



Agenda: Policy & Planning Advisory Committee

February 5, 2026

12:00 p.m.

Hybrid meeting via Zoom and MVCA Office Boardroom

ROLL CALL

DECLARATIONS OF INTEREST (WRITTEN)

ADOPTION OF AGENDA

MAIN BUSINESS

1. Approval of Minutes: Policy & Planning Advisory Committee Meeting Minutes, July 3, 2025, Page 2
2. By-law Amendment re: Abstentions, Report 3538/26, Sally McIntyre, Page 8
3. Review of MVCA's Code of Conduct for Board Members, Report 3539/26, Sally McIntyre, Page 17
4. Mill of Kintail Museum Update, Report 3540/26, Scott Lawryk, Page 25

ADJOURNMENT



Minutes: Policy & Planning Advisory Committee

July 3, 2025

Hybrid Meeting via Zoom and MVCA Office Boardroom

Roll Call

Members Present

- Bev Holmes (Chair)
- Dena Comley (Vice Chair)
- Cindy Kelsey
- Glen Gower (Remote)
- Wayne Baker
- Roy Huetl
- Paul Kehoe

Staff

- Sally McIntyre, General Manager
- Scott Lawryk, Property Manager
- Kelly Hollington, Recording Secretary

Members Absent

- Clarke Kelly
- Helen Yanch
- Steven Lewis
- Taylor Popkie

B. Holmes called the meeting to order at 2:59 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

There was no discussion or amendments to the agenda.

PPAC25/07/03 - 1

MOVED BY: D. Comley

SECONDED BY: P. Kehoe

Resolved, that the agenda for the July 3, 2025 Policy & Planning Advisory Committee Meeting be adopted as presented.

“CARRIED”

Main Business

1. Approval of Minutes: Policy & Planning Advisory Committee Meeting, October 7, 2024.

There was no discussion or amendments to the minutes.

PPAC25/07/03 - 2

MOVED BY: W. Baker

SECONDED BY: C. Kelsey

Resolved, that the minutes of the Policy & Planning Advisory Committee Meeting held on October 7, 2024 be received and approved as printed.

“CARRIED”

2. Election of Chair and Vice-Chair

PPAC25/07/03 - 3

MOVED BY: D. Comley

SECONDED BY: R. Huetl

Resolved, That Sally McIntyre be appointed as Chair for administering the election of Chair for the Policy & Planning Advisory Committee 2025-2026.

“CARRIED”

S. McIntyre commented that the election will be carried out in accordance with procedures set out in the MVCA Administrative Bylaw. The elections were conducted in the order of Chair followed by Vice-Chair. She declared the positions of Chair and Vice-Chair Vacant. She asked for nominations for the position of Chair, three times.

P. Kehoe nominated B. Holmes for the position of chair. No other nominations were received.

PPAC25/07/03 - 4

MOVED BY: P. Kehoe

SECONDED BY: R. Huetl

Resolved, That nominations for the position of Chair be closed.

“CARRIED”

S. McIntyre asked B. Holmes if she accepts the position of Chair. B. Holmes accepted. S. McIntyre declared B. Holmes Chair by acclamation.

B. Holmes asked for nominations for the position of Vice-Chair, three times. P. Kehoe nominated C. Kelsey for the position of Vice-Chair. P. Kehoe also nominated D. Comley for the position of Vice-Chair. No other nominations were received.

PPAC25/07/03 - 5

MOVED BY: P. Kehoe

SECONDED BY: C. Kelsey

Resolved, That nominations for the position of Vice-Chair be closed.

“CARRIED”

B. Holmes asked if C. Kelsey accepts the position of Vice-Chair. C. Kelsey declined the position.

B. Holmes asked if D. Comley accepts the position of Vice-Chair. D. Comley accepted. B. Holmes declared D. Comley Vice-Chair by acclamation.

3. Mill of Kintail Strategic Plan Update, Report 3502/25, Sally McIntyre & Scott Lawryk.

S. McIntyre reviewed the Mill of Kintail Strategic Plan purpose and background. She highlighted that no sustainable funding source has been identified to support the museum. She noted that donations and fundraising efforts have had little uptake. She reviewed the current state of finances for the museum and the efforts made by staff for cost-control. She noted that the largest cost to the museum is staff salary. She highlighted that grants are not a sustainable source of funding as they are not guaranteed. She reviewed Board direction regarding the Mill of Kintail Strategic Plan as it relates to the development of the *Land Conservation and Resource Strategy* and recent Corporate Strategic Planning workshop discussions. She reviewed the proposed museum vision statement and objectives. She highlighted the opportunity to align the Museum’s mandate with MVCA’s core mandate for public education. She noted the opportunity to collaborate with dam operators, environmental groups and other

partners in the watershed. She reviewed next steps in the strategic planning process: public engagement, Board direction and Board approval. The development of a transition plan will be developed in consultation with artifact owners, community partners and institutions and those with an interest in McKenzie and Naismith.

P. Kehoe asked if staff have been in contact with the Naismith Museum in Springfield Massachusetts in regards to funding support. S. McIntyre replied that staff have been in contact with the National Basketball Hall of Fame regarding requests for loan of exhibits for display. S. Lawryk added that staff reached out in 2024 with little success. P. Kehoe highlighted the opportunity to see if there is any interest in the Naismith artifacts in the Mill of Kintail Museum collection.

D. Comley asked if indigenous partners will be included in the promotion of the watershed. S. McIntyre confirmed that there is an opportunity to collaborate.

P. Kehoe commented that there is no appetite for a watershed museum. He noted that museum visitorship is declining. He highlighted that finding funding sources will be difficult. S. Lawryk explained that the education program is gaining traction specifically with school trips. He highlighted the opportunity to attract schools and students to the site for watershed education to increase foot traffic and exposure to MVCA education programming.

D. Comley commented that interpretive centres at Provincial parks are popular with the public and something that people look for. S. Lawryk added that a model that is open and available to the public is more cost effective. He highlighted the need for funding partners to reduce costs.

