



Minutes: Board of Directors Meeting

October 20, 2025

Hybrid Meeting via Zoom and MVCA Office Boardroom

Roll Call

Members Present

- Roy Huetl, Chair
- Paul Kehoe, Vice Chair
- Allan Hubley (Remote)
- Bev Holmes
- Cathy Curry
- Clarke Kelly (Remote until 2p.m.)
- Dena Comley
- Glen Gower
- Janet Mason
- Jeannie Kelso (Remote)
- Jeff Atkinson
- Mary Lou Souter
- Richard Kidd
- Wayne Baker

Members Absent

- Helen Yanch
- Cindy Kelsey
- Taylor Popkie

Staff

- Sally McIntyre, General Manager
- Alex Broadbent, Manager of Information & Communication Technology
- Juraj Cunderlik, Director, Engineering
- Scott Lawryk, Properties Manager
- Kathryn Starratt, Water Resources Specialist
- Kelly Hollington, Recording Secretary

Guests

- Joanne Glaser, Cornerstones Management Solutions Ltd. (Remote)
- Erin Levi, Mississippi Mills (Remote)

R. Huetl called the meeting to order at 12:59 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 were no additions or discussion related to the agenda.

BOD25/10/20 - 1

MOVED BY: B. Holmes

SECONDED BY: D. Comley

Resolved, that the agenda for the October 20, 2025, Board of Directors Meeting be adopted as presented.

“CARRIED”

Main Business

1. Approval of Minutes: Board of Directors Meeting, September 8, 2025

There were no additions or discussion related to the minutes.

BOD25/10/20 - 2

MOVED BY: G. Gower

SECONDED BY: P. Kehoe

Resolved, that the minutes of the Board of Directors Meeting held on September 8, 2025, be received and approved as printed.

“CARRIED”

2. Receipt of Draft Finance & Administration Advisory Committee Minutes, September 15, 2025

The Draft Minutes from the Finance & Administration Advisory Committee were provided for information. There were no discussion or amendments.

3. Staff Presentation: Virtual Tour of the Mill of Kintail Museum, Scott Lawryk

S. Lawryk introduced a virtual tour tool under development for the Mill of Kintail Museum to improve the collections' accessibility. He explained that MVCA partnered with a local real estate agent Joanne Keaton, who sponsored the creation of the virtual tour. He provided a brief demonstration of the virtual tour tool and showed how artifact information can be included. He noted that the virtual tour will provide remote access to the 3rd floor collection by those with physical impairments, and to Canadians more broadly, which may help drive in-person visits.

R. Kidd asked if an encouragement to donate will be added to the virtual tour. S. Lawryk commented that there is an opportunity to include requests for donation with the virtual tour.

D. Comley asked when the tour will be made available to the public. S. Lawryk explained that the filming was only recently completed and the plan is to have it publicly available spring 2026 to align with the birthday of R. Tait McKenzie. He noted time is needed to complete the details of the virtual tour and to add to the MVCA website.

C. Curry asked if there is an opportunity to include ad space to the virtual tour paid for by the sponsor. S. Lawryk noted that there are opportunities to include ad space and sponsorship recognition. He explained that the agreement with the real estate agent included sponsorship of the creation of the tour and 1 free application on the host website. S. Lawryk noted that there are opportunities to explore the potential of creating further virtual tours of Conservation Areas.

B. Holmes asked if reels could be created on social media using the virtual tour. S. Lawryk commented that the virtual tour itself is not formatted to lend itself to reels (short videos). He noted that reels could be created as a part of the social media campaign to advertise for the virtual tour. B. Holmes commented that videos around 15 seconds long get increased views.

J. Kelso asked how the virtual tour is hosted and if the technology is proprietary. S. Lawryk explained that the software, Matterport, is generally used for real estate tours.

4. Watershed Outlook, Report 3518/25, Kathryn Starratt

K. Starratt reviewed the current watershed status noting that both Mississippi and Carp watershed are in level 3, severe low water status. She explained that the Carp River Watershed went into level 3 status before the Mississippi River Watershed due to factors such as size, population density, development and lack of water control structures. The Mississippi River watershed has various water control structures and reservoirs that were used to help mitigate drought conditions. She noted that neighbouring Conservation Authorities are also experiencing drought.

K. Starratt reviewed streamflow data for both watersheds including the historical average and previous drought years for reference: 2018 and 2020. She explained that sustained rainfall is needed to come out of drought status. She reviewed the Fall Drawdown schedule, and temperature and precipitation forecasts noting that the long-term forecasts suggest that above-average temperatures are likely to continue through

December and that precipitation forecasts are uncertain. Winter is expected to see similar conditions to last year.

