

Minutes: Executive Committee Meeting

August 27, 2025

Hybrid Meeting via Zoom and MVCA Office Boardroom

Roll Call

Members Present

- Roy Huetl, Chair (Remote)
- Paul Kehoe, Vice Chair
- Bev Holmes (Remote 1:09 pm)
- Janet Mason (Remote)

Staff

- Sally McIntyre, General Manager
- Stacy Millard, Treasurer
- Kelly Hollington, Recording Secretary

Guests

- Joanne Glaser, Cornerstones Management Solutions

P. Kehoe called the meeting to order at 1:02 p.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

R. Huetl added an item to the agenda for information. He summarized a meeting with the Town of Mississippi Mills staff regarding the Mill of Kintail Museum Strategic Plan and their delegation request for the next MVCA Board of Directors meeting, September 8, 2025. He noted that S. McIntyre represented MVCA well. Discussions included a summary of the history of the situation and plans for moving forward and collaborating on a solution. The key message delivered was that there will likely be a pause in the Museum Strategic planning process to allow for more community engagement. S. McIntyre thanked B. Holmes for her input and participation in the discussion.

EXC25/08/27 - 1

MOVED BY: R. Huetl

SECONDED BY: J. Mason

Resolved, that the agenda for the August 27, 2025, Executive Committee Meeting be adopted as amended.

“CARRIED”

Main Business

1. Approval of Minutes: Executive Committee Meeting, October 25, 2024.

There were no amendments or discussions on the minutes.

EXC25/08/27 - 2

MOVED BY: R. Huetl

SECONDED BY: J. Mason

Resolved, that the minutes of the Executive Committee Meeting held on October 25, 2024, be received and approved as printed.

“CARRIED”

2. Pay Increments & Employee Recognition, Report 3507/25, Sally McIntyre.

S. McIntyre reviewed the tools used to progress MVCA staff through pay bands and the employee recognition process. She overviewed the research process used to identify and assess options for improvement, findings, and recommendations. She compared “open” versus “stepped” pay-band approaches and highlighted that a fixed 2% budget envelope does not allow staff to progress through their pay-band in a timely manner. It was recommended that the annual pay increment budget be raised from 2% to 3% per year. She commented that retaining some form of recognition of extensive overtime, effort or performance is desirable. She suggested maintaining the current merit-based bonus approach with an annual review of recommendations being tabled with the executive committee for comment to maintain transparency.

J. Mason asked what the 1% “pay increment” increase to the annual budget envelope represents in an approximate dollar amount. S. Millard responded that it is approximately \$38,000. J. Mason requested that the dollar amount be included in the report to the Finance and Administration Advisory Committee.

J. Mason asked if the merit bonus amounts are included in overall budget envelope. S. McIntyre confirmed.

B. Holmes asked if there would be a situation where an employee is eligible for a bonus rather than the 3% increase. S. McIntyre explained that to qualify for a bonus, an employee must have reached the top-of-band for their pay band. She further explained that the 3% represents an envelope in which she can determine how much each employee receives depending on performance. B. Holmes commented that the 3% amount is not like a cost-of-living increase. S. McIntyre confirmed that it is separate from the cost-of-living adjustment set by the Board of Directors.

B. Holmes asked if an employee does not have a good year, performance-wise, if they would get a smaller wage/salary increase. S. McIntyre commented that some employees have been increased by 0.5% and some 0%, depending on the situation.

B. Holmes asked if there would be a situation where the cost would exceed \$38,000. S. McIntyre responded that staff work within the budget envelope set by the Board of Directors.

B. Holmes asked if a potential employee has exceptional qualifications if they can be started in a pay-band higher than the entry level for their position. S. McIntyre explained that staff are hired and placed within the pay-band where appropriate based on their experience and the market.