G. Gower highlighted the importance of community consultation and support. He noted the challenge of finding sustainable funding sources. S. McIntyre explained that the vision, as presented, would take the current Museum from a Category 3 service to a Category 1 service and no longer subject to the 5-year agreement. Category 1 services fall under the levy.

P. Kehoe expressed concern regarding the costs to member municipalities and noted the importance of sharing plans regarding the museum's future. S. McIntyre explained that the Board decides the direction of the Authority and whether the proposed plan is the appropriate approach. She noted that the goal is for a revenue neutral program that would be cost neutral to the municipalities. If approved by the Board, member municipalities would be informed of MVCA's intent to convert the museum.

B. Holmes asked what would happen in the case of a need for funds. S. McIntyre explained that needs are identified by the Board and added to the Capital Plan. MVCA operates within the budget envelope as set out by the Board. B. Holmes commented that the municipalities would be contributing to the operation of the museum as a Category 1 service. S. McIntyre confirmed.

B. Holmes commented that there is a lack of relation between the museum and MVCA's mandate. S. McIntyre explained that MVCA is falling short on the responsibility to provide watershed education. She highlighted that during the recent corporate strategic planning session, Board members identified the need for MVCA to improve and enhance watershed education. The proposed plan is an approach to fill the gap.

P. Kehoe suggested that mobile watershed education exhibits that tour the watershed would be an opportunity for better exposure. D. Comley agreed that exhibits should not be stationary and suggested that the Museum be the permanent home for the displays but allow for touring of displays at fall fairs, community events and schools within the watershed. S. McIntyre noted the opportunity to target the numerous schools within the City of Ottawa in particular.

R. Huetl supported the idea of marketing the museum as an education centre. He encouraged aligning education programs with school curriculum. He noted the popularity and success of an annual student field trip tied to the Grade 5 school curriculum in the York region. He commented that the proposed approach fulfills the need for the education aspect of MVCA's mandate.

P. Kehoe expressed support to aligning MVCA's education programming with the curriculum of school boards within the watershed.

B. Holmes highlighted the importance of the preservation of the Tait McKenzie and Naismith collections and the connections to the local community.

R. Huetl noted that the Tait McKenzie and Naismith collections do not have a relation to the MVCA mandate.

P. Kehoe commented that there is a challenge in attracting the community to the current museum collections. D. Comley agreed.

W. Baker commented that there is a need to try an alternative approach to the management of the museum. He expressed support in the change from a museum to an educational or interpretive centre. He noted the change would fill the need for education within the watershed and be a good avenue for the future if there is little

public interest in the R. Tait and Naismith collections. He noted his support of touring educational exhibits and targeting schools within the City of Ottawa.

P. Kehoe asked if the museum has the space to equip an interactive education centre along with the current exhibits. S. McIntyre responded that there is not.

D. Comley noted that there may be an increased opportunity for grant funding in the widening of the museum's vision to include watershed education.

PPAC25/07/03 - 6

MOVED BY: D. Comley

SECONDED BY: R. Huetl

Resolved, That the Policy & Planning Advisory Committee recommend that the Board of Directors direct staff to:

1. *Engage with Mill of Kintail Museum patrons and broader community regarding the proposed changes, Vision Statement and Objectives set out in report 3502/25; and*
2. *Return to the Committee and Board in the fall with findings and recommendations for the update of the Mill of Kintail Museum Strategic Plan.*

"CARRIED"

Adjournment

PPAC25/07/03 - 7

MOVED BY: R. Huetl

SECONDED BY: P. Kehoe

Resolved, That the Policy & Planning Advisory Committee meeting be adjourned.

"CARRIED"

The meeting adjourned at 3:47 p.m.

K. Hollington, Recording Secretary



By-law Amendment re: Abstentions

TO: The Chair and Members of the Mississippi Valley Conservation Authority Policy and Planning Committee

FROM: Sally McIntyre, General Manager

REPORT: 3538/26, January 28, 2026.

RECOMMENDATION:

That the Policy and Planning Committee recommend that the Board of Directors approve amendment of MVCA's Administrative By-law to address how Abstentions shall be handled during voting as set out in this report.

At the January 12, 2026, meeting of the Board of Directors, the Policy & Planning Advisory Committee was directed to consider how “abstentions” should be handled and to return to the Board with recommendations. Key matters to be discussed were the following:

- Under what circumstances should members be allowed to abstain?
- How should abstentions be handled (for, against, or neutral to the motion)?

1.0 FINDINGS & DISCUSSION

In addition to reviewing *Robert's Rules of Order* per board report 3537/26, staff reviewed language in the *Municipal Act, SO 2001*, the by-laws of two counties and seven municipalities, and the wording contained in the *Conservation Ontario Model Administrative By-law* (see Attachment 1 for various excerpts.) The following are key findings of that review:

- Only two by-laws state that members “shall vote”:
 - One of the two has contradictory language—defines an “abstention” as a “refusal” to vote.
 - The other prescribes that a member “seated in a seat reserved for Council or whom the City Clerk or designate can confirm is present through

electronic means and does not vote shall be recorded as voting in the negative.”

- The standard language in use appears to be “Abstentions shall be deemed to be a negative vote.”
- Some by-laws specify that an abstention shall be deemed to vote in the negative “except where the Member is prohibited from voting by statute” or “disqualified” from voting.
- Universally, where such a “disqualifying” statement is made, there is no policy on how the abstention with cause is to affect what constitutes a majority vote.
- The CO Model By-law states that “If any Member who is qualified to vote abstains from voting, they shall be deemed to have voted neither in favour nor opposed to the question, which will not alter the number of votes required for a majority.”

The implication of the various text examined is that the abstention of a “disqualified” member is to be handled differently. On this basis, it is recommended that the majority needed to carry a motion should be based upon the number of “eligible” voters present for the vote.

As a rule, abstentions are allowed because a Board cannot force a member to vote. Therefore, by-laws focus on how an abstention should be handled, which is universally to consider them as a vote “against” the motion. In both the by-laws where voting is deemed mandatory, there remains language directing what to do if a member refuses to vote. Consequently, the mandatory clause has no real weight.

