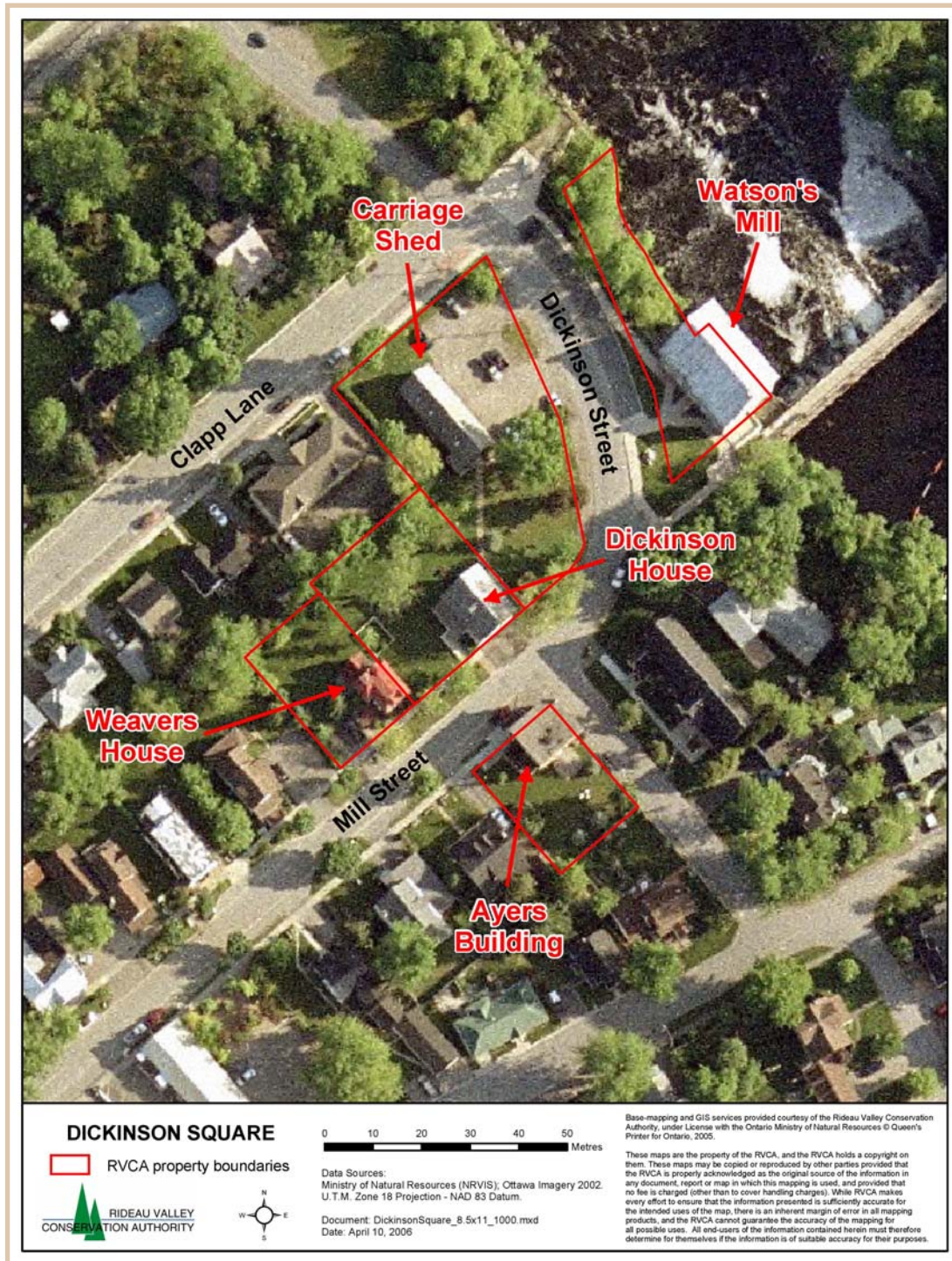
With the move to Beryl Gaffney Park the RVCA no longer needs the Dickinson Square complex, and so has commissioned this study to examine alternative uses for the land and buildings. A Steering Committee whose members are listed in Appendix F has been established to help with the study and securing public input. The study is being undertaken by Commonwealth Historic Resource Management Ltd., specialists in the assessment and re-use of historic sites and structures, and TCI Management Consultants.

1.2 Requirements of the RVCA

The RVCA is a partnership of municipalities created under the Conservation Authorities Act to deliver a range of programs in natural resource conservation within the Rideau Valley watershed. The authority acquired and renovated the five buildings between 1972 and 1994 with a levy collected from the 18 member municipalities who expect to realize some of the equity inherent in the site, in order to help fund the cost of the new office complex. The current estimated construction cost is 5.6 million dollars. The RVCA has an expectation of realizing the equity from its Manotick properties and applying it towards the cost of the new headquarters.

The RVCA has noted the following guiding principles in relation to the proposed disposition of the properties.

- Recognition that the buildings and sites are real assets of the RVCA and as such the Authority and the member municipalities must realize the equity inherent in the sites and buildings.
- The RVCA is not prepared to allocate any additional capital investment, operational or maintenance costs to the sites and the five buildings.
- The RVCA mandate generally precludes acting as a landlord.



Aerial view of RVCA property holdings.

1.3 Principles Underlying Options Examined

Dickinson Square consisting of Watson's Mill, the Dickinson House, and Carriage Shed is significant as the nucleus around which the village of Manotick developed. The Mill (1859 – 1860), Dickinson House, (1868) and the Carriage Shed (post 1868) were built by Moss Kent Dickinson who was mayor of Ottawa from 1864 to 1866; between 1882 and 1886 Dickinson was a Member of Parliament for the constituency of Russell. Dickinson House also served as Sir John A. MacDonald's campaign headquarters for the elections of 1882 and 1887.



Watson's Mill

The Mill is important as one of the best-preserved examples of stone mill architecture in eastern Ontario. The Dickinson House is a good example of a Classical Revival frame residence and the Carriage Shed is a good example of a vernacular outbuilding associated with the Mill and house. The group of buildings has added significance as being the home of one of Rideau Townships leading early citizens, Moss Kent Dickinson. The group of buildings and sites associated with the Mill are culturally significant and form the core of the Dickinson Square cultural landscape, which in recent years has developed as a public open space or square for the village of Manotick. The Square is the location for Dickinson Days as well as a number of other public events including a farmers market that is operated on a seasonal basis. As such, it is seen to be essential by the community that the core area retains and enhances the heritage values intrinsic to the Dickinson Square site.

