



Union Water Supply System Inc.

Board of Directors Meeting

Wednesday, June 17th, 2026

9:15 am

Lion's Hall

21 Mill Street W, Kingsville

AGENDA

A. Call to Order:

B. Land Acknowledgement

The Union Water Supply System Inc. Board of Directors acknowledges the Three Fires Confederacy (Ojibwe, Potawatomie and Odawa) and the Traditional ancestral, unceded territory of Caldwell First Nation; the original people of Point Pelee, Pelee Island and its surrounding waters. We recognize and respect the First Nations who are stewards of the land and waters of Turtle Island and who have embraced this stewardship since time immemorial. We would also like to acknowledge all the moccasins who have walked the lands of Turtle Island.

C. Welcoming Remarks:

D. Disclosures of Pecuniary Interest:

E. Approval of Minutes:

Minutes of the Board of Directors Meeting held on Wednesday, April 15, 2026
Pages 4 - 11

F. Business Arising Out of the Minutes

G. Attendance of UWSS Board of Directors

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H. Items for Consideration:

1. Report of the Auditor and approval of the Annual Financial Statements of the Union Water Supply System Inc.

Pages - sent out under separate cover

2. Report UWSS/13/26 dated June 12, 2026 re: Union Water Supply System Joint Board of Management - Dissolution

Pages - 13 - 15 Report

Pages - 16 - 21 Memo

3. Report UWSS/14/26 dated June 12, 2026 re: Electrical System Upgrades
Design and Engineering
Page 22 - 24
4. Report UWSS/15/26 dated June 10, 2026 re: Update on Existing Moratorium on
Applications for UWSS Treatment Capacity Allocations
Pages 25 - 29
5. Report UWSS/16/26 dated June re: MECP Drinking Water Inspection Report for
UWSS Inc. for February 2026 Inspection
Pages 30 - 31
Pages 32 - 62 (MECP Inspection Letter and Report)
6. Report UWSS/17/26 dated June 17, 2026 re: Performance Management Policy
and Evaluation Templates
 - Performance Management Policy UW-H12-001
 - Probationary Period Evaluation - 6 Month Review
 - Performance Evaluation (Non-Management)
 - Performance Evaluation (Management)
 - Performance Evaluation (Chief Executive Officer (CEO))Pages 63 - 87
7. Verbal update on 2026 UWSS Inc. Budget

I. Consent Correspondence

That the correspondence presented are received; the correspondence presented below have been provided to the shareholders.

- Letter to the Shareholders dated January 8, 2026 re: UWSS Inc. Director
Vacancy - Director Tom Kissner
Pages 88 - 89
- Letter to the Shareholders dated March 17, 2026 re: UWSS Inc. Director
Vacancy - Director Sebastian Schmoranz
Pages 90 - 91
- Letter to the Shareholders dated June 11, 2026 re: UWSS Inc. Director
Vacancy - Director Mike St. Amant (tentative)
Pages 92 - 93
- Memo to the UWSS Inc. Shareholders dated April 30, 2026 re: UWSS Inc.
Director Appointments
Pages 94 - 101

J. Consent Agenda

That the items 1 & 2 on the consent agenda are received, as the minutes have been approved through the UWSS Governance Committee and the Finance & Audit Committee

1. Governance Committee meeting minutes held on Wednesday, April 8th, 2026
Pages 102 - 105
2. Finance & Audit Committee meeting minutes held on Wednesday, April 8, 2026
Pages 106 - 109

K. New Business:**L. Comments, Announcements, and Other Business:**

Set date for Annual General Meeting

- Suggested date of September 16th, 2026

M. Adjournment:

N. Date of Next Meeting: To be determined

/kmj

UWSS Inc.

**Board of Directors
Meeting**

Wednesday, April 15, 2026
9:00 am

Nature Fresh Farms Arena,
249 Sherk Street, Leamington



MINUTES

Directors Kim DeYong (Chair)
 Hilda MacDonald (Vice Chair)
 Sherry Bondy
 Kirk Walstedt
 Dennis Rogers
 Lori Atkinson
 Tim Sunderland
 John Tofflemire
 Wayne Wharram
 Barry Wilson
 Larry Verbeke

Also in Attendance: Rodney Bouchard, UWSS Inc. Chief Executive Officer
For UWSS Khristine Johnson, UWSS Inc. Office Administrator
 Erin McKee, UWSS Inc. HR Generalist (guest)

Guests: William Willis, Willis Business Law - Legal Counsel
 Marianne Love, Marianne Love Consulting - HR Reports

OCWA Staff Ken Penney, Dave Jubenville, Robin Trepanier (Arrival time: 10:35
 am after closed session)

Call to Order: 9:00 am

Land Acknowledgement, as read by the Chair

The Union Water Supply System Inc. Board of Directors acknowledges the Three Fires Confederacy (Ojibwe, Potawatomie and Odawa) and the Traditional ancestral, unceded territory of Caldwell First Nation; the original people of Point Pelee, Pelee Island and its surrounding waters. We recognize and respect the First Nations who are stewards of the land and waters of Turtle Island and who have embraced this stewardship since time immemorial. We would also like to acknowledge all the moccasins who have walked the lands of Turtle Island.