2.0 RECOMMENDED AMENDMENT

The following additions are recommended to Section 15: Voting of MVCA’s *Administrative By-law*, as shown in Attachment 1.

a) *Abstentions*

Members are entitled to abstain from voting. Where one or more Members is deemed “ineligible” to vote due to a statutory requirement, a majority vote shall be calculated based upon the number of “eligible” members present. Abstentions without cause shall be deemed to be a negative vote.

A member may change their vote:

- *anytime before announcement of the result by the Chair.*

- *immediately following announcement of the result by the Chair if a request to change a vote is unanimously agreed upon by the members in attendance.*

ATTACHMENTS

1. Sample By-law Language re: Abstentions
2. Excerpt from *MVCA Administrative By-law* Section 15: Voting.

Attachment 1

Sample By-law Language re: Abstentions

January 2026

Municipal Act, 2001, S.O. 2001, c. 25

Part VI Practices and Procedures

- *Meetings; 246 Recorded Vote; Failure to vote*
 - (2) A failure to vote under subsection (1) by a member who is present at the meeting at the time of the vote and who is qualified to vote shall be deemed to be a negative vote. 2001, c. 25, s. 246 (2).

County of Frontenac (2012)

Corporation of the County of Frontenac By-Law No. 2012xx-SCHEDULE "A"

- p.14, 21. *Voting; 21.7 No Vote Deemed Negative*
 - If any Member present does not vote at a meeting of the Council where a question is put and a recorded vote taken, he shall be deemed to vote in the negative except where the Member is prohibited from voting by statute.

North Frontenac

Procedural By-law #56-20

8.6 Voting

- A Member choosing not to vote on a matter, for which he/she is entitled to vote, shall be deemed to have voted in the negative.

South Frontenac

Procedural By-Law

- p.3, *Article II Interpretation; Abstention*
 - "Abstention" means a refusal to vote either for or against a proposal.
- p.35, *Article XX, Voting*
 - 20.1 Every Member present at a meeting, with the exception of Section 19.2, when a question is put, shall vote thereon unless disqualified to vote on the question.
 - 20.2 Failure to vote by a Member present at the meeting at the time of the vote and who is not disqualified to vote shall be deemed to be a negative vote.¹¹

¹¹*Municipal Conflict of Interest Act*

Lanark County

Procedural By-Law

- p. 15, *7.0 Rules of Conduct for Members and Attendees; 7.1 Chair at Meetings*
 - 7.1.3 Every Member present, except the Chair, shall be deemed to vote against the motion if they decline or abstain from voting, unless the Member is disqualified from voting by reason of a declared pecuniary interest.
- p.39, *11.2 Motion Process*
 - 11.2.7 Every Member present, except the Chair, shall be deemed to vote against the motion if they decline or abstain from voting, unless disqualified from voting by reason of a declared pecuniary interest.
- p. 41, *Recorded Votes*
 - 11.5.5 When a recorded vote is permitted and required, the Chair will pose the 42 of 62 question and the Clerk will call for those members in favour to rise, at which time the Clerk shall record the name of each Member standing and their vote in favour, and upon completion of the recording, the Clerk will call those Members opposed to rise, at which time the Clerk shall record the name of each Member standing and their vote in opposition on the Recorded Vote Form. The Clerk will also record the number of Members absent and/or abstained. The Recorded Vote Form will then be included as an attachment to the minutes.

Town of Carleton Place

Procedural by-law

- p.1, *Definitions*
 - 1. DEFINITIONS In this By-law: Abstain shall mean a Member who is lawfully entitled to vote and who is present at a meeting but chooses not to exercise their right to vote on a matter. This does not include where a Member is absent or is not participating due to a declared conflict of interest.
- p.23, *8. Motions, 8.1 Motion Process – Refer to the Motion Table in Schedule D*
 - 8.1.8. Every Member participating in the meeting, shall be deemed to vote against the motion if they decline or abstain from voting, unless the Member is disqualified from voting by reason of a declared pecuniary or conflict of interest.

Mississippi Mills

Procedural By-Law

- p.5, *Part I – General, 2. Definitions*
 - “Abstain” means to refrain from voting.
- p.41, *Part VI – Debate, 78. Motion Process (Refer to Motion Table in Schedule C)*
 - 78.7. Every Member present shall be deemed to vote against a Motion if they decline or abstain from voting, unless disqualified from voting by reason of a declaration of pecuniary or conflict of interest.
- p.43, *80. Recorded Vote*
 - 80.4. Where a Member abstains from voting during a recorded vote, the abstention will be counted as a negative vote.

Township of Beckwith

Procedural By-Law

- p. 25, *Motions; 8.1 Motion Process*
 - 8.1.6. Every Member present; shall be deemed to vote against the motion if they decline or abstain from voting, unless disqualified from voting by reason of a declared pecuniary interest.
- p. 28, *8.3 Recorded Votes*
 - 8.3.5. When a recorded vote is permitted and required, the Chair will pose the question and the Clerk will call upon each Member in Councillor order to vote in favour or in opposition followed by the Deputy-Reeve and the Reeve voting last, at which time the Clerk shall record the Member's vote. The Clerk will also record the number of Members absent and/or abstained.

Drummond North Elmsley

Procedural By-Law (pdf)

- p.14, *7.0 Rules of Conduct for Members and Attendees; 7.2 Voting by the Chair*
 - b) Every Member present, except the Chair, shall be deemed to vote against the Motion if they decline or abstain from voting, unless the Member is disqualified from voting by reason of a declared pecuniary or other interest. The Chair shall ensure Members attending virtually have their intentions noted.
- p.35, *12.0 Motions; 12.1 Process*
 - g) Every Member present, except the Chair, shall be deemed to vote against the Motion if they decline or abstain from voting, unless disqualified from voting by reason of a declared Pecuniary Interest.