*Dickinson House**Carriage Shed*

The Ayers Building (1902) and the Weavers House (1907) are of historic interest; however, are not associated with Moss Dickinson's mill and residence. The Ayers building was constructed as a bank in 1902 and the use continued up until 1963 when the Royal Bank moved to its present location on Main Street. The building was then used as a public library up until the mid 1970's and then sold to the RVCA. The Weavers House was purchased by the Authority in 1994 and converted to offices. Prior to that the building housed a small commercial business.

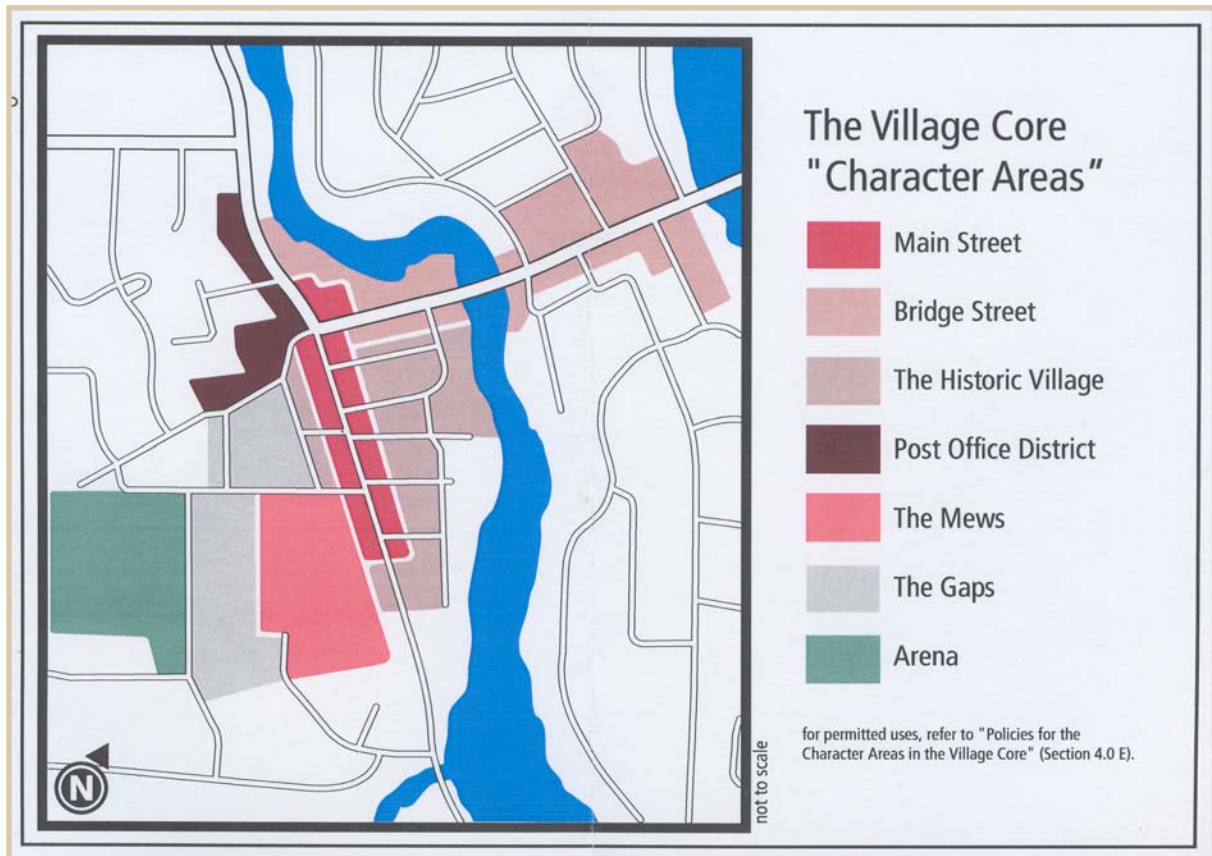
*Ayers Building**Weavers House*

1.4 Planning Considerations and Principles

The official plan for the Village of Manotick (Amendment 3) defines the community's vision and states 'The core has evolved from its early beginnings as a working class neighbourhood surrounding a gristmill, to an area recognized for its historic relevance, its pedestrian friendly environment, and as a place of commerce.'

The secondary objectives relating to heritage resources in the plan states 'To conserve and enhance Manotick's heritage resources and the Villages identity and character as an historic

town on the Rideau Canal.’ The official plan divides the commercial core into ‘character areas’ with specific policies applicable to each area. The group of sites and buildings subject to this review are located in the east sector of ‘the Historic Village’ character area.



Village of Manotick, Land Use Plan – Schedule A: Official Plan Amendment 3, Township of Rideau Official Plan

The policies applicable to the area include:

1. The Historic Village (east sector) shall be pedestrian oriented and may include such retail uses as specialty boutiques, galleries, restaurants, craft outlets, other tourism and entertainment facilities, the residential uses, including multiple family housing. Offices will be encouraged to locate in the Gaps Character Area.
2. Developments within the Historic Village (east sector) may be used for both retail and residential purposes.
3. New development in the east sector is to respect the existing scale, massing, and character typical of buildings in the area.
4. Public and institutional uses in the east sector will be limited to those properties zoned for this purpose as of the date of approval by Council of the Official Plan. New public and institutional uses shall be encouraged to locate in the Gaps Character Area.

5. To reinforce the pedestrian orientation of the east sector, its safety, and convenience, the parking requirements for uses within the east sector shall be minimal, existing on street parking shall be retained, and, in the case of designated heritage properties no parking may be required.
6. Council shall examine the feasibility of developing a ‘Mill Quarter’ around Watson’s Mill, including the potential relocation of the offices of the RVCA, for commercial accommodation, boutiques, galleries, craft, and other specialty outlets, museums, restaurants, and studios.

The zoning of the four properties is a mix of Institutional (I), Commercial Mixed Residential (CM) and Environmental Protection Zone (EP). Watson’s Mill is located in the Environmental Protection zone, the Carriage Shed is located in the Institutional Zone and the Dickinson House, Ayers Building and Weavers House are located within the Commercial Mixed Residential Zone.

1.5 Heritage Conservation Principles

Four of the five buildings that are owned by the R.V.C.A are designated under Part IV of the Ontario Heritage Act: Watson’s Mill, Dickinson House, Carriage Shed, and the Weavers’ House. Some members of the community would like to see the Ayers Building designated prior to the disposition of the property. The designation applies to the exteriors of the buildings and the surrounding landscape. As such, any proposed alterations to the exteriors of the buildings will have to be reviewed by the City of Ottawa for compliance with the designation.

Dickinson Square is a cultural landscape that has been defined by its formal and informal use as a public square over the course of its 150-year history. Initially the public use of Dickinson Square was associated with the Mill’s commercial role and associated informal social role as a meeting place for residents of the Village and farmers in the surrounding agricultural areas.