C. Curry asked if the current drought status is the worst on record, historically. K. Starratt explained that it is difficult to determine if it is the worst on record historically because the target conditions for drought status have only been recently established. She noted that streamflow levels have reached recorded minimums in certain areas.

C. Curry commented that many wells have run dry in the Carp River watershed. She asked if there are any operations that could be employed to address the low water issue. J. Cunderlik explained that there is a lack of storage capacity within the Carp River watershed to mitigate dry-up of the riverbed.

J. Mason commented that there are a significant number of storm water ponds upstream in Stittsville and Kanata. K. Starratt explained that while there are many wetlands and storm water ponds within the Carp River watershed that have storage, without a dam there is a lack of control.

J. Mason commented that recent precipitation levels are different across the watershed and highlighted the importance of measuring levels in specific areas within each watershed. K. Starratt responded that water levels throughout the watershed differed from Lake to Lake in response to recent precipitation.

S. McIntyre highlighted that depending on how a well is dug, there is no relationship between surface water levels and what is happening underground. She noted there is a potential for the City of Ottawa to contemplate how it operates its storage facilities to maintain an amount of base flow.

R. Kidd commented that groundwater does not affect the Carp River. He added that many wells are older and not dug deep enough.

C. Curry asked what the role of MVCA is as it relates to wells and drinking water. S. McIntyre noted that K. Starratt is a part of an interjurisdictional committee Low Water Response team that MVCA is responsible for establishing during low water conditions. Emergency response—flooding or drought, is the responsibility of the local municipalities.

K. Starratt added that MVCA does not deal directly with dry wells—enquiries are forwarded to the Ministry of Environment, Conservation and Parks (MECP) District Office, which is a member of the Low Water Response team meetings. Information and communication materials are shared during the Low Water Response team meetings.

R. Kidd explained that private wells are not the responsibility of the local municipalities, they are the responsibility of the property owner. R. Huetl confirmed that private wells are the responsibility of the owner. P. Kehoe noted his prior role of provincial environmental officer and confirmed that municipalities are not responsible for private wells.

C. Kelly commented that a well dug to 110 feet has gone dry in his jurisdiction. He agreed that private wells are the private property owner's responsibility to maintain and fix in the case of problems. He noted that emergency response is the responsibility of the municipality. He asked if MVCA can provide information or resources to inform when a dry well or wells should be determined an emergency. S. McIntyre responded that the City of Ottawa has an *Emergency Response Plan* that gives direction on triggers for declaring an emergency including water supply. She recommended connecting with Tammy Rose from City of Ottawa Infrastructure and Water Services Department.

P. Kehoe commented that the MECP may issue an order to a municipality when there is an emergency. S. McIntyre asked if there is anything preventing a municipality from declaring its an emergency in accordance with it's own policies. P. Kehoe commented there is nothing preventing it but there is no indemnification from the province. S. McIntyre commented that municipalities may be able to access provincial or federal funding following declaration of an emergency.

M. Souter noted that the long-term forecast is anticipated to be similar to 2024 and asked if we experienced drought conditions in Winter of 2024. K. Starratt noted that in 2024 there were near seasonal precipitation levels with a large snowpack.

R. Kidd asked if Staff could run a forecast for Spring 2026 Watershed conditions using the long-term forecast information.

5. GM Update, Report 3519/25, Sally McIntyre

S. McIntyre provided the GM Update. She highlighted:

- Fall River Floodplain Mapping
- Carp Tributaries Floodplain Mapping
- Upper Mississippi River Floodplain Mapping
- Lanark Dam Public Safety Improvements

J. Mason commented that she is very interested in the Invasive Phragmites working group and would like to join. S. McIntyre commented that staff would reach out with information offline.

6. Proposed 2026 Budget Assumptions, Report 3514/25, Sally McIntyre

S. McIntyre reviewed the budget process. She noted that historically, MVCA has looked for direction from the City of Ottawa. She reviewed levy budget pressures including Growth, Operating and Capital. She noted the “final installment” on the municipal levy related to the 2021 Workforce Plan adjustment. She explained that the recommended cost-of-living increase proposed is to help address the difference between actual and approved COLA increases approved by the Board in recent years.

R. Kidd expressed concern regarding application of the City of Ottawa’s projected assessment growth rate of 1.6%. He noted that other areas of the watershed will likely have a lower growth rates and will have to pay more than if their own growth rates were applied. He suggested taking an average of assumed growth rate from all municipalities across the watershed.