City of Ottawa

Procedural By-Law

- *Section 26 – All Members Vote*
 - (1) Every Member present at a meeting of the Council when a question is put shall vote thereon, unless prohibited by statute, in which case it shall be recorded.
 - (2) Any Member who is seated in a seat reserved for Council or whom the City Clerk or designate can confirm is present through electronic means and does not vote shall be recorded as voting in the negative.

Conservation Ontario (CO)

Model By-law, 2018 as amended

- p. 31, 14 Voting
 - If any Member who is qualified to vote abstains from voting, they shall be deemed to have voted neither in favour nor opposed to the question, which will not alter the number of votes required for a majority.

Attachment 2

Excerpt of MVCA Administrative By-law re: Voting with Proposed Amendment

January 2026

C) 15. Voting

In accordance with Section 16 of the Act:

- each Member including the Chair is entitled to one vote, and
- a majority vote of the Members present at any meeting is required upon all matters coming before the meeting.

Where a member has been appointed by the Minister as a representative of the agricultural sector, the member shall not vote on the following resolutions:

- to enlarge an authority's area of jurisdiction;
- to amalgamate the Authority with another conservation authority;
- to dissolve the Authority; and
- on any budgetary matter.

PROPOSED:

a) Abstentions

Members are entitled to abstain from voting. Where one or more Members is deemed "ineligible" to vote due to a statutory requirement, a majority vote shall be calculated based upon the number of "eligible" members present. Abstentions without cause shall be deemed to be a negative vote.

A member may change their vote:

- anytime before announcement of the result by the Chair.
- immediately following announcement of the result by the Chair if a request to change a vote is unanimously agreed upon by the members in attendance.

On a tie vote, the motion is lost.

Interrelated motions shall be voted on in the order specified in Roberts Rules of Order.

Unless a Member requests a recorded vote, a vote shall be by a show of hands or such other means as the Chair may call. No question shall be voted upon more than once at any meeting, unless a recorded vote is requested.

If a Member present at a meeting at the time of the vote requests immediately before or after the taking of the vote that the vote be recorded, each member present recorded by alphabetical surname with the Chair voting last, except a member who is disqualified from voting by any Act, shall announce his or her vote openly answering “yes” or “no” to the question, and the Secretary-Treasurer shall record each member name and vote which shall be included in the minutes of the meeting.

At the meeting of the Authority at which the Non-Matching Levy is to be approved, the Secretary-Treasurer shall conduct the vote to approve of Non-Matching Levy by a Weighted Majority of the Members present and eligible to vote, in accordance with Ontario Regulation 139/96.

Where a question under consideration contains more than one item, upon the request of any Member, a vote upon each item shall be taken separately.

Except as provided in Section C, Paragraph 6 of this By-law (Election of Chair and Vice-Chair), no vote shall be taken by ballot or by any other method of secret voting, and every vote so taken is of no effect.

Voting by Proxy is prohibited except by resolution of the General Membership. The resolution must deal with no more than one agenda item and be adopted a minimum of 5 working days in advance of the scheduled vote. Once the resolution is carried, Members wishing to vote by proxy shall provide the Secretary-Treasurer with the following information a minimum of 24 hours before the scheduled vote:

- the agenda item to which the proxy vote is assigned
- the meeting and date on which the agenda item will be considered
- the name of the Member assigned the proxy vote, and
- written acceptance by the Member to exercise the proxy vote

The Secretary-Treasurer shall notify the General Membership of proxy votes during Roll Call.

A Member exercising a proxy vote shall be entitled to vote on all motions considered under the agenda item specified by the Member voting by proxy.

An absent member voting by proxy shall not be considered “present” during meeting Roll Call and will not be included in the calculation of Quorum.

A member will exercise no more than one (1) proxy vote per agenda item.



Review of MVCA's Code of Conduct for Board Members

TO: The Chair and Members of the Mississippi Valley Conservation Authority Policy & Planning Advisory Committee

FROM: Sally McIntyre, General Manager

REPORT: 3539/26, January 23, 2026

FOR INFORMATION

At the January 2026 meeting of the Board of Directors, staff were directed to review the Code of Conduct for board members appended to *MVCA's Administrative By-law* (see Attachment 1) and to table findings for discussion at a meeting of the Policy & Planning Advisory Committee.

1.0 BACKGROUND

Section 19 of the *Conservation Authorities Act*, RSO 1990 sets out a board's authority to pass by-laws, which includes *19.1 (1) An authority may make by-laws,*

(g) requiring accountability and transparency in the administration of the authority including,

(ii) establishing a code of conduct for the members of the authority,

*Ontario Regulation 55/18 under the *Municipal Act, 2001* prescribes matters to be addressed by municipal codes of conduct, as follows:*

Prescribed subject matters¹

1. For the purposes of section 223.2 of the Act, the following are the prescribed subject matters that a municipality is required to include in the codes of conduct for members of the council of the municipality and of its local boards:

- 1. Gifts, benefits and hospitality.***

¹ <https://www.ontario.ca/laws/regulation/180055>

2. *Respectful conduct, including conduct toward officers and employees of the municipality or the local board, as the case may be.*
3. *Confidential information.*
4. *Use of property of the municipality or of the local board, as the case may be.*

There is no equivalent regulation under the *Conservation Authorities Act*, however Conservation Ontario (CO) prepared a model Administrative By-law for CAs in 2018 that contains code of conduct policies.

Bill 9, the *Municipal Accountability Act, 2025*, which has been ordered for Third Reading, allows the Minister to provide standardized wording across Ontario municipalities and prescribes broader responsibilities and processes for Ontario's Integrity Commissioner, and potential consequences for those found to be in conflict.