The formal use of the square as a public open space began with the restoration of Watson’s Mill in the 1980’s. Today, Dickinson Square hosts a number of special events throughout the year and has come to symbolize in the public’s mind a public square at the core of the historic village of Manotick. Dickinson Square is seen as the historical centerpiece and tourist focal point of the Village. The buildings located around the Square, most notably Watson’s Mill, Dickinson House and Carriage Shed help to define the open space and are seen as integral to the cultural associations and meanings that residents have of the Square. The image of the Manotick BIA, for example, reflects the Mill.



Manotick BIA logo.

The purpose of this study is to identify the best use for the buildings presently owned by the RVCA. One of the guiding principles of conservation is to find a use that requires minimal or no changes to its' character defining features; *those elements are the materials, forms, spatial configurations, uses, and cultural associations or meanings that together comprise the heritage value of a historic place.*'

The RVCA over the course of its ownership has adaptively restored the Dickinson House, Carriage Shed, Weavers' House, and the Ayers Building. The restorations have maintained to a large degree the residential spatial organization and interior details of the Dickinson and Weavers House as well as their exteriors. The Carriage Shed exterior was restored and the interior adapted for office use. The restoration of the Ayers Building, which was built as a bank and subsequently used for a period as a library, also retains the original commercial spatial organization.

Within this context the following is a review of the 'best use' scenarios developed within the context of each buildings existing spatial configuration. One of the factors that limit the conversion of the buildings to a public or assembly usage are the limitations imposed by the capacity of the existing sites to accommodate a larger septic systems. The systems were designed based on the existing office usage and any new use that increases the design load substantially would be difficult to accommodate on the sites.

Watson's Mill:

The 'Mill', which is presently operated as an industrial heritage site on a seasonal basis has no municipal services including water and sewer. The lot that the building sits on cannot accommodate a Class 4 or 5 septic system due to its small size, irregular configuration, and proximity to the Rideau Canal; Septic systems cannot be located within 30m (100') of the high water mark. The Mill has worked around this lack of services by renting portable toilets for visitors.

Dickinson House:

Dickinson House is presently utilized for offices. The spatial configuration of the original residential use was retained when the building was renovated; the residential scale rooms are suitable for offices or retail uses. The conversion of the building to a commercial retail use would also be feasible within the existing floor plate configurations with minimal intervention. The only limitations to the use of the building as a professional office (e.g. lawyer) would be related to the limited parking space available on the site. The conversion of the building to a Museum is feasible with limited alterations.

The Class 4 septic system would be able to accommodate the commercial use as well. The conversion of the building to a high demand use such as a restaurant is limited by the capacity of the existing septic system and the capacity of the lot to accommodate a septic bed suitable to the design load. The conversion of the property into a residential use, bed and breakfast, or restaurant would require notable renovations, particularly in terms of the kitchen and bathrooms.

Carriage Shed:

The building was retrofitted in 1994 in order to accommodate office space as well as a public information area. The alternative uses for the building are deemed to be limited or minimal. The building is suited to providing public amenities including washrooms that support or enhance the tourist use of the square. The open space associated with the Shed including the parking lot has potential to be used for outdoor public gatherings or events. The open configuration of the floor plates lends its self to hosting public gatherings such as wedding receptions or special events or alternatively provides space for interpretation.

Ayers Building:

The building retains its original interior spatial configurations: bank hall on the first floor and a bank manager's apartment on the second floor level. The existing first floor configuration lends itself to a commercial or office use. The second floor level lends itself to an office or residential use. The existing dual entrance configuration lends itself to a mixed use of office or commercial on the first floor with residential or offices on the second floor.

Weavers House:

The house was purchased in 1994 and subsequently converted to offices by the RVCA. Prior to that a commercial use was contained in the building. The design of the building with separate entrances to the ground floor as well as the second floor levels lends itself

to a single or multiple use occupancy, such as ground floor retail with an owner occupied or residential unit on the second floor.

1.6 Work Process

The study process was structured so as to solicit the views of the public including municipal politicians, stakeholders, public at large, and the larger community of Ottawa for the best use of the subject properties and buildings.

A working Committee of stakeholders was established to oversee and provide direction to the consultants for the study. The Committee advised the consultants, provided a list of stakeholders to interview, get their opinions, and formulate a best use for the buildings within the context of their historic significance and the needs of community groups for meeting and office space.

2. SITE ASSESSMENT

2.1 Site Description

The subject properties are located in the Village of Manotick at the southern edge of the City of Ottawa. The properties are located within the 'Historic Village' character area, which encompasses the original historic settlement of the Village of Manotick. The sites are bound by Clapp Lane to the north the Rideau River to the east and Mill Street to the south.

Dickinson Street bisects the site separating the Watson's Mill site from the Dickinson House property. The Mill along with the Dickinson House and Carriage Shed are located within a conservation area known as Dickinson Square that is regarded as the historical centerpiece and tourist focal point of the Village.

The neighbouring land uses include a church and single-family residence to the southeast, parkland to the north and south adjacent to the Rideau River including a municipal park and Parks Canada land, converted residential buildings, residential apartments, and single-family homes.

The site includes five buildings located on four parcels of land. The open space associated with the core group of buildings (Watson's Mill, Dickinson House and the Carriage Shed) is collectively known as Dickinson Square. The Ayers Building sits on the edge of the square at the corner of Mill and Dickinson Street and the Weavers' House sits to the west of the Dickinson House along Mill Street. The five buildings and sites were acquired by the Rideau Valley Conservation Authority (RVCA) between 1972 and 1994. The RVCA renovated the five buildings for offices and an operational industrial heritage site (Watson's Mill) during this time period.

The site is divided into four parcels of land and contains five (5) buildings four of which are designated under Part IV of the Ontario Heritage Act. The parcels of land include:

1. Watson's Mill, 0 Mill Street: Located on a lot of 0.19 acres with 212 feet frontage on Dickinson Street backing onto the Rideau River. Zoning: Environmental Protection Zone (EP).
2. Dickinson House and Carriage Shed, 1127 Mill Street: Located on a lot of 0.54 acres with 218 feet frontage on Dickinson Street, 84 feet frontage on Mill Street and 137 feet frontage on Clapp Lane. Zoning: The Carriage Shed and the open space are contained within the Institutional Zone (I); Dickinson House is located in the Commercial Mixed Residential Zone (CM).
3. Ayers Building, 1128 Mill Street: Located on a lot of 0.14 acres with 69 feet frontage on Mill Street and 91 feet frontage on Dickinson Street. Zoning: Commercial Mixed Residential Zone (CM).
4. Weavers' House, 1131 Mill Street: Located on a lot of 0.15 acres with 66 feet frontage on Mill Street. Zoning: Commercial Mixed Residential Zone (CM).