BOD25/10/20 - 3

MOVED BY: J. Mason

SECONDED BY: P. Kehoe

Resolved, That the Board of Directors direct staff to develop the 2026 Budget and related documents in accordance with the following parameters:

1. *An increase of 3.75% plus assessment growth to the Operating Levy;*
2. *An increase of 8.5% plus assessment growth to the Capital Levy;*
3. *An assumed assessment growth rate of 1.6%.*
4. *A cost-of-living increase to the 2025 Pay Scale of 2.5%; and*
5. *Transfer \$64,663 onto the Municipal Levy for Workforce Plan Adjustments.*

“CARRIED”

7. Pay Increments & Employee Recognition, Report 3513/25, Sally McIntyre

S. McIntyre reviewed the current pay increment structure and issues. She highlighted that the current structure does not allow for employees to move within their pay band at a competitive or fair rate. It can take upwards of 11 years for an individual to reach top of band. The current 2% envelope does not allow the management team to compensate staff based on performance of one employee without affecting another. She reviewed pros and cons of the current open pay-band approach and a fixed pay-band approach. She reviewed financial impacts of the proposed changes. She reviewed the current bonus and compensatory leave structure.

P. Kehoe commented that he does not agree with the proposed recommendations. He added that he is against a bonusing system entirely. He expressed concerns regarding the potential of favouritism and the negative employee perceptions. He asked for a recorded vote on this matter.

R. Kidd noted that he is opposed to the recommendations. He commented that increasing the annual budget envelope will not fix a broken system. He expressed support for a fixed pay-band approach.

W. Baker asked if MVCA is unionized. S. McIntyre responded that MVCA is not unionized. W. Baker commented that in unionized environments tend to use a fixed pay-band approach with no bonusing system.

J. Atkinson commented that a fixed-stepped approach is fair and predictable from a budget point-of-view. He added that a bonusing system is not fair but allows the General Manager flexibility to reward performance and improve staff retention. He commented that he is in favour of the recommendations. He noted that moving to a fixed-stepped system should be a long-term goal of the organization.

P. Kehoe expressed concerns regarding the potential formation of a union.

C. Curry raised concerns regarding staff retention issues as it relates to compensation structure. She expressed her support for the recommendations. She noted the challenges and costs associated with retraining new staff.

G. Gower asked if the proposed changes are designed to attract and retain staff. S. McIntyre confirmed that a change is needed to allow her to compensate staff competitively.

D. Comley asked if a phased approach is possible and what the approach and timeline would be. S. McIntyre confirmed that it is possible. She requested time to contemplate an approach and timeline to be tabled with the Board at a future meeting.

P. Kehoe expressed concerns that the proposed changes will not improve staff retention. S. McIntyre explained that the proposed changes would allow her flexibility to adjust for factors such as performance and risk.

J. Mason commented that the recommendations are fair and merit based. She highlighted that MVCA is competing with both the public and private sectors for staff. She expressed support for the management team to have flexibility to use an open-band

system to pay for performance and recognize merit. She highlighted the importance of reducing staff turnover and attracting qualified staff.

B. Holmes expressed concerns regarding staff retention and gave examples of staff turnover due to compensation structure. She expressed support to a flexible system that supports staff and staff retention. She expressed her support for the recommendations. She suggested a future update be tabled with the Board regarding the status of any approved changes.

J. Kelso expressed support to the proposed changes.

R. Kidd asked for clarification that the proposed changes are not adjusting the compensatory approach. S. McIntyre confirmed that the proposed changes are to increase the pay increment budget envelope, the approach remains open-band.

BOD25/10/20 - 4

MOVED BY: J. Atkinson

SECONDED BY: B. Holmes

Resolved, That the Board of Directors approve:

- 1. Proposed amendments to the MVCA Employee Manual regarding pay increments and employee recognition bonuses; and*
- 2. A proposed 1% increase to the “pay increment” annual budget envelope from 2% to 3% to allow for achievement of the recommended targets.*

RECORDED VOTE

In Favour – B. Holmes, C. Curry, G. Gower, J. Mason, J. Kelso, J. Atkinson, M. Souter

Opposed – A. Hubley, D. Comley, P. Kehoe, R. Kidd, W. Baker

Absent – C. Kelsey, C. Kelly, H. Yanch, T. Popkie

Abstained – R. Huetl

“CARRIED”

8. Purchasing Policy Update, Report 3515/25, Stacy Millard.

There were no amendments or discussion regarding the Purchasing Policy update.