The following additional codes of conduct were obtained as part of this review:

- Lanark County *Code of Conduct*, By-law No. 2023-27
- City of Ottawa *Code of Conduct*, By-law No. 2025-99

Key headings and items addressed by the above Codes of Conduct are the following:

- Definitions
- General Integrity
- Discrimination and Harassment
- Conduct at Council/Committee Meetings
- Conduct Respecting Staff
- Conduct Respecting Lobbying
- Conflict of Interest
- Improper Use of Influence
- Use of Municipal Property & Resources
- Confidentiality
- Expenses Gifts, Benefits, and Hospitality
- Acceptance of Event Tickets
- Election-related Activities
- Communications & Media Relations
- Integrity Commissioner
- Advice and Opinions
- Compliance with Code of Conduct
- Enforcement and Sanctions
- Formal Complaints
- Informal Complaints

2.0 FINDINGS

A comparative review determined that MVCA's Code of Conduct for Board Members:

- ✓ Meets the requirements of *O.Reg 55/18* under the *Municipal Act*.
- ✓ Is nearly identical to the model Code of Conduct developed by CO.
- ✓ Addresses most of the above items identified in the Lanark and Ottawa by-laws, but not to the same level of detail.

On this basis, and given pending approval of Bill 9 and amalgamation of conservation authorities, no changes are recommended to MVCA's Code of Conduct at this time.

ATTACHMENTS

1. MVCA Administrative By-law excerpt: Code of Conduct

Attachment 1**MVCA Administrative By-law excerpt: Code of Conduct**

January 2026**E - APPENDICES TO THE ADMINISTRATIVE BY-LAW****Appendix 1 - Code of Conduct****Background**

The Mississippi Valley Conservation Authority demands a high level of integrity and ethical conduct from its General Membership. The Authority's reputation has relied upon the good judgement of individual Members. A written Code of Conduct helps to ensure that all Members share a common basis for acceptable conduct. Formalized standards help to provide a reference guide and a supplement to legislative parameters within which Members must operate. Further, they enhance public confidence that Members operate from a base of integrity, justice and courtesy.

The Code of Conduct is a general standard. It augments the laws which govern the behaviour of Members, and it is not intended to replace personal ethics.

This Code of Conduct will also assist Members in dealing with confronting situations not adequately addressed or that may be ambiguous in Authority resolutions, regulations, or policies and procedures. Additionally, the agricultural representative appointed by the Minister will be required to follow the provincial ethical framework set out for government public appointees in the *Management Board of Cabinet's Agencies and Appointments Directive*.

General

All Members, whether municipal councillors or appointed representatives of a municipality, or whether appointed by the Minister as a representative of the agricultural sector, are expected to conduct themselves in a manner that reflects positively on the Authority.

All Members shall serve in a conscientious and diligent manner. No Member shall use the influence of office for any purpose other than for the exercise of his/her official duties.

It is expected that Members adhere to a code of conduct that:

- Upholds the mandate, vision and mission of the Authority;

- Considers the Authority's jurisdiction in its entirety, including their appointing municipality;
- Respects confidentiality;
- Approaches all Authority issues with an open mind, with consideration for the organization as a whole;
- Exercises the powers of a Member when acting in a meeting of the Authority;
- Respects the democratic process and respects decisions of the General Membership, Executive Committee, Advisory Boards and other committees;
- Declares any direct or indirect pecuniary interest or conflict of interest when one exists or may exist; and
- Conducts oneself in a manner which reflects respect and professional courtesy and does not use offensive language in or against the Authority or against any Member or any Authority staff.

Gifts and Benefits

Members shall not accept fees, gifts, hospitality or personal benefits that are connected directly or indirectly with the performance of duties.

Confidentiality

The Members shall be governed at all times by the provisions of the *Municipal Freedom and Information and Protection of Privacy Act*.

All information, documentation or deliberations received, reviewed, or taken in a closed meeting are confidential.

Members shall not disclose or release by any means to any member of the public, either in verbal or written form, any confidential information acquired by virtue of their office, except when required by law to do so.

Members shall not permit any persons, other than those who are entitled thereto, to have access to information which is confidential.

In the instance where a member vacates their position on the General Membership they will continue to be bound by MFIPPA requirements.

Particular care should be exercised in protecting information such as the following:

- Human Resources matters;

- Information about suppliers provided for evaluation that might be useful to other suppliers;
- Matters relating to the legal affairs of the Authority;
- Information provided in confidence from an Aboriginal community, or a record that if released could reasonably be expected to prejudice the conduct of relations between an Aboriginal community and the Authority;
- Sources of complaints where the identity of the complainant is given in confidence;
- Items under negotiation;
- Schedules of prices in tenders or requests for proposals;
- Appraised or estimated values with respect to the Authority's proposed property acquisitions or dispositions; and
- Information deemed to be "personal information" under MFIPPA.

The list above is provided for example and is not exhaustive.

[Use of Authority Property](#)

No Member shall use for personal purposes any Authority property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Authority duties or associated community activities of which the Authority has been advised.

[Work of a Political Nature](#)

No Member shall use Authority facilities, services or property for his/her election or re-election campaign to any position or office within the Authority or otherwise.

[Conduct at Authority Meetings](#)

During meetings of the Authority, Members shall conduct themselves with decorum. Respect for delegations and for fellow Members requires that all Members show courtesy and not distract from the business of the Authority during presentations and when others have the floor.

[Influence on Staff](#)

Members shall be respectful of the fact that staff work for the Authority as a whole and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence.

Business Relations

No Member shall borrow money from any person who regularly does business with the Authority unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No Member shall act as a paid agent before the Authority, the Executive Committee or an advisory board or committee of the Authority, except in compliance with the terms of the *Municipal Conflict of Interest Act*.

Encouragement of Respect for the Authority and its Regulations

Members shall represent the Authority in a respectful way and encourage public respect for the Authority and its Regulations.

Harassment

It is the policy of the Authority that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment. Harassment of another Member, staff or any member of the public is misconduct. Members shall follow the Authority's Harassment Policy as approved from time-to-time.

Examples of harassment that will not be tolerated include: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to an individual's race, religious beliefs, colour, gender, physical or mental disabilities, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation. The Authority will also not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit and any other prohibited grounds under the provisions of the *Ontario Human Rights Code*.

Breach of Code of Conduct

Should a Member breach the Code of Conduct, they shall advise the Chair and Vice-Chair, with a copy to the Secretary-Treasurer, as soon as possible after the breach.