The sites are serviced with regional water, hydro, natural gas, cable and telephone with the exception of the Mill. Four buildings have private Class 4 septic systems that are located within the individual lot boundaries. The Dickinson House and Carriage Shed are serviced by separate septic systems located on the same lot.

The buildings on the properties include the Watson's Mill, Dickinson House, Carriage Shed, Ayers Building, and the Weavers' House. A general description of the buildings follows:

1. Watson's Mill is a five-storey masonry mill structure built in 1859 – 1860 by Moss Kent Dickinson. The mill was restored by the RVCA in the 1980's and subsequently leased to the Watson's Mill Manotick Inc., which operates an industrial heritage site in the building.
2. Dickinson House is a two and one half storey wood frame structure built in 1868 by Moss Kent Dickinson. The RVCA renovated the structure in the 1970's and converted the building to office use. The building contains approximately 3,300 square feet of space on the first, second and third floor levels excluding the basement. The ground floor comprises a meeting room, reception area, office, storage area, two two-piece washrooms, and a kitchenette. The second and third floor levels are comprised of offices. The restoration completed in the 1970's maintained the original residential floor plan layout with some minor modifications.

The Carriage Shed was retrofitted in 1994 by the RVCA for office space and a public information area. The building is located on the same lot as the Dickinson House and was built sometime after 1868 by Moss Kent Dickinson. The building is a two-storey wood frame structure with approximately 3,300 square feet over two floors. The ground floor comprises a storage area, men's and women's washrooms, and an information area. The second floor is open concept and contains a number of offices.
3. The Ayers Building is a two-storey brick clad wood frame structure constructed in 1902 to house the Union Bank of Canada. The RVCA renovated the structure subsequent to acquiring the property in 1978. The building contains approximately 2,300 square feet over two floors excluding the basement. The ground floor is divided into a reception area, a meeting room, and washrooms. The second floor level comprises three offices, an open area, and a washroom. The original interior floor layout was retained when the RVCA renovated the building for office use.
4. The Weavers' House is a two and one half-storey brick clad frame structure constructed in 1904 as a private residence. The RVCA undertook minor renovations of the structure after purchasing the property in 1994. A small single storey addition was added to the building prior to the RVCA purchasing the property, which at that time contained a small commercial business. The building contains approximately 1,360 square feet over two floors excluding the basement. The ground floor consists of three offices and a washroom. The second floor consists of two offices and a kitchen area. The original residential floor layout is legible and was largely retained with some minor alterations when the RVCA renovated the building for offices.

2.2 Results of SWOT Assessment of the Site

The steering committee was asked to participate in the SWOT analysis for the best use of the RVCA complex. The following is a summary of the items identified in the SWOT.

2.2.1 Strengths

- Buildings at present are owned by a single entity: The Rideau Valley Conservation Authority, which has been a good steward of the cultural legacy inherent in the site.
- The site is an intact cultural landscape consisting of the open space (Dickinson Square), the Mill, Dickinson, and Carriage Sheds, which were built by Moss Kent Dickinson a prominent citizen in the early development of the Village of Manotick. Dickinson Square and the Mill are an integral part of the communities' vision of itself and provides the 'branding' for the Village.
- The central location in the east sector of the Historic Village as defined in the Official Plan. The pedestrian friendly nature of the area.
- The landscaped open space that provides a suitable venue for outdoor gatherings and special events.
- The environment: Rideau River, Manotick Dam.
- The opportunity to 'link' Dickinson Square to adjacent parkland and create an expanded public open space.
- The historical linkages to the City of Ottawa.
- The intimate and human scale as well as the pedestrian nature of the area.
- The Mill is the third most frequently visited Museum in the City's cultural mandate. The Mill is the most visited 'museum' in the City of Ottawa if one takes into consideration the limited time frame in which the site is open to the public.
- Only operating gristmill on the Rideau Canal.

2.2.2 Weaknesses

- Lack of municipal sewer services to the area which limits the potential use of the buildings.
- Vulnerability of the buildings on the Square to vandalism (especially the Mill?).
- Lack of directional signage to the site.
- Cost of maintaining the heritage buildings and the landscaped open space.
- Lack of a coordinated interpretive plan for the cultural landscape that constitutes Dickinson Square; buildings, landscape and the Rideau Canal.

- Lack of washrooms and other support facilities for the public use of the square and Watson's Mill.
- The lack of water access for boaters to Dickinson Square.

2.2.3 Opportunities

- The group of buildings and the public open space adjacent to the Rideau Canal is unique for the canal and should be developed and interpreted within this context.
- Strengthen the cultural landscape through the use of programming and interpretation.
- Dickinson Square and the historic buildings have an economic development value that could and should be enhanced.
- Potential for hydro generation at the Mill to subsidize the operation. (Alf Chaiton: Tweedsmuir Power Group (613) 580-2424 Ext. 28923)

2.2.4 Threats

- The departure of the RVCA, which has renovated and restored the group of buildings.
- The need for the RVCA to get real value for the real estate assets.
- The expectation that the community should share responsibilities and costs for the operation and maintenance of the site and buildings.

3. OPTIONS IDENTIFIED

3.1 Stakeholder Interviews

The study process entailed a number of interviews with key stakeholders in Manotick in order to get their views regarding the scenarios that should be considered and the various advantages and disadvantages of each. (In addition to these ‘key stakeholders’, who represent defined community groups and organizations, members of the general public were given an opportunity to air their opinions through a web site interview process as well as a public meeting.) Appendix A to this Report lists those individuals interviewed; Appendix B contains the information posted on the RVCA’s web site relating to this project (including the invitation to submit their thoughts to the consultant); and Appendix C contains the interview guide used for the stakeholder interviews.

The stakeholder interviews were primarily used to help shape the options that were then considered (and taken forward in the subsequent planning process.) In total, some 32 individuals were interviewed. (In most cases these were face-to-face interviews; in a few situations where personal interviews were impossible, interviews were conducted by telephone.)

A fundamental underlying assumption in these interviews was that the ‘status quo’ situation could not continue: that the RVCA was not in a position to continue to occupy and utilize the buildings. (Given the future move of the RVCA offices to Beryl Gaffney Park [anticipated in the summer of 2007], it was not within the Authority’s mandate to continue to maintain or somehow operate the five buildings. Thus from the RVCA’s perspective this study was a review of acceptable disposition options for the land and buildings.)