Welcoming Remarks:

The Chair recognizes and welcomes Director Barry Wilson, appointed by the Town of Kingsville, to the meeting. Director Wilson introduces himself and provides a brief biography of his accounting background and family history.

Disclosure of Pecuniary Interest: none**Approval of Minutes****No. UWSS Inc-16-26**

Moved by: Director Bondy

Seconded by: Director Wharram

That the Minutes of the following are approved:

- Minutes of the UWSS Inc. Board of Directors meeting held on Wednesday, February 25, 2026

Carried

Business Arising out of the Minutes

Director Bondy notes that she has been in contact with the Windsor Essex County Health Unit (WECHU) and had a discussion with leaders there regarding Boil Water Advisories (BWA) and benchmarks for calling them. The WECHU indicated that there is a protocol in place to call such advisories. She is asking for clarification on the issue from UWSS's perspective. The CEO notes there is draft protocol, with all of the municipalities however, he was under the impression that there was still work to be completed on this item. The CEO notes that the Municipal Working Group is meeting next week and will bring it up at that time.

Director Wharram noted an error on page 6 of the minutes, wherein the Chair's name was incorrect. The recording secretary will amend the minutes.

Attendance of UWSS Inc. Board of Directors

Director Bondy thanks staff for including this item on the agenda.

Special Closed Session:**Disclosure of Pecuniary Interest and General nature thereof: None**

Chair DeYong reads the recommendation to go into closed session.

Recommendation:

1. That the UWSS Inc. Board of Directors move into a Special Closed Meeting, pursuant to the Municipal Act section 239 (2)(c) for the following reason:

Matters for Consideration:

Legal discussion Under Municipal Act Sections 239 (2)(d) wherein UWSS Inc.'s solicitor will provide guidance for a (d) labour relations or employee negotiations;

And that the UWSS Inc. Board of Directors authorize Marianne Love, of Marianne Love Consulting, to attend the closed meeting:

- Report UWSS/10/26 dated April 10th, 2026 re: Salary Review and Compensation Framework Development
- UW-H003 - Salary Review and Pay Policy 2026 Amendments
Provided under separate cover

2. That the UWSS Inc. Board of Directors move into a Special Closed Meeting, pursuant to the Municipal Act section 239 (2)(f)(k) for the following reason:

Matters for Consideration:

Legal discussion Under Municipal Act Sections 239 (2) wherein UWSS Inc.'s solicitor will provide guidance and (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board

- Legal counsel will provide information on the contract negotiations with the Ontario Clean Water Agency
- Report UWSS/09/26 dated April 10th, 2026 re: Approval of renegotiated Services Agreement with Ontario Clean Water Agency (OCWA)
Report provided under separate cover

Motion into closed session:

No. C-UWSS-03-26

Moved by: Director Rogers

Seconded by: Director Atkinson

That the UWSS Inc. Board of Directors moves into closed session.

Time: 9:06 am

Adjournment of Special Closed Meeting

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Motion out of closed session

No. C-UWSS-05-26

Moved by: Director Verbeke

Seconded by: Director Tofflemire

That the UWSS Inc. Board of Directors moves out of closed session.

Time: 10:33 am

Report on Closed session:

The CEO reads the report on Salary Review.

That the UWSS Inc. Board of Directors moved into a Special Closed Meeting, pursuant to the Municipal Act section 239 (2)(f)(k) for the following reason, legal discussion wherein UWSS Inc.'s solicitor provided guidance and advice that is subject to solicitor-client privilege, including communications necessary for that purpose; regarding a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

No. C-UWSS-04-26

Moved by: Director Rogers

Seconded by: Director Sunderland

That the UWSS Inc. entered into a closed session on April 15th, 2026 to review report UWSS/10/26 dated April 10th, 2026 re: Salary Review and Compensation Framework Development, together with Appendix A and supporting materials, and was considered by the UWSS Inc. Board of Directors. The materials relate to confidential compensation, employment, salary administration, solicitor-client and Board direction matters. The confidential materials are maintained separately as part of the secure closed-session record.

Carried

The CEO reads the report on the OCWA Contract Negotiation.

That the UWSS Inc. Board of Directors move into a Special Closed Meeting, pursuant to the Municipal Act section 239(2)(d) for the following reason, legal discussion wherein UWSS Inc.'s solicitor provided guidance for a (d) labour relations or employee negotiations.