BOD25/10/20 - 5

MOVED BY: P. Kehoe

SECONDED BY: W. Baker

Resolved, That the Board of Directors approve amendment of the Purchasing Policy as set out in Report 3515/25.

“CARRIED”

9. Fee Update, Report 3516/25, Stacy Millard.

B. Holmes noted a missing label on Schedule D under Information and Professional Services. S. McIntyre explained the missing text should read “Staff Hourly Rates”. She noted that staff will update the table.

M. Souter asked if MVCA has compared their education program fees with other local education programs. S. Lawryk explained that staff compared prices with other local education programs. He noted that there is a limit to how much the program fees can be increased annually based on factors such as competitive price, age of the program, and market.

M. Souter commented that the Education Program fees are very reasonable.

S. Lawryk commented that if the camp was at full capacity there would be an argument for possibly increasing the price. Currently, the goal is to sell the program out completely.

BOD25/10/20 - 6

MOVED BY: B. Holmes

SECONDED BY: D. Comley

Resolved, That the Board of Directors approve:

- a. *2026 update of Schedules D through G of MVCA’s Fee Schedule as set out in Report 3516/25;*
- b. *Posting of the new fees in accordance with MVCA’s Fee Policy; and*
- c. *That the new fees take effect January 1, 2026, pending no major concerns regarding the proposed changes.*

“CARRIED”

10. August 31, 2025, Investment Update, Report 3517/25, Stacy Millard

S. McIntyre provided an update on MVCA’s investments since the Board approved the *Investment Policy and Strategy* in March 2025.

11. Mill of Kintail Strategic Plan, Report 3520/25, Sally McIntyre

S. McIntyre presented the proposed Mill of Kintail Museum Transition Plan and that MVCA is committed to working with the community to find a workable solution on the site for the collection to remain *in situ*. She reviewed the draft working group terms of reference objectives, membership, and recommendation for facilitator and secretariate support. She reviewed the proposed base assumptions and the next steps in the process.

C. Curry suggested connecting with the NBA, the Toronto Raptors and Ottawa Valley Grain Products for collaboration or potential funding. S. McIntyre explained that MVCA has tried in the past to collaborate with the NBA. She noted that the museum needs an endowment rather than an annual donation and agreed that staff would reconnect with the NBA or Toronto Raptors on this matter.

B. Holmes asked for a clearer resolution regarding the R. Tait McKenzie Memorial Trust details being tabled with the board. She also recommended adding a resolution to include update and work with MPP John Jordan and MP Scott Reid, specifically a letter to be sent including an inquiry about summer student funding. She commented that a member of the MVCA Board of Directors should be included in the working group membership. She put her name forward to be the Board representative in the Working Group. S. McIntyre stated that she supported Bev's participation and had not included a board representative recognizing the significant time commitment required.

J. Atkinson noted previous connections with Basketball Canada to the Mill of Kintail Museum. He expressed support for the transition plan. He noted that he considers the grist mill a part of the collection. He suggested that an option be that the building is divested as part of the collection.

M. Souter expressed concerns regarding recommended groups in the Working Group Terms of Reference having interest in having representation in the group and the rigidity of the list. She asked that the list be amended to give the option to opt out of membership if any of the invited groups are not interested. She suggested any openings in the membership be open to interested members of the public. S. McIntyre expressed support for M. Souter's suggested edits. She suggested amending the Terms of reference to include: *If one or more organizations is unable to participate, then the GM may, with the Board member from Mississippi Mills, substitute them with a member from the community.*

B. Holmes suggested that guests be able to attend the working group meetings. B. Holmes requested that the CCI facility assessment report be shared with the Board.

J. Kelso suggested keeping the working group membership small with the ability to invite guests.

R. Kidd commented that 14 members is a large committee. He recommended a steering committee be created with less members to guide the working group. He recommended that the working group be able to create sub-committees.

R. Kidd asked if and when the Board passed a motion that directed MVCA to divest the museum collection. S. McIntyre explained that during development of the *Land Conservation and Resource Strategy*, MVCA surveyed the public and results showed public support for MVCA to transfer management of the museum collection. The Board approved the policy direction in the *Land Conservation and Resource Strategy* in December. She noted that a specific motion on this matter has not been passed and that staff are seeking that direction from the Board today.

D. Comley asked if there was a motion passed to have all Category 3 programs and services be fully cost recoverable and self-sustaining by 2028. S. McIntyre explained that the implicit goal underlying the development of business cases is to achieve full cost recovery of Category 3 programs and services. She noted, however, that full cost recovery may not be possible for all programs.