The basic principles underlying the types of future use options (i.e. ‘acceptable disposition options’) to be considered were as follows:

- aside from existing obligations, the RVCA does not wish to spend additional monies in the maintenance or operation of the buildings;
- RVCA is not prepared to act as a landlord for the buildings (it is not within its mandate to do so)
- the options considered should maintain the integrity of the site – in other words the buildings should maintain their historic character and no other construction should occur on the site that would jeopardize the historical relationship of the buildings to one another;
- any scenarios considered must conform to planning and zoning site requirements;
- the disposition options considered should result in some fungible asset that the RVCA can exchange in consideration of the cost of developing their new premises in Beryl Gaffney Park - in other words, rather than simply ‘giving the land and buildings away’, the RVCA needs to realize the material value – either in cash or in

- acknowledgement of the equity value of the site – that can be applied against the cost of its new headquarters operation); and
- a ‘derelict’ option is not acceptable – some acceptable use must be found for the land and buildings as opposed to allowing them to remain unused and falling into a neglected and derelict state.

3.2 Options Identified

Based upon the stakeholder interviews, a range of possible disposition options was identified for the land and buildings for further assessment. Note that the purpose of the stakeholder interviews was to identify what the range of options might be that would satisfy the above criteria, not just to focus upon what a ‘preferred’ option might be.

Based upon the results of our interviews, five feasible utilization options were identified for consideration in the course of this analysis. These were:

1. ***Museum precinct with community use:*** Under this option the entire site – all five buildings and the land they occupy – is devoted to community use of one sort or another. Watson’s Mill, the Dickinson House and the Carriage Shed would be operated as a museum, telling the integrated story of Dickinson, the Mill, and the development of the community, while the Ayers Building and Weavers House would be used for office and meeting space for community groups and organizations.
2. ***Museum precinct with community development:*** This option is similar to #1, with the difference that the Ayers Building and Weavers House would be leased or sold to the private sector for appropriate commercial activities that would take advantage of the historical attributes of the buildings (e.g. boutique shops on ground floor spaces, professional offices on upper floors).
3. ***Watson’s Mill with community use:*** This option considers that only Watson’s Mill is used as an interpreted heritage site, and that all other buildings on the site are devoted to community activities of the kind described in option #1.
4. ***Watson’s Mill with community development:*** This option considers that only Watson’s Mill is used as a ‘museum’, and that all other buildings on the site are devoted to commercial activities of the kind described in option #2.
5. ***Total commercial development of the site:*** This option considers that the entire site is given over to appropriate commercial development / use that respects the historical integrity of the site and buildings. (Precedents for this kind of development exist, such as the redevelopment of the mill in Elora, Ontario, as an inn, or the redevelopment of the Code’s Mill complex in Perth as office space/banquet hall facility.)

These options are summarized in the attached chart. Note that the YELLOW sections of the chart represent community uses, while the ORANGE sections represent private sector use of some sort.

The chart describes not just the types of uses envisaged, but also possible scenarios in terms of the ownership and management of the site and buildings.

Note that one possible option is not identified here: the scenario of the entire site – all five buildings – being operated as one large museum complex. None of the stakeholders interviewed saw this as a realistic or feasible option for essentially two reasons. These were: 1) it would be too large an undertaking for the City to reasonably manage (assuming that they would be the owner and funder of a museum operation); and 2) the five buildings did not collectively make a compelling integrated story (in other words the Ayers Building and Weavers House did not materially add to the story of Dickinson and the Mill). Accordingly this option is not taken forward for further assessment.

3.3 Preliminary Outline of Costs, Advantages, Disadvantages of Options

The next two charts outline the general types and orders of magnitude of costs and benefits to key stakeholders, for each of the five development/utilization options considered. Three ‘parties’ are considered here: the RVCA, the City of Ottawa, and the community at large.

In 1999, the firm of Usher Capordelis Seguin undertook an appraisal of four of the five buildings on the site (Watson’s Mill was not included). The previous appraisals are outdated and need to be updated to reflect current market conditions.

The associated costs and benefits chart outlines costs and benefits (advantages and disadvantages) for the three ‘parties’ considered. These are used as the basis for the public consultation and further stakeholder interviews.

Dickinson Mill Square – Future Development / Utilization Options

	Option 1: “Museum Precinct” with Community Use	Option 2: “Museum Precinct” with Commercial Development	Option 3: “Watson’s Mill” with Community Use	Option 4: “Watson’s Mill” with Commercial Development	Option 5: Dystopia: Total Commercial Development
Watson’s Mill	Ownership transferred to the City or separate trust to be operated as museum complex under an expanded Watson’s Mill Manotick Inc. or similar organization	Ownership transferred to the City or separate trust to be operated as museum complex under an expanded Watson’s Mill Manotick Inc. or similar organization	Ownership transferred to the City or separate trust to be operated as museum	Ownership transferred to the City or separate trust to be operated as museum	Sold to the private sector for commercial development (retaining historical aspects of structures)
Dickinson House			Used by community organization (e.g. Rideau Seniors’ Centre)		
Carriage Shed			Tourist information centre; possibly expanded gift shop for Watson’s Mill, with public washrooms		
Ayers Building	Used by the City as a community centre for Manotick, providing office space for community organizations, meeting space (using boardroom) for community groups, etc.	Sold or leased to the private sector for commercial development (retaining historical aspects of structures)	Used by the City as a community centre for Manotick, providing office space for community organizations, meeting space (using boardroom) for community groups, etc.	Sold or leased to the private sector for commercial development (retaining historical aspects of structures)	
Weavers’ House	Possible community group use, or rented by City to compatible retail use (e.g. artist co-op, gallery)		Possible community group use, or rented by City to compatible retail use (e.g. artist co-op, gallery)		