No. UWSS Inc-17-26

Moved by: Director Walstedt

Seconded by: Director Rogers

That the Board of Directors:

- a) approve the Operations and Maintenance Services Agreement (the “**Agreement**”) between Union Water Supply System Inc. (“**UWSS**”) and the Ontario Clean Water Agency (“**OCWA**”), effective January 1, 2026, for an initial term ending December 31, 2030, with UWSS having the option to renew for one (1) additional five (5) year term ending December 31, 2035, substantially in the form attached; and
- b) authorize the Chair and/or the General Manager & Chief Executive Officer to execute and deliver the Agreement and any ancillary documents necessary to give effect to same, with such non-material amendments as may be approved by UWSS legal counsel.

Carried

Items for Consideration

Report UWSS/08/26 dated April 15, 2026 re: Request for Proposal/Engineering Services for County Road 34 E Watermain Replacement

The CEO provides the directors with the background information on the watermain running from the water treatment plant (WTP) to Cottam Booster Station (CBS) along County Rd 34. He notes that it was in service date in 1959, and is problematic when there are breaks, as they are lateral splits. He also notes that the potential upsize from a 12” to a 24” watermain will allow for potentially more growth in Essex and parts of Lakeshore.

A request for proposals was created, and seven (7) parties were interested, and five (5) quotes were received. They were ranked on a scoring matrix, which he reviews, and the highest scoring firm came in as Dillon Consulting.

The CEO then reviews the financial aspects of the engineering services, noting a smaller line item was in the capital budget. His hope is to move some monies from the administration building budget, as there will be no construction costs in 2026, over to this project to allow for the project to commence in early next year.

Director Rogers seeks clarification on the financial portion of the report. The Chair asks if this item has been presented through the Finance & Audit Committee (FAC), with the CEO noting that it has been discussed as part of the capital budget discussions.

Director Sunderland asks if a utility corridor has been discussed with the Ministry of Transportation (MTO) in conjunction with work that is taking place on the widening of Hwy #3. The CEO indicates that this will be something he will have to follow up on.

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The CEO does indicate a small change to the recommendation, asking for the price to be rounded to \$850,000, from \$792,144.61, allowing for UWSS Inc. to complete some geotechnical work on their own.

The Chair then reads the recommendations.

No. UWSS Inc.-18-26

Moved by: Director Verbeke

Seconded by: Director Sunderland

That the Union Water Supply System Inc. Board of Directors (Board) approve the award of the County Road 34E watermain replacement engineering services to Dillon Consulting Limited for the submitted proposal fee of \$850,000 including HST burden.

Carried

Report UWSS/11/26 dated April 10, 2026 re: Approvals for Filtration/UV Building and Design and Preconstruction Services

The CEO reminds the directors of the UWSS Inc's capital improvement plan over the last number of years, including the Water Quality Masterplan from 2017, which set out the necessary improvements.

He reviews several projects that have been completed since that time. However, he notes that with the growth in the area and the continued peak demands reach over 80% capacity at times, a moratorium on large service connections has been in place for several years. UWSS Inc. is now looking at achieving additional capacity.

He notes that the Environmental Assessment (EA) has been completed with the best solution being a new separate filtration building, which would include UV. He then reviews how the current projects are working through a CMA/CMAR type system with Alberici Constructors, and seems to be working well, with Associated Engineering (AE) as UWSS's engineering firm. He also explains that the team of OCWA, AE, Alberici, and UWSS staff all met last week for a 30% design workshop, which has now provided class D pricing. This allows UWSS Inc. to look for various lending options/financial institutions willing to take on this project.

He is hoping to break ground on this project by the end of the year. He further explains that to complete major repairs on the current WTP it is nearly impossible as it cannot be shut down to complete any necessary repairs. Having a new, modular filtration building will allow for more redundancy for the UWSS.

The Chair notes that several other sectors are going to have to have some buy in, with the CEO noting that those discussions have happen with the agri-food industry.

Director Tofflemire points out an error on his report, which will be corrected.

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No. UWSS Inc.-19-26

Moved by: Director Wilson

Seconded by: Director Walstedt

That the UWSS Inc. Board authorizes the UWSS Inc. CEO to retain Associated Engineering under Direct Negotiation for Design Engineering Services for the Filtration Building and UV Disinfection System in the amount of \$1,806,600.

And further, that the Board also authorizes the UWSS Inc. CEO to retain Alberici Constructors Ltd under Direct Negotiation for Preconstruction Services as Construction Manager Advisor for the Filtration Building and UV Disinfection System to in the amount of \$536,286.