S. McIntyre reviewed amendments to the Terms of Reference to reflect the Board's recommendations:

- The Working group may:
 - a. Invite guests to attend one or more meetings to advise on matters of interest;
 - b. Establish a steering committee; and
 - c. Establish sub-committees
- If one or more organizations cannot participate than the GM may, with the Board member from Mississippi Mills, substitute other members from the community.
- Add to Membership List a Board member from Mississippi Mills.

S. McIntyre noted that an amendment to the resolution is needed to appoint Bev Holmes as a member of the Working Group, and to include staff direction to write to MPP John Jordan and MP Scott Reid regarding funding opportunities and inviting their cooperation and support in finding a sustainable solution for the Museum.

P. Kehoe asked B. Holmes who the member of parliament is for Mississippi Mills. B. Holmes confirmed that it is MP Scott Reid.

R. Kidd suggested that staff be directed to write to all other MPs and MPPs within the watershed.

BOD25/10/20 - 7

MOVED BY: M. Souter

SECONDED BY: J. Atkinson

1. *Resolved, That the Board of Directors approve:*

- a. *The Mill of Kintail Museum Transition Plan set out in Report 3520/25.*
 - b. *The Terms of Reference for the Mill of Kintail Museum Working Group attached to this report, as amended.*
 - c. *The assumptions set out in this report be used during the development and evaluation of options.*
 - d. *A budget of \$15,000 plus HST to retain a consultant to facilitate the activities of the Working Group.*
2. *That the Board of Directors approve in principle the reassignment of the R.Tait McKenzie Memorial Trust to a community-based group, with details to be tabled to the Board prior to execution.*
3. *That the Board of Directors direct staff to:*
- a. *Pause work on updating the Mill of Kintail Museum Strategic Plan;*
 - b. *Notify the Ministry of Tourism, Culture and Gaming of the above activities and request an extension to submit an update of the plan to August 31, 2026, without penalty; and*
 - c. *Write to MPP John Jordan, MP Scott Reid and other all MPs and MPPs within the watershed regarding funding opportunities and inviting their cooperation and support in finding a sustainable solution for the Museum.*
4. *That the Board of Directors appoint Bev Holmes to the Working Group.*

“CARRIED”

12. Corporate Strategic Plan, Report 3521/25, Sally McIntyre.

S. McIntyre noted that comments received from members have been considered in this draft of the *Corporate Strategic Plan*. She provided an overview of progress made against the previous *2021-2025 Corporate Strategic Plan* and expressed thanks to MVCA staff for their efforts to complete and secure funds for many projects.

M. Souter expressed her thanks and congratulations to MVCA Staff.

R. Huetl noted that the efforts made by staff are recognized by the Board. He expressed thanks to S. McIntyre and MVCA staff.

BOD25/10/20 - 8

MOVED BY: D. Comley

SECONDED BY: M. Souter

Resolved, That the Board of Directors approve the 2026-2030 Corporate Strategic Plan attached to report 3521/25.

“CARRIED”

13. Open Data Plan, Report 3522/25, Alex Broadbent.

A. Broadbent reviewed the strategic goals and objectives of the *MVCA Open Data Strategy* and proposed phased implementation plan.

M. Souter asked if MVCA staff will be moving forward with the implementation process or if new staff will need to be hired. A. Broadbent responded that MVCA staff are in a good position to build the Open Data platform within the recommended timeline. He noted that MVCA has highly skilled web developers and the data.

S. McIntyre noted that development of an Open Data Plan was one of the last outstanding priority items in the *2021-2025 Corporate Strategic Plan* and agreed that MVCA staff are not anticipating retaining additional staff for this project. The implementation approach is phased to allow time for current staff to complete the project within the proposed timeline.

J. Mason highlighted the importance of data accuracy, security and privacy protection.

C. Curry offered to connect MVCA staff with City of Ottawa staff working on Open Data Strategy.

BOD25/10/20 - 9

MOVED BY: C. Curry

SECONDED BY: P. Kehoe

Resolved, That the Board of Directors approve the attached Open Data Strategy.

“CARRIED”

Adjournment

BOD25/10/20 - 10

MOVED BY: P. Kehoe

SECONDED BY: J. Atkinson

Resolved, That the Board of Directors meeting be adjourned.

“CARRIED”

The meeting adjourned at 3:14 p.m.

K. Hollington, Recording Secretary