Legend

	<i>Public and Community Use</i>
	<i>Private Sector Use</i>

Costs and Benefits to Key Stakeholders of Various Options

		Option 1: “Museum Precinct” with Community Use	Option 2: “Museum Precinct” with Commercial Development	Option 3: “Watson’s Mill” with Community Use	Option 4: “Watson’s Mill” with Commercial Development	Option 5: Dystopia: Total Commercial Development
RVCA	Benefits	- assigned value of site and buildings seen as equity contribution against cost of new facilities	- assigned value of partial site and buildings seen as equity contribution against cost of new facilities - sale of some facilities realizes cash to be used towards new facilities	- assigned value of site and buildings seen as equity contribution against cost of new facilities	- assigned value of Watson’s Mill seen as equity contribution against cost of new facilities - sale of some facilities realizes cash to be used towards new facilities	- sale of all facilities realizes cash to be used towards new facilities
	Costs	- opportunity cost of losing title to site	- opportunity cost of losing title to site	- opportunity cost of losing title to site	- opportunity cost of losing title to site	- opportunity cost of losing title to site
City of Ottawa	Benefits	- enhanced historical interpretation of Manotick and area - space for community groups - possibly some rental revenues from buildings (if City-owned)	- enhanced historical interpretation of Manotick and area - possibly additional commercial taxes or rental revenues (if City-owned)	- continuing historical interpretation of Watson’s Mill - space for community groups - some rental revenues from buildings	- continuing historical interpretation of Watson’s Mill - possibly additional commercial taxes or rental revenues	- no responsibility, obligation or cost to operating site - some cash savings (reduced Museum Sustainability requirement) - additional commercial taxes
	Costs	- responsibility for site and obligation to ensure proper operation (e.g. enhanced Museum Sustainability Grant to WMMI)	- responsibility for historical buildings on site and obligation to ensure proper operation	- responsibility for site and obligation to ensure proper operation	- responsibility for Watson’s Mill and obligation to ensure proper operation	- no interpretation of Manotick and area - widespread community opposition likely - no space available for community purposes

Community at Large	Benefits	- retention of Square as historical attraction and community use	- retention of priority part of Square as historical attraction and community use	- retention of Square as historical attraction and community use	- retention of key attraction (Watson's Mill) as historical attraction	- additional commercial development downtown (i.e. in BIA)
	Costs	- nil	- possible loss of community access to certain historic structures (minimal)	- possible loss of community access to certain historic structures	- likely loss of access to certain historic structures and community use space	- potential loss of community 'brand' - loss of interpretation of community - some loss of tourism
Development Community	Benefits	- n/a	- possibly some potential for investment / profit	- n/a	- possibly some potential for investment / profit	-possibly some potential for investment / profit
	Costs	- n/a	- cost to acquire and upgrade property	- n/a	- cost to acquire and upgrade property - cost to combat significant community opposition	- cost to acquire and upgrade property - cost to combat overwhelming community opposition

4. PUBLIC CONSULTATION

4.1 Description of Public Consultation

Extensive public input was invited over the course of this project. Early on in the project information on the purpose and process of the study was posted on the RVCA website, and comment invited as to what sorts of options should be explored. (The interviews with key stakeholders as well explored what sorts of options needed to be considered.) This early consultation was instrumental in developing the various options described in Section 3 of this Report. The information that was posted on the web site is contained within Appendix B. In total, some 46 surveys were received that help shape the options identified. (Note that most of the surveys received suggested some variation on Options 1, 2 and 3 as presented in the previous section of this Report; none advocated Option #5. However, at this point in the process, the objective was to ensure that the complete range of scenarios was being assessed, so that the input received was useful in validating that the range of options being assessed did in fact include those that the community wished to see.)

Later in the study process, once Options had been formulated, the public consultation process turned to assessing the public reaction to those Options that had been developed. Here, a public meeting was held on April 6, 2006 to which an estimated 100 individuals attended. (In a small community such as Manotick, this by itself shows a high degree of interest in this issue.) At this meeting a comment form (see Appendix D) was handed out, asking individuals to state their preferences for the various Options being considered. As well, this questionnaire was also posted on the web site, for individuals to respond to if they could not attend the public meeting. In total, between those surveys handed in at the meeting and those subsequently received through the web site, some 56 responses were received.

4.2 Public Reaction to the Options

The chart below shows the summary response to the Options presented. Clearly, the majority opinion of the community is for public acquisition and ownership of the entire site, operating the three ‘core buildings’ of Watson’s Mill, the Dickinson House, and the Carriage Shed as an integrated museum complex, and using the other two properties for some sort of community use (i.e. Option #1). The ‘second choice’ of the community was Option #3 – still retaining the entire site as community use (which also is predicated upon the idea of the City acquiring and owning the site). Option #5 – that of selling off the site entirely – was rejected outright by the community.

	This is my preferred option (please check one only)	I could live with this option (check as many options as apply)	I would not support this option (check as many options as apply)	Other – what (please indicate below in Part B)	No comment
Option #1 – Museum Precinct with Community Use	52 responses (81% of total)	12 (19%)	2 (4%)	No response	No response
Option #2 – Museum Precinct with Commercial Development	1 (2%)	25 (39%)	18 (28%)	3 (5%)	No response
Option #3 – 'Watson's Mill' with Community Use	10 (16%)	35 (55%)	3 (5%)	No response	No response
Option #4 – 'Watson's Mill' with Commercial Development	No response	No response	44 (69%)	No response	No response
Option #5 – Total Commercial Development	No response	No response	46 (72%)	No response	No response

4.3 Recommendations

Note: The reader should bear in mind that the client for this project was the RVCA and accordingly, all recommendations are made from the perspective of that organization. These recommendations are also predicated upon recognition that the RVCA cannot simply 'give the site away' – it needs to realize the market value of the site in order to help finance its move to new facilities.

The sequence of activities that we recommend regarding RVCA's disposition of its Dickinson Square holdings is as follows:

1. The clear preference of the community is for the Dickinson Square site in its entirety (i.e. all five buildings and the associated lands) to remain in community use (meaning, being acquired by the City of Ottawa). There could be several variations on this theme: either all five buildings being interpreted as one historical precinct, or at a minimum, the three 'core buildings' of Watson's Mill, Dickinson House and the Carriage Shed being interpreted as a unit, and the two other buildings (Ayers' Building and Weaver's House) being used for public purposes such as administrative and meeting room space for community groups. Accordingly, the RVCA should first approach the City to discuss the plausibility of this scenario.
2. The RVCA needs to have a current appraisal undertaken, by a firm able to handle the unique aspects of heritage structures. This should estimate values for each of the