Carried

Verbal update on Advisory Committee Members for the UWSS-WUC Emergency Water Servicing Project

Legal Counsel, William Willis, provides the update. He provides some background information on the study, the reason behind it and how the Steering Committee came to be. He further notes that previously the members of this committee consisted of the Chair and an independent director, which was Director MacDonald and Director Kissner, respectively.

Since Director Kissner's passing there is a vacancy within this committee. He asks for directions on how the board would like to proceed.

Director Bondy believes it is appropriate to move Chair DeYong on to this committee and asks that Director Sunderland be included as the independent. Director Sunderland indicates that he will take on this role.

No. UWSS Inc.-20-26

Moved by: Director Bondy

Seconded by: Director MacDonald

That Chair DeYong and Director Sunderland are appointed to the Steering Committee for the UWSS-WUC Emergency Water Serving Project

Carried

Consent Agenda

No. UWSS Inc.-21-26

Moved by: Director Verbeke

Seconded by: Director Wharram

That the items 1 & 2 on the consent agenda are received, as the minutes have been approved through the UWSS Governance Committee and the Finance & Audit Committee

1. Governance Committee meeting minutes held on Wednesday, February 4th, 2026
2. Finance & Audit Committee meeting minutes held on Wednesday January 14, 2026

Carried

New Business

The CEO notes that the MECP Inspection Report has been received. He reminds members of last year's low rating, further explaining that all necessary improvements from last year had been addressed. This year resulted in a 100% rating. This will be brought forward for approval at the next board meeting.

Director Bondy asks if there will be any open houses at the WTP. The CEO notes that for security reasons open houses are not possible but if there is a group requesting a tour, arrangements can be made.

Director Verbeke asks if UWSS will be asked to assist Wheatley as they are currently rehabilitating their water tower. Director Sunderland notes that Wheatley is back up to 100% and is not aware of that need. The CEO explains that UWSS is happy to assist if the need arises.

Comments, Announcements, and Other Business

There are none

Adjournment:

No. UWSS Inc-22-26

Moved by: Director Walstedt

Seconded by: Director MacDonald

Time adjourned: 11:08 am

Date of Next Meeting: June 17th, 2026, with location to be determined.

Union Water Supply System Inc. - Attendance (April - June 2026)

	April 8, 2026 Finance & Audit Committee Meeting	April 8, 2026 Governance Committee Meeting	April 15, 2026 Board of Directors Meeting	Governance Committee May 13, 2026	Finance & Audit Committee June 3, 2026	Total
Hilda MacDonald (Vice Chair)			☑	☑		2
Larry Verbeke			☑			1
Lori Atkinson	☑		☑		☑	3
To be determined						
John Tofflemire		☑	☑	☑		3
Wayne Wharram	☑		☑		☑	3
Kim DeYong (Chair)		☑	☑	☑		3
Tim Sunderland	☑		☑		☑	3
Dennis Rogers	☑		☑		☑	3
Barry Wilson			☑			1
Sherry Bondy		☑	☑	☑		3
Kirk Walstedt			☑			1

April 15th, 2026 board meeting - 249 Sherk Street, Leamington

UWSS/13/26

To: UWSS Inc. Board of Directors
From: Rodney Bouchard, CEO UWSS Inc.
Date: June 12, 2026
Re: Joint Board of Management - Dissolution



Recommendation:

WHEREAS Union Water Supply System Inc. was established by the Municipalities as the municipal services corporation to own, manage and operate the Union Water Supply System;

AND WHEREAS the Municipalities and Union Water Supply System Inc. have entered into an Asset Transfer Agreement effective January 1, 2024 and related agreements to implement the transfer of the Union Water Supply System to Union Water Supply System Inc.;

AND WHEREAS the Union Water Supply System Joint Board of Management remains as a legacy governance body and the board of directors of Union Water Supply System Inc. considers it appropriate for the Municipalities to formally dissolve the Joint Board of Management;

BE IT RESOLVED THAT:

1. Union Water Supply System Inc. supports and recommends the dissolution of the Union Water Supply System Joint Board of Management by the Municipalities;
2. Union Water Supply System Inc. recommends that each Municipality pass a by-law approving the dissolution of the Joint Board of Management effective on a common date to be determined by the Municipalities;
3. Union Water Supply System Inc. confirms that it is prepared to continue as the management and operating vehicle for the Union Water Supply System and, subject to applicable law and the required municipal approvals, to accept any remaining rights, records, obligations or administrative matters of the Joint Board of Management required to complete the wind-up of the Joint Board of Management;
4. the Chair and Chief Executive Officer of Union Water Supply System Inc. are authorized and directed to take all steps and execute all documents necessary or desirable to support the municipal dissolution process and complete any remaining

transfer, assignment, assumption, records, banking or administrative matters related to the wind-up of the Joint Board of Management; and

5. the Chief Executive Officer is directed to circulate this resolution to the CAOs, clerks and municipal solicitors for the Municipalities and request that the necessary municipal by-laws and/or resolutions be brought forward to each municipal council

Background:

At its meeting of September 21, 2022 the Joint Board of Management (JBM) received report UW/18/22 re: Adoption and Execution of Items Related to the Restructuring of the Union Water Supply System. At the same time a schedule pertaining to restructuring had been provided and subsequently followed.

This included milestone tasks completed: delegation presentations to each municipality, completed by the end of August 2022; Appointment of Interim Director, Appointment of CEO and initial call to financial institutions to secure credit, completed by October 2022; establish accounting system, revenue recovery system, and retain bookkeeping services, completed by December 2022; Appointment of Board of Directors, Appointment of Chair and Vice-Chair, implementation of financial model/plan and approval of operations and capital budgets, completed by March 2023.

Following the implementation on the task listed above UWSS Inc. was able to complete its initial draw on new financing by June of 2023. UWSS Inc. has since developed a robust capital budget and initiated several capital projects and has been working well with its chosen financial institution. Capital projects continue to be ongoing and will be heavy over the next 3-7 years. Updates can be found on www.unionwater.ca

Discussion:

The Union Water Supply System Joint Board of Management has been a guiding light over the past 20 years building towards the new incorporated structure. The CEO would like to take this opportunity to thank each council member of the present board as well council members of the past who laid the groundwork and allowed for the transition to take place. The Joint Board met for the last time on June 17, 2026 to formally dissolve and allow the UWSS Inc. Board of Directors to continue governing UWSS Inc.

Without the collaborative effort of all four (4) local municipalities UWSS Inc. might not have been a reality. The CEO relied on the expertise of the Financial Directors, legal staff and other municipal staff to ensure that the new incorporated board would have all necessary structures in place to move forward. Now others within the province look to UWSS Inc. as a leading example within the industry.

At this time, the JBM can no longer be left dormant and should consider it is time to dissolve officially. As a way of summarizing the necessary information in one place,

UWSS/13/26

Re: Union Water Supply System Joint Board of Management - Dissolution

William Willis, UWSS Inc. legal counsel has prepared the attached *Memo: Dissolution of Union Water Supply System Joint Board of Management dated June 8, 2026.*

Closing Comments:

The CEO and all staff of the Union Water Supply System Inc. thank all members for their time and effort over the years.

Respectfully submitted,



Rodney Bouchard, CEO UWSS Inc.



TO: Union Water Supply System Inc.

FROM: William J. Willis

DATE: June 8, 2026

RE: Dissolution of Union Water Supply Joint Board of Management

Our Matter: 108779

Background:

The Union Water Supply System Joint Board of Management (the “**Joint Board**”) was established by Transfer Order dated January 8, 2001 (the “**Transfer Order**”), pursuant to section 2 of the *Municipal Water and Sewage Transfer Act, 1997*.

Under Schedule “A” of the Transfer Order, the Joint Board was established to govern the management of the Union Water Supply System (the “**System**”).

The Joint Board is comprised of representatives appointed by The Corporation of the Municipality of Leamington, The Corporation of the Town of Kingsville, The Corporation of the Town of Essex and Municipality of Lakeshore (collectively, the “**Municipalities**”).

The Municipalities have now established Union Water Supply System Inc. (“**UWSS Inc.**”) as the municipal services corporation to own, manage and operate the System. Effective January 1, 2024, the Municipalities and UWSS Inc. entered into an Asset Transfer Agreement under which the Municipalities transferred their common interests in the System assets, contracts, records and related rights to UWSS Inc., and UWSS Inc. assumed specified obligations relating to the System.

The Joint Board therefore remains as a legacy governance body only. In our view, there is no practical benefit to keeping the Joint Board in place now that the System is being managed through UWSS Inc. The better course is to formally wind up the Joint Board through coordinated municipal action.

Question:

What steps should the Joint Board and UWSS Inc. take to move forward with the dissolution of the Joint Board?

Recommendation:

We recommend that, at their June 17, 2026 meetings, the Joint Board and the board of directors of UWSS Inc. each pass resolutions recommending that the Municipalities take the municipal steps required to dissolve the Joint Board.

The resolutions should be framed as recommendations to the Municipalities. We act for UWSS only and do not act for the Municipalities. Each Municipality should rely on its own clerk and solicitor to settle the form of municipal by-law or resolution to be placed before its council.

The cleanest approach is for all four Municipalities to pass substantially identical by-laws approving the dissolution of the Joint Board effective on a common date. At minimum, the Municipal Act process appears to permit one municipality to pass a dissolution by-law, with approval resolutions from at least half of the other municipalities. Given this is a four-municipality water system and the UWSS Inc. structure has already been implemented, a unanimous municipal by-law approach is better governance and avoids unnecessary argument about whether all Municipalities have agreed.

Analysis:

To determine the appropriate process, we have reviewed:

- a) the Transfer Order;
- b) *Municipal Water and Sewage Transfer Act, 1997*;
- c) *Municipal Act, 2001* and Ontario Regulation 582/06; and
- d) the Asset Transfer Agreement and related UWSS Inc. implementation documents.

The Transfer Order

The Transfer Order transferred the System from the Ontario Clean Water Agency jointly to the Municipalities. Schedule “A” to the Transfer Order established the Joint Board to govern the management of the System.

Schedule “A” gives the Joint Board broad management powers. Section 2 provides that the Joint Board has full authority and necessary powers to manage the System on behalf of the Municipalities. Section 5 provides that the management arrangements in Schedule “A” may be changed upon a three-quarter majority vote of the Joint Board at a meeting called for that purpose.

Accordingly, the Joint Board should pass a resolution at a meeting called for that purpose approving the change in management arrangements to UWSS Inc. and recommending formal dissolution of the Joint Board. That resolution is important, but it should not be treated as sufficient on its own to dissolve the Joint Board because the Joint Board was created through the Transfer Order and is most likely a local board for purposes of the Municipal Act.

Municipal Water and Sewage Transfer Act, 1997

Section 6(1) of the *Municipal Water and Sewage Transfer Act, 1997* provides that, where works are transferred to two or more municipalities, the works shall be managed by a joint board established in accordance with the transfer order. That is the statutory default position.

Section 6(3), however, provides the exit route. It provides that, except as otherwise provided by the transfer order, the joint board requirement does not apply if the municipalities agree on another method of managing the works. The Transfer Order does not appear to prohibit another method of management. To the contrary, section 5 of Schedule “A” expressly permits changes to the management arrangements.

The Municipalities have already taken the substantive step of agreeing to another method of management by establishing UWSS Inc. and transferring the System assets, contracts, records and related rights to UWSS Inc. The municipal by-laws should expressly confirm that agreement for purposes of section 6(3).

Municipal Act, 2001 and Ontario Regulation 582/06

The Joint Board should be treated as a local board. It was established under an Act, through the Transfer Order made under the *Municipal Water and Sewage Transfer Act, 1997*, and it exercises powers with respect to the affairs and purposes of the Municipalities.

Section 216 of the *Municipal Act, 2001* authorizes a municipality to dissolve or change a local board. Before passing a by-law under section 216, the municipality must give notice of its intention to pass the by-law to the local board. Since the Joint Board itself will be recommending dissolution, that notice requirement should be straightforward, but the municipal clerks should still comply with section 216 and any applicable municipal notice policies.

Where the local board is a joint board of more than one municipality, a municipal dissolution by-law does not come into force until at least half of the other municipalities have passed a resolution approving the by-law. Once the by-law comes into force, it is deemed to be a by-law passed by each municipality of which the board is a local board.

Ontario Regulation 582/06 sets out the legal effect of dissolving a local board. In general terms, the municipality stands in the place of the board, the powers of the board vest in the municipality, the rights, claims, undertakings, obligations, assets and liabilities of the board vest in the municipality, and the board ceases to exist on the effective date.

That vesting language is the reason the dissolution should be coordinated with care. Before the effective date, UWSS Inc. and the Joint Board should confirm that any remaining bank accounts, records, contracts, permits, receivables, payables or other residual matters of the Joint Board have either already been transferred to UWSS Inc. or are expressly addressed through further assignment, assumption or municipal direction. The objective is to avoid an unintended re-vesting

of residual Joint Board matters in one municipality when the intended continuing vehicle is UWSS Inc.

Recommended Municipal Approach

The practical path is as follows:

- a) on June 17, 2026, the Joint Board passes the recommended resolution set out below;
- b) on June 17, 2026, the board of directors of UWSS Inc. passes the recommended resolution set out below;
- c) UWSS Inc. circulates the Joint Board and UWSS Inc. recommendations to the CAOs, clerks and municipal solicitors for the Municipalities;
- d) each Municipality brings forward a by-law, or such other approving resolution as its solicitor recommends, confirming its agreement to management of the System by UWSS Inc. and approving dissolution of the Joint Board;
- e) the municipal by-laws use a common effective date, being the later of the date all required municipal approvals are obtained and the date any residual Joint Board assignments or wind-up matters are completed; and
- f) certified copies of the municipal by-laws and resolutions are delivered to UWSS Inc. and kept with the UWSS Inc. and Joint Board minute records.

Recommended Resolutions for June 17, 2026 Meetings:

A. Joint Board of Management Resolution

We recommend that the Joint Board pass a resolution substantially in the following form:

WHEREAS the Union Water Supply System Joint Board of Management was established under Schedule “A” to the Transfer Order dated January 8, 2001 made under the Municipal Water and Sewage Transfer Act, 1997;

AND WHEREAS the Municipalities established Union Water Supply System Inc. as the municipal services corporation to own, manage and operate the Union Water Supply System;

AND WHEREAS the Municipalities and Union Water Supply System Inc. have entered into an Asset Transfer Agreement effective January 1, 2024 and related agreements to implement the transfer of the Union Water Supply System to Union Water Supply System Inc.;

AND WHEREAS the Joint Board of Management considers it appropriate for the Municipalities to formally dissolve the Joint Board of Management now that the Union Water Supply System is managed through Union Water Supply System Inc.;

BE IT RESOLVED THAT:

1. the Joint Board of Management ratifies, pursuant to section 5 of Schedule “A” to the Transfer Order, the change in management arrangements effective January 1, 2024 pursuant to which Union Water Supply System Inc. became the method of managing the Union Water Supply System in place of the Joint Board of Management;
2. the Joint Board of Management recommends that each of the Municipalities pass a by-law approving the dissolution of the Joint Board of Management effective on a common date to be determined by the Municipalities;
3. the Chair, Vice-Chair and General Manager are authorized and directed to take all steps and execute all documents necessary or desirable to complete any remaining transfer, assignment, assumption, records, banking or administrative matters required to wind up the affairs of the Joint Board of Management and implement the foregoing recommendation;
4. the General Manager is directed to circulate this resolution to the CAOs, clerks and municipal solicitors for the Municipalities and request that the necessary municipal by-laws and/or resolutions be brought forward to each municipal council; and
5. this resolution shall be recorded as having been passed at a meeting called for the purpose of considering changes to the management arrangements under Schedule “A” to the Transfer Order.

B. UWSS Inc. Board Resolution

We recommend that the board of directors of UWSS Inc. pass a resolution substantially in the following form:

WHEREAS Union Water Supply System Inc. was established by the Municipalities as the municipal services corporation to own, manage and operate the Union Water Supply System;

AND WHEREAS the Municipalities and Union Water Supply System Inc. have entered into an Asset Transfer Agreement effective January 1, 2024 and related agreements to implement the transfer of the Union Water Supply System to Union Water Supply System Inc.;

AND WHEREAS the Union Water Supply System Joint Board of Management remains as a legacy governance body and the board of directors of Union Water Supply System Inc. considers it appropriate for the Municipalities to formally dissolve the Joint Board of Management;

BE IT RESOLVED THAT:

1. Union Water Supply System Inc. supports and recommends the dissolution of the Union Water Supply System Joint Board of Management by the Municipalities;

2. Union Water Supply System Inc. recommends that each Municipality pass a by-law approving the dissolution of the Joint Board of Management effective on a common date to be determined by the Municipalities;
3. Union Water Supply System Inc. confirms that it is prepared to continue as the management and operating vehicle for the Union Water Supply System and, subject to applicable law and the required municipal approvals, to accept any remaining rights, records, obligations or administrative matters of the Joint Board of Management required to complete the wind-up of the Joint Board of Management;
4. the Chair and Chief Executive Officer of Union Water Supply System Inc. are authorized and directed to take all steps and execute all documents necessary or desirable to support the municipal dissolution process and complete any remaining transfer, assignment, assumption, records, banking or administrative matters related to the wind-up of the Joint Board of Management; and
5. the General Manager is directed to circulate this resolution to the CAOs, clerks and municipal solicitors for the Municipalities and request that the necessary municipal by-laws and/or resolutions be brought forward to each municipal council.

Conclusion:

The Joint Board should not simply be left dormant. The cleaner and lower-risk approach is for the Joint Board and UWSS Inc. to make a clear recommendation on June 17, 2026, and for the Municipalities to complete the formal municipal dissolution process. Because we act for UWSS only, the final municipal by-laws should be settled by the Municipalities and their respective solicitors.

To: UWSS Inc. Board of Directors

From: Rodney Bouchard, UWSS Inc. CEO

Date: June 10, 2026

Re: Approvals for Design and Engineering Services for
Electrical System Upgrades to the Ruthven Water Treatment Plant and Low
Lift Pumping Station



Recommendation:

That the UWSS Inc. Board authorizes the UWSS Inc. CEO to retain Associated Engineering under Direct Negotiation for Design Engineering Services for the Electrical System Upgrades to the Ruthven Water Treatment Plant and Low Lift Pumping Station valued at \$1,574,400.