Should a Member allege that another Member has breached the Code of Conduct, the said breach shall be communicated to the Chair, with a copy to the Secretary-Treasurer, in writing. In the absence of the Chair, or if a Member alleges that the Chair has breached the Code of Conduct, the said breach shall be communicated the Vice-Chair, with a copy to the Secretary-Treasurer, in writing.

Should a member of the public or a municipality allege that a Member has breached the Code of Conduct, the party making the allegation will be directed to follow the notification procedure outlined above.

Any breach, or alleged breach, of the Code of Conduct shall be investigated in accordance with the Enforcement of By-laws and Policies procedure outlined or referred to in the Authority's Administrative By-law.



Mill of Kintail Museum Update

TO: The Chair and Members of the Mississippi Valley Conservation Authority Policy & Planning Advisory Committee

FROM: Scott Lawryk, Property Manager

REPORT: 3540/26, February 5, 2026

FOR INFORMATION

1.0 WORKING GROUP

At the October 2025 Board of Directors meeting, Terms of Reference for the Mill of Kintail Working Group were approved to help staff identify and conduct a feasibility analysis of options for retaining museum collections at the Mill of Kintail (MOK) Conservation Area or another local location. The following organizations accepted invitations and appointed representatives to participate on the Working Group:

- Mill of Kintail Museum Advisory Committee
- North Lanark Regional Museum
- City of Ottawa
- Naismith Family
- Ottawa Community Foundation
- Municipality of Mississippi Mills
- Mississippi Mills Textile Museum
- Lanark County Arts & Heritage Committee
- Mississippi Mills Community Foundation

Staff retained Erik Lockart of Queens University Smith School of Business to facilitate working group meetings. The first meeting was held on January 21st and included the following activities:

- A tour of the museum, archives and offices;
- Discussion of the current state and history of the museum and the collections;
- Discussion of museum operational challenges broadly;
- Drafting criteria for evaluating options; and
- Identification of alternative ownership options for the collection.

See Attachment 1 for draft meeting notes.

The working group identified the following top options for ownership of the collections:

1. An amalgamated organization comprised of two or three museums currently operating in Mississippi Mills, namely the Mississippi Valley Textile Museum, the North Lanark Regional Museum and the MOK.
2. A new organization/foundation, as yet unidentified.
3. The Municipality of Mississippi Mills.
4. An existing heritage organization/museum, as yet unidentified.
5. A university, as yet unidentified.

Different scenarios were discussed regarding how these options might be implemented.

2.0 COMMUNITY MUSEUM OPERATING GRANT (CMOG)

During the October 2026 Board meeting, staff were directed to request an extension from the Ministry of Tourism, Culture and Gaming (MTCG) to move the submission deadline for the updated Mill of Kintail Museum Strategic Plan from June 30, 2026, to August 31, 2026. The updated Strategic Plan is required to receive the annual provincial Community Museum Operating Grant (CMOG).

The Ministry denied the extension request (see Attachment 2) but left the door open for further discussions. Therefore, staff will continue to pursue the timelines set out in the board-approved Transition Plan, with the goal of completing and submitting an updated Museum Strategic Plan by June 30, 2026, to remain eligible for CMOG funding. If a preferred solution is not confirmed by the May Board of Director's meeting, staff will seek direction on how to proceed.

3.0 NEXT STEPS

The group is scheduled to meet every two weeks to continue to drive the conversation and identify financially viable and sustainable ideas. MVCA staff plan to bring a recommendation on the future of the collections to the Board in May of this year.

4.0 CORPORATE STRATEGIC PLAN

Goal 3: Enhance Community Awareness & Education

- a. Develop partnerships with targeted groups.

Goal 4: Plan for Long Term Viability

- a. Develop and assess options for sustainable program delivery.
- b. Partner with others to pool resources for mutual success.
- c. Develop business plans for Category 3 programs and services.

ATTACHMENTS

1. Draft Minutes: Mill of Kintail Working Group, January 21, 2026.
2. Letter re: Mill of Kintail Museum from the Ministry of Tourism, Culture and Gaming.



Mill of Kintail Museum Working Group

Draft Minutes - January 21, 2026

AM – Mill of Kintail Conservation Area

PM – MVCA Office Boardroom (Hybrid)

1. ROLL CALL

Members Present:

- Amy Gerus, North Lanark Historical Society
- Bev Holmes, Mississippi Mills Councillor, MVCA Board Member
- Kathryn Jamieson, Lanark County Arts and Heritage & Manager of Tourism and Culture for Town of Perth
- Scott Lawryk, Property Manager, Mississippi Valley Conservation Authority
- Brahm Lewandowski, Museum Administrator, Museums and Historic Sites for City of Ottawa
- Tiffany MacLaren, Manager of Community and Economic Development for Mississippi Mills
- Jeff Mills, Mississippi Mills Community Fund
- Jill Moxley, Representative from MVCA's Mill of Kintail Museum Advisory Committee
- Anne Naismith, Representative from the Naismith Family (joined remotely at 12:39 p.m.)
- Michael Rickley-Lancaster, Executive Director/Curator Mississippi Valley Textile Museum and President of the Ontario Museum Association

Members Absent:

- Tais McNeil, Ottawa Community Foundation

Others:

- Lucy Carleton, MOK Museum Volunteer (led guided tour)
- Kelly Hollington, Executive Assistant, Mississippi Valley Conservation Authority
- Erik Lockhart, Facilitator, Queen's University Smith School of Business

2. INTRODUCTIONS

The Mill of Kintail working group met at the Gatehouse at 9:00 a.m. Members introduced themselves, their sector, expertise, and connection to the Mill of Kintail Museum.

E. Lockhart reviewed the mandate of the group and the objectives of the first meeting.

S. Lawryk provided an overview of the history of the Museum and funding challenges.

B. Holmes highlighted the challenge of navigating the provincial amalgamation of conservation authorities into regional authorities. She noted that there are many unknowns and that the group must monitor provincial direction.

S. Lawryk explained that the options identified by the working group will be tabled with the MVCA Board of Directors for approval. He highlighted that MVCA is operating as-is and not considering amalgamation in decision-making at this time.