- properties individually, as well as for the entire site. This information will be required when discussing the cost of the preferred solution and indeed the cost of all of the options.
3. RCVA should request a heritage designation for the Ayers Building (the only remaining building on the site that is not designated as a heritage structure). This will complete the heritage designation of all structures on the site and enhance the likelihood that the uses of the buildings will remain appropriate, and that the buildings themselves will not be jeopardized. The RVCA should also consider talking to the Ontario Heritage Trust (formerly the Ontario Heritage Foundation) about registering heritage easements on the properties prior to sale/transfer. This will ensure their protection in perpetuity. The Ontario Heritage Trust provides limited grant funding for the restoration of designated properties with an Ontario Heritage Trust easement.
 4. If it accepts the scenario outlined in #1 above, the City should approach the newly-formed Dickinson Square Management Inc. (DSMI) group with a view to having them agree to manage and interpret the expanded site¹. We understand that this would be acceptable to WMMI, which possibly would become folded into DSMI. This would need to be considered with regard to issues around grant funding (for example, The City Museum Sustainability Fund).
 5. Should the City not embrace the scenario of acquiring the property (and our discussions with those in the Strategic Asset Management Group of the City suggest that the City might find it difficult to justify acquiring the site on the basis of community use alone), then RVCA should adopt a fallback position of discussing with the City the option of acquiring just the three ‘core properties’ for interpretation as an historical asset, under the same type of management arrangement discussed in #4 above. The value ascribed to the properties would be determined on the basis of the aforementioned appraisal.
 6. Assuming the City agrees to the scenario outlined in #5 above, RVCA should then sell the remaining two properties to an external agency for market value. (The cash realized from this sale would then be applied against the cost of the new facility in Beryl Gaffney Park.) Preference should be given to community groups such as DSMI, or some yet-to-be-organized community trust, assuming that they can put forth a credible business case for ownership and management of the property. After a reasonable time (and we suggest that this might be between now and the end of 2006), however, if such an arrangement with a community groups cannot be reached, then the buildings should be sold to the private sector for appropriate uses of the type and scale of existing retail / service activities in the Mill St. area². The reaction from the public (including interviews, and input from the public meeting and web site

¹ We understand that DSMI is in the process of being incorporated. DSMI represents a number of community groups and thus has widespread community legitimacy.

² The surveys and interviews indicate that what the community would consider to be ‘appropriate uses’ would include a B&B operation, art gallery or crafts shops, restaurants, or selected service-type establishments.

- surveys) indicates that this would be an acceptable, although clearly not *preferred*, option.
7. In the event that the City is unwilling or unable to take ownership of all or part of the site, then the RVCA will have no choice but to sell the lands and buildings. (All stakeholders should realize, however, that this course of action would likely engender significant vocal local opposition from the local community.) Here again, the right of first refusal should go to the City first, followed by other levels of government (Federal and Provincial) and finally to non-governmental organization and community based groups, assuming that the market value of the site can be realized. Again, if a deal cannot be struck, then sale to the private sector should be considered. Ideally, the Mill would be exempt from the sale (and would continue to be operated by WMMI, or DSMI, who might be persuaded to purchase the property.) However, if a private developer was insistent that the Mill was a unique element and needed to be part of the package in order to make the sale, then RVCA would have no choice but to sell the entire site. Clearly, this is a 'last resort' option, and is rejected by the local community, but it would be the only practical one remaining if the routes suggested above have all been exhausted. Should the entire site be sold, RVCA should reimburse WMMI for the community fundraising efforts as per their agreement.



APPENDIX A:

Lists of Persons Interviewed

INTERVIEWS WITH STAKEHOLDERS

List of Those Interviewed in Person:

Manuel Stevens, - Parks Canada

Bonnie Gray, Margot Bellanger, Jane Keeler, Isabelle Geoffrion - Watson's Mill Manotick Inc.

Donna Cooper - Manotick BIA

Martin Luce, Nancy Wilson - Rideau Seniors' Centre

Jeff Cronin, Coral Lindsay - Rideau Township Historical Society

Brian Earl, Liz Blaine - Knox Presbyterian Church

Rick Coates - Kiwanis Club of Manotick

Noel Norenus - Manotick Community Association

Denis Barbeau - Manotick Kinsmen Club

Salima Ismail - Rideau Chamber of Commerce

Jim Mountain, Stuart Lazear - City of Ottawa

Rich McDonald, Larry Ellis, Marjorie Toner, Ted Ross - Community-at-Large

Dell Hallett, Cliff Craig - Rideau Valley Conservation Authority

List of Those Interviewed by Phone:

Glenn Brooks – Ward Councillor

Kevin Wherry, Senior Planner, Ottawa Parks + Recreation

Jim Barrett, Program Manager, Strategic Asset Management, City of Ottawa

Web Interviews Submitted (46):

Jim Stewart, Dave Mullington, Gillian Organ, Allan Arbuckle, Joanne Plummer, Martin & Uta Soutter, Brian & Mary Cromie, Coral Lindsay, Melanie Hayes, Brian Killins, Mark Lucuik, Margot Belanger, Ann Scott, Dorothy Meyerhof, Petter Wueppelmann, Jessica Curry, Lawrence Wilson, George & Mary Riley, Robert Dance, Spruce Riordon, Maureen Johnson, Jeffrey Cronin, Ann Cronin, Leeanne Van der Burgt, M. Matthews, S. Rosidi, D. Blaikie, Hilda & Eric Bennet, Stuart Rogers, Jim Bauer, Anneke Bauer, Phyllis Buck, Keith Buck, Susan Angus, Iva Angus, K. Patterson. Six surveys not signed.

Public Meeting Comment Forms:

56 responses filled out. Future Development/Utilization Options Chart.



APPENDIX B:

Best Use Study: Media Release

Dickinson Square Web Interview/Questionnaire



Media Release

March 10, 2006

BEST USE STUDY – RVCA BUILDINGS IN DICKINSON SQUARE

The Rideau Valley Conservation Authority (RVCA) is looking for your input regarding the future use of buildings in Dickinson Square. The Authority has commissioned a study to examine alternative uses for the land and buildings it currently owns. A Steering Committee has been established to help with the study and securing community input. The study is being undertaken by Commonwealth Historic Resource Management Inc., specialists in the assessment and re-use of historic structures, and TCI Management Consultants.

The area under consideration in this review is referred to as Dickinson Square and includes the five buildings owned by the RVCA (Watson's Mill, Dickinson House, Carriage Shed, Ayers Building and the Weavers House). This study is being done in anticipation of the RVCA moving its headquarters off the Square to a new office in Beryl Gaffney Park (move anticipated to take place in the summer of 2007).

The consultants have already met with key stakeholder groups in the Manotick area. We would also like to invite residents of Manotick, the rest of the City of Ottawa and the larger watershed to voice their opinion. A questionnaire form is available on the RVCA website (www.rideauvalley.on.ca). Click on the link referring to the "Best Use Study". A copy of the Terms of Reference for the study is also available on the website. **An Open House will be held on April 11, 2006 from 6:00 pm to 8:30 pm at the Manotick Arena.**

We anticipate that a number of scenarios will be developed during the study and a preferred scenario will emerge at the end of the exercise. The RVCA expects to have a Draft Report sometime in May 2006 and a Final Report sometime in June 2006.

Rideau Valley Conservation Authority is a partnership of municipalities created under the Conservation Authorities Act to deliver a range of programs in natural resource conservation within the Rideau Valley watershed.