Background:

UWSS Inc. has undertaken a number of capital upgrades to its drinking water treatment and transmission system in the recent past. These projects include improvement to the clarification system (pH control, implementation of Dissolved Air Flootation System), implementation of a dechlorination system, construction of reservoir #3 and associated lift station, and improvements to the high lift system.

UWSS Inc. is also in the detailed design and engineering stage for a new filtration building and UV disinfection system to ensure that we can meet future treated water demands associated with the growth projections for the four municipalities serviced by UWSS Inc.

As part of the preliminary design steps for the filtration building and UV disinfection project, UWSS Inc.'s consultant, Associated Engineering, noted that the electrical system at the Ruthven Water Treatment Plant and Low Lift Pumping station are dated and likely under capacity to support the demands of the new proposed filtration building and UV disinfection system. As such, Associated Engineering also undertook an Electrical Feasibility Study for the Ruthven Water Treatment Plant and Low Lift Pumping Station to ascertain the deficiencies and improvements needed for the electrical system at these facilities. Associated Engineering's report on this study was issued in February 2026.

Discussion:

The February 2026 report by Associated Engineering on the conditions and capacity of the electrical systems at the Ruthven Water Treatment Plant and Low Lift Pumping station identified the following:

- The future loads for the WTP and the LLPS require an upgrade to the main service, the main transformers, the main 600V switchboard. Existing electrical system

Re: UWSS/14/26 - Approvals for Design and Engineering Services for Electrical System Upgrades to the Ruthven Water Treatment Plant and Low Lift Pumping Station

capacity cannot support the load for the new proposed Filtration Building and UV Disinfection System.

- Existing back-up generators are basically obsolete and new generators purchased by UWSS Inc. will need to be incorporated into the electrical system
- Hydro One has been contacted concerning the upgrade of the service for the new loading from the WTP and for the addition of a second service. The upgrade of the new service has been accepted with a requirement to change the utility metering. Hydro One has stated that a second service cannot be provided at this time.
- For the Low Lift Pumping Station, the existing main service, the transformer and the main MCC will need to be upgraded.

The report findings and recommendations were reviewed with OCWA electrical maintenance staff since they are very knowledgeable of the existing electrical system conditions.

UWSS Inc. requested a proposal from Associated Engineering to provide design and engineering services for the necessary upgrades to the electrical systems at these two facilities.

Financial Implications

The proposal prepared by Associated Engineering for detailed design and engineering for upgrades to the two electrical systems includes 3 main tasks:

Task 1 - Preliminary Design:	\$ 483,200
Task 2 - Pre-Purchase and Permitting:	\$ 171,200
Task 3 - Detailed Design:	<u>\$ 920,100</u>
Total:	\$1,574,400

The project schedule included in the proposal indicates that the design and engineering scope would take about 15 months to complete. Tasks 1 and 2 would be completed in 2026 and Task 3 in 2027. For budgeting purposes, UWSS Inc. management proposes that Tasks 1 and 2 would be funded from existing approved budget of \$1.75 million for the Administration Building, as this project will not be moving forward in 2026.

Closing Comments:

UWSS Inc. management recommends that Associated Engineering be retained under direct negotiation to provide detailed design and engineering and detailed services for the electrical system upgrades for the Ruthven Water Treatment Plant and Low Lift Pumping Statio. This recommendation is base on the following:

- Associated Engineering has been serving as UWSS Inc.'s main consulting engineer since 2017. AE is the author of UWSS' Water Quality Master Plan and led the studies for the switch to free chlorine secondary disinfection, coagulant optimization and the EA for treatment capacity expansion.

Re: UWSS/14/26 - Approvals for Design and Engineering Services for
Electrical System Upgrades to the Ruthven Water Treatment Plant and Low Lift
Pumping Station

- AE have been the design and consulting engineers for many UWSS capital projects including the coagulation pH control system, chlorine system disinfection upgrades, DAF #1 and #2, dechlorination system, and Reservoir #3.
- AE's team at the client management level have been the same throughout, which has enabled highly responsive services to UWSS Inc.

Respectfully submitted,



Rodney Bouchard, CEO
Union Water Supply System Inc.

/kmj

UWSS/15/26

To: UWSS Inc. Board of Directors
From: Rodney Bouchard, UWSS Inc. CEO
Date: June 10, 2026
**Re: Update on Existing Moratorium on Applications
For UWSS Treatment Capacity Allocations**



Recommendation:

That the Union Water Supply System Inc. Board of Directors (Board) receives this report for information.

Background:

At the March 17, 2021 Regular meeting of the UWSS Board, the Board approved a moratorium on new requests for treated water allocations over 50,000 litres per day. The Board approved a 12-month extension to the moratorium at the March 16, 2022 UWSS Board meeting. At the March 2023 UWSS