R. Huetl asked J. Glaser if the approach tabled for merit-based bonuses for non-management staff is normal in other municipalities. J. Glaser responded that the approach is more common in non-union environments as a way to recognize all staff. She noted that a bonus does not increase base salary and needs to be earned annually based on performance. R. Huetl commented that in his experience in a union-based environment, bonuses were only awarded to management staff.

P. Kehoe raised concerns regarding abuse of the merit-based bonus approach and was firm that he did not support the recommendation. He commented that a merit-based bonus approach leads to an expectation from staff of receiving a bonus each year. He voiced his opposition to any bonuses above the pay-scale. He expressed his support for a stepped system.

R. Huetl asked J. Glaser about potential risks if the proposed approaches are not accepted, and specifically regarding staff retention. J. Glaser responded that she has noted a high level of turnover for municipal level employees. She noted that the key reason for staff turnover is salary. She commented that the majority of MVCA staff are

not at the top of grid and could negotiate for higher salaries at other municipal organizations. She stated that there is risk of losing staff.

R. Huetl asked if staff can negotiate vacations at MVCA. S. McIntyre confirmed.

B. Holmes asked if staff and management receive time-and-a-half for overtime. S. Millard explained that for staff, up to 44 hours a week is at regular time. Staff only accumulate time-and-a-half if they work over 44 hours. Management staff do not receive time-and-a-half for overtime.

J. Mason commented that the additional 1% being added to the envelope will be compounded over time. She asked if benefits are calculated based on salary. S. Millard confirmed that staff pension is calculated based on salary.

J. Mason commented that the total cost is more than the estimated \$38,000 because it influences the overall compensation package that an employee receives. She asked for the total compensation impact when this report goes to the Finance and Administration Advisory Committee, including compounding and impact on benefits. S. Millard commented the benefits adjustment was already factored into the amount.

J. Mason commented that the proposed approach is consistent with her experience in the private sector.

R. Huetl commented that the proposed approach is consistent with his experience in the private sector and with larger municipalities.

J. Mason felt that the concern for abuse of the merit-bonus approach would be mitigated by review of proposed bonuses by the Executive Committee.

P. Kehoe reiterated his concerns regarding the suggested bonus approach, noting that some staff expect to receive a bonus annually.

J. Mason expressed her opposition to the stepped method.

R. Huetl asked if other Conservation Authorities have a similar approach. S. McIntyre responded that some have similar approaches.

P. Kehoe requested a recorded vote.

EXC25/08/27 - 3

MOVED BY: B. Holmes

SECONDED BY: R. Huetl

RECORDED VOTE

In Favour: B. Holmes, J. Mason, R. Huetl

Opposed: P. Kehoe

“CARRIED”

Resolved, That the Executive Committee:

- 1. Endorse the targeted amount of time required for employees to achieve the top of their pay-band as set out in Table 2 of this report.*
- 2. Endorse a 1% increase to the “pay increment” annual budget envelope from 2% to 3% to allow for achievement of the targets over time.*
- 3. Endorse the modified approach for recognizing excellence when employees reach the top of their pay-band as set out in this report; and*
- 4. Direct staff to draft amendments to MVCA’s Employee Manual for tabling at the next meeting of the Finance & Administration Committee.*

“CARRIED”

3. General Manager Performance Review

EXC25/08/27 - 4

MOVED BY: R. Huetl

SECONDED BY: J. Mason

Resolved, That the Executive Committee move in-camera for discussions of labour relations/employee negotiations.

And further resolved, That MVCA staff leave the room.

“CARRIED”

EXC25/08/27 - 5

MOVED BY: R. Huetl

SECONDED BY: J. Mason

Resolved, That the Executive Committee move out of in-camera discussions.

“CARRIED”

Adjournment

EXC25/08/27 - 6

MOVED BY: J. Mason

SECONDED BY: B. Holmes

Resolved, That the Executive Committee meeting be adjourned.

“CARRIED”

The meeting adjourned at 2:30 p.m.

K. Hollington, Recording Secretary

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