More Information: Cliff Craig, RVCA Project Manager
692-3571 ext. 1134 or 1-800-267-3504 ext. 1134
cliff.craig@rideauvalley.on.ca

DICKINSON SQUARE WEB INTERVIEW

Thank you for your interest in Dickinson Square and its buildings. The following short questionnaire will provide you with an opportunity to contribute your thoughts and suggestions to the study process.

The area under consideration in this review is Dickinson Square and the five buildings that face or are adjacent to the Square. These are Watson's Mill, the Dickinson House, the Carriage House, the Ayers Building, and the Weavers' House (click [here](#) for a map of the site). All of the buildings and the grounds with the exception of the Weavers' House are designated under Part IV of the Ontario Heritage Act which protects the buildings and grounds from demolition or substantial alteration. Dickinson Square is located within 'The Heritage Village', East Sector as described in the Official Plan Amendment 3; the Plan describes the fundamental character of the area and provides planning guidelines for the area. (click [here](#) for relevant excerpts from the Official Plan).

At present, the Rideau Valley Conservation Authority (RVCA) owns the site and buildings. Watson's Mill is operated separately as a museum by the Watson's Mill Museum Society Inc., which receives funding from the City of Ottawa for this purpose. The other four buildings are used by the RVCA for its various operations.

What has triggered this review is that the RVCA is soon to be relocating and consolidating into new headquarters facilities in Beryl Gaffney Park. Accordingly, it no longer needs the Dickinson Square complex, and so has commissioned this study to examine alternative uses for the land and buildings. The study is being undertaken by Commonwealth Historic Resource Management Inc. specialists in the assessment and re-use of historic structures. (Click [here](#) for further information on the firm.)

While one seemingly simple solution would be to simply "give the land and buildings to the City" and have the City run the entire complex as a museum, there are a number of potential problems with this scenario, including:

- the City needs to consider very carefully whether or not to accept the additional cost and liability of the land and buildings (in these times of tight budgets and cutbacks); and*
- the RVCA needs to realize some of the equity inherent in the site, in order to help fund the cost of the construction of (and move to) its new premises (in other words, they cannot afford to just give the site away).*

Clearly this is not a simple situation to resolve, and so an important part of the process here is to give residents of Manotick, the rest of City of Ottawa, and residents of other municipalities in the RVCA watershed a chance to voice their opinions.

*The following web questionnaire is designed to obtain your views on the ideal scenario for the complex. It will take you approximately 10 – 15 minutes to complete. Please provide your responses within the text boxes provided. All responses will be treated **CONFIDENTIALLY**.*

1. What do you see as the **major threats** facing the Square and its buildings?

2. What would you say is the **worst-case scenario** in terms of the future of the Square and its buildings?

3. What do you see as key **opportunities** that should be explored for future use of the land and buildings?

4. What in your view is the **ideal scenario** in terms of what might happen with the land and the buildings? Please describe this in as detailed a manner as you can, in terms of:

- *ownership of the land and buildings*

- *use of the facilities*

- *management of the land and buildings*

- *operating costs: who pays?*

- *operating revenues: who gets? how would revenues be used?*

- *management and governing structure for the complex*

- *other aspects of this ideal scenario*

5. Are there any **other relevant issues** you wish to identify?

6. Please tell us a little about yourself (optional):

- *Where do you live?*
 - *village of Manotick or immediate area*
 - *elsewhere in the City of Ottawa*
 - *elsewhere in the RVCA watershed*
 - *outside the region altogether*
- *How long have you lived at your current location?*
 - *2 years or less*
 - *3 – 5 years*
 - *6 – 10 years*
 - *11 – 20 years*
 - *over 20 years*

- *Name:* _____
- *Telephone:* _____
- *email:* _____

[CLICK HERE TO SUBMIT FORM](#)

Thank you for taking the time to answer this questionnaire: we value your opinion regarding the future use of Dickinson Square and its various buildings.



APPENDIX C:

Dickinson Square Interview Guide

DICKINSON SQUARE INTERVIEW GUIDE

(assume 30 – 45 minutes per interview)

1. Briefly describe **your involvement** with the Square and its buildings.

- 2a. What do you see as the **major threats** facing the Square and its buildings?

- 2b. What would you say is the **worst-case scenario** in terms of the future of the Square and its buildings?

3. What do you see as key **opportunities** that should be explored for future use of the land and buildings?

4. What in your view is the **ideal scenario** in terms of what might happen with the land and the buildings? Please describe this in as detailed a manner as you can, in terms of:
 - *ownership of the land and buildings*

 - *use of the facilities*

 - *management of the land and buildings*

 - *operating costs: who pays?*

 - *operating revenues: who gets? how would revenues be used?*

 - *management and governing structure for the complex*

 - *other aspects of this ideal scenario*

5. Are there any **other relevant issues** you wish to identify?



APPENDIX D:

Dickinson Square – Future Development Options Comment Form

DICKINSON SQUARE – FUTURE DEVELOPMENT & DEVELOPMENT OPTIONS STUDY COMMENT FORM

1-(A) For each of the Options on the chart, please indicate your degree of support by placing a check mark in the appropriate box:

	This is my preferred option <i>(please check one only)</i>	I could live with this option <i>(check as many options as apply)</i>	I would not support this option <i>(check as many options as apply)</i>	Other – what <i>(please indicate below in Part B)</i>	No comment
Option #1 – Museum Precinct with Community Use					
Option #2 – Museum Precinct with Commercial Development					
Option #3 – 'Watson's Mill' with Community Use					
Option #4 – 'Watson's Mill' with Commercial Development					
Option #5 – Total Commercial Development					

1-(B) For any of the Options above where you indicated 'Other', do you care to elaborate on your reaction?

2) Are there any other development or utilization options that you would like to see?

3) Do you have any other comments that you would like to provide?

THANK YOU VERY MUCH!



APPENDIX E:

RVCA Best Use Study – Open House

RVCA BEST USE STUDY – OPEN HOUSE

Approximately 100 people attended the Public Open House held Thursday, April 6, 2006. A diverse group of people, primarily residents of the Manotick area, as well as local municipal politicians and representatives of the Rideau Valley Conservation Authority (RVCA) were in attendance.



APPENDIX F:

Best Use Study – Steering Committee Members

BEST USE STUDY – STEERING COMMITTEE MEMBERS

Alan Arbuckle	RVCA & Community Representative
Margot Bellanger	Alternate member, Watson's Mill Manotick Inc
Donna Cooper	Manotick Business Improvement Area
Cliff Craig	RVCA, New Office Project Manager
Bonnie Gray	Watson's Mill Manotick Inc.
Stuart Lazear	City of Ottawa, Planning & Growth Management
Rich McDonald	Community Representative
Jim Mountain	City of Ottawa, Cultural Services and Community Funding Branch
Manuel Stevens	Parks Canada