The group discussed the decision of MVCA's Board of Directors to divest MVCA of the collections and to examine alternatives for their ownership, management and museum operations. Working Group members noted that third-party management would be a positive change due to a likely sole focus on the museum and the collections.

Members noted the importance of reviewing the budget to operate the museum. It was highlighted that the group must consider capital costs, rent, and usage fees.

S. Lawryk highlighted that all options are up for discussion to determine the best potential solution.

3. TOUR OF GATEHOUSE: MUSEUM STORAGE & OFFICE

L. Carleton explained that the Museum was successful in receiving a grant to improve the museum collection in 2016 that enabled staff and volunteers to obtain a large scanner, acid-free paper and boxes, furniture and storage improvements for the collection archives. She explained that the artifacts have been logged in Past Perfect software and all have a designated space in storage.

L. Carleton noted that some of the artifacts in storage are indigenous artifacts. The group discussed the process of repatriation of artifacts to host indigenous nations. The group noted the importance of determining an indigenous engagement process and procedures to consider regarding indigenous artifacts.

Action 1 - MVCA staff to provide information regarding indigenous engagement process and procedures, specifically relating to repatriation of indigenous artifacts.

4. TOUR OF MUSEUM: HISTORIC MILL BUILDING

J. Moxley highlighted that some artifacts are removed from the museum and placed in the artifact storage at the Gatehouse during the winter months.

S. Lawryk provided a tour of the building. He noted that items that remain in the museum during the winter are too large or delicate to be moved. The Canadian Conservation Institute (CCI) conducted a facility assessment and provided MVCA with a draft report of their findings. Members of the group expressed interest in reviewing the CCI report.

Action 2 - MVCA Staff to share CCI Report with the members of the group for review.

S. Lawryk explained that MVCA's Education Program and events such as Kintail Country Christmas introduce children and families to the site and museum. The group discussed the potential opportunities for promotion of the museum to students and school groups. Barriers such as bussing and funds for schools were discussed.

5. POST TOUR DISCUSSION

T. MacLaren asked if MVCA has a record of the location of all R. Tait McKenzie artifacts. L. Carleton explained that there is a record of the location of some artifacts, but not all.

The group discussed the connection between the buildings and structures at the Mill of Kintail and the museum collection, the importance of highlighting the historical significance of R. Tait McKenzie and James Naismith and the celebration of Canadian heritage. It was noted that the collection is unique in its combination of history and art pieces. The group highlighted that the history of physiotherapy has not been told.

B. Holmes and T. MacLaren noted that Mississippi Mills is in the decision-making process regarding funding local museums and has made no financial commitments at this time. It was recommended to provide a delegation to Mississippi Mills council with findings in the future. The group discussed an interim report being developed for March to allow lead-time to request delegation with the municipality.

The group discussed the November 24th information session and communication regarding public facing questions being addressed by working group members.

Members expressed concern regarding the responsibility of fielding public questions. S. Lawryk explained that members of the working group will not have to field public questions; that is the responsibility of MVCA. Working group contact information will not be posted on MVCA's website. Reports regarding working group findings will be presented to the MVCA Board of Directors, which will be available to the public.

Action 3 - MVCA staff to confirm the information that will be shared with the public and who holds the responsibility of fielding public questions directed to the working group.

The group discussed the former Naismith Foundation and potentially connecting with former members to access and update their website which is dated and has incorrect information. The group discussed the opportunity to gain understanding of the Naismith Foundation and the challenges faced during its operation.

Action 4 - T. MacLaren to reach out to her contacts to find out more about the Naismith Foundation, specifically regarding website administration.

6. AFTERNOON SESSION- INTRODUCTION

E. Lockhart provided a review of the afternoon agenda and the mandate of the working group.

7. MUSEUM VIRTUAL TOUR DEMONSTRATION

S. Lawryk provided a demonstration of the Museum virtual tour, hosted by Matterport, real-estate software that allows access to the collection online and can be used with virtual-reality headsets. He noted that the virtual tour is not yet available to the public. He highlighted the opportunity to expand the museum's reach and improve overall accessibility to the collection.

8. NOVEMBER 2025 INFORMATION SESSION RECAP

S. Lawryk provided a history of the site, background on the property and collection acquisitions. The group requested that the slides from the presentation be shared with the group for information.

Action 5 - MVCA staff to provide copy of Mill of Kintail Museum Information Session Recap PowerPoint presentation to the group for review.

S. Lawryk reviewed recent developments regarding the potential amalgamation of Conservation Authorities. He noted that an update to the *Museum Strategic Plan* is required by the province in 2026, a request for extension was denied.

The group asked about the current funding structure for the museum and MVCA Board decisions. S. Lawryk explained that the MVCA Board of Directors voted to cover operational costs of the museum until 2028. The Mill of Kintail Museum Advisory Committee helps to inform decisions regarding museum operations.

S. Lawryk noted that MVCA's *Land Conservation and Resource Strategy* lays out policies governing the museum. The Board of Directors directed MVCA staff to make all Category 3 programs and services cost-recoverable by 2028. He noted that no sustainable funding was identified to support the museum past 2028. He highlighted that the options being considered need lead-time to be investigated and a preferred approach implemented.

The group asked about the status of the Mississippi Valley Conservation Foundation (MVCF). B. Holmes highlighted that there is a Mill of Kintail Trust that has been incorporated into the MVCF. The group discussed the potential of Mississippi Mills being a possible temporary holder of the Trust. J. Moxley added that the trust is the R. Tait McKenzie Trust and was created when Major Leys ran the museum. She highlighted the opportunity to pass the Trust along to potential third-party management organization of the museum and its collections.

S. Lawryk reviewed historical issues regarding operation and management of the museum and its collections including volunteer engagement and setting entry fees.

S. Lawryk reviewed the Museum Transition Plan. He reviewed the items on loan to the museum and their owners and noted that the items have unique agreements. He summarized current operations and noted that there will be a reduction in hours of operation from 7 to 5 days a week starting this season (open Thursday through Monday) to reduce staffing needs and costs.

S. Lawryk reviewed the Category 3 memorandum of understanding (MOU) agreements with the 11 municipalities in MVCA's jurisdiction. He noted that staff have been tasked by the board to develop business plans for all Category 3 programs and services to be fully cost recoverable by 2028.

The group discussed gate fees and enforcement. S. Lawryk explained that MVCA has increased enforcement, but it remains an ongoing challenge.

S. Lawryk reviewed grants received for Museum operations since 2020. He highlighted that the provincial CMOG grant amount has never changed. M. Rickley-Lancaster noted that provincial grant funding amounts have been frozen since 2008.

S. Lawryk reviewed year-to-date operating costs. He noted that 65% of the site fees and donations (site) from May-October are applied to museum revenues and offset some costs. A gift shop at the museum and donation box inside the museum also help to offset some costs. He reviewed the expenses tied specifically to museum operation.

J. Moxley requested more information about the insurance and taxes that are related to the museum.

Action 6 - MVCA Staff to provide breakdown of insurance and taxes associated with the museum specifically.

Members asked about MVCA's fundraising efforts as they relate to donations and donation campaigns. K. Hollington noted that the MVCF has an annual holiday appeal and associated campaign to promote donations to support Category 3 programs and services, including the museum. J. Moxley noted that the Ramsay Women's Institute provides an annual donation to MVCA from their *Tea on the Lawn*, hosted in the gazebo area beside the museum. Members discussed barriers faced in increasing donations including the public perception of MVCA and control over fund allocation.

S. Lawryk described challenges that MVCA has faced receiving federal student grant funding, being denied for the past two years. B. Holmes noted that the local Member of Parliament (MP) determines grant funding allocation.

S. Lawryk reviewed the draft 2026 budget, specifically for Category 3 programs and the Museum program. He reviewed a comparison to the 2025 budget. T. MacLaren noted that the budget does not include potential budget pressures for any potential third-party operators of the museum such as rent. The group agreed that potential agreements with third-party operators is an important item to explore.

Action 7 - MVCA Staff to provide the [2019 Museum Strategic Plan](#) to the group for review to confirm the Mission, Vision and Goals & Objectives for the Museum.

9. FACILITATION EXERCISES

E. Lockhart provided an opportunity for the group to brainstorm on the Challenges of Museum Operations, guidelines and criteria for the group to consider when analysing

options, and all options that could be considered regarding the operation and management of the museum and its collections.

Challenges Operating a Museum

Below is a summary of working group comments:

- Financial Sustainability
- Space and Storage
- Volunteer Management
- Staff Management
- Relevance of collection
- Justifying existence
- Connecting with diverse community members
- Governance
- Fundraising
- Forever Concept
- Operating as a museum versus a business

Guidelines/Criteria to Consider for New Ownership/Operation Model

Below is a summary of working group comments:

- Must provide a "Safe" holding spot for the collections
- Must preserve the historical value of the collections
- Must ensure the public has access to the collection
- Must have a Board governance model with policies in place
- Ideally, should be aligned with current Mill of Kintail Museum mission
- Ideally, should be a nonprofit
- Ideally, would keep the collection together in one place
- Ideally, should have a financially viable and sustainable business model
- Ideally, should be a cooperative partner with other area museums for synergy and economies of scale

Ownership Options

Below is a summary of working group top options for alternative ownership:

1. An amalgamated organization comprised of two or three museums currently operating in Mississippi Mills, namely the Mississippi Valley Textile Museum, the North Lanark Regional Museum and the MOK.

2. A new organization/foundation, as yet unidentified.
3. The Municipality of Mississippi Mills.
4. An existing heritage organization/museum, as yet unidentified.
5. A university, as yet unidentified.

Different scenarios were discussed regarding how these options might be implemented.

Attachment 2

From: Weinstein, Elka (MTCG) <Elka.Weinstein@ontario.ca>
Sent: November 10, 2025 12:10 PM
To: royfhuelt@gmail.com; Sally McIntyre <smcintyre@mvc.on.ca>; khollington@mvc.on.ca
Cc: John.jordan@pc.ola.org; Proulx, Sharon (MTCG) <Sharon.Proulx@ontario.ca>
Subject: Mill of Kintail Museum (Mississippi Valley Conservation Authority)

RE: Mill of Kintail Museum

Dear Mr. Huetl and Ms. McIntyre,

We are reaching out because we understand that the Mississippi Valley Conservation Authority has sent a letter to Mr. James Jordan, MPP, about the Mill of Kintail Museum which includes both the R. Tait McKenzie Museum and James Naismith Museum. We understand that the Conservation Authority has made two requests: the first being an increase to the current Community Museum Operating Grant (CMOG) from \$13,445 to \$20,000 commencing 2026. The second request is for an extension to the deadline for submitting a Strategic Plan update, which is the requirement for all CMOG museums in 2026.

Concerning the first request, the Mississippi Valley Conservation Authority successfully applied for the 2025-26 CMOG grant and funding of \$13,445 was processed on October 31, 2025. The CMOG program has been closed and grant amounts have remained stable since 2016. Requests for funding increases to individual program recipients cannot be accommodated within the program budget.

Regarding the second request, CMOG is an annual funding program administered under Regulation 877 of the *Ontario Heritage Act*. A condition of funding, as set out in the Regulation, is to meet the minimum standards set out in the Standards for Community Museums in Ontario. The requirement for all CMOG recipients to submit a Strategic Plan update was communicated in March 2025 so museums would have advance notice of how they will be required to demonstrate compliance with the standards next year. We encourage the museum to make best efforts to meet the June 30, 2026, deadline. We invite the museum to communicate with program staff in spring 2026 if there are elements of the plan that cannot be completed by the deadline. CMOG staff may be reached by email at CMOG-SFMC@ontario.ca.

Yours truly,

Elka Weinstein

Elka Weinstein, MMSt, Ph.D.
Museum and Heritage Programs Advisor
Culture Policy and Services Unit
Ministry of Tourism, Culture and Gaming
Tel: 416-564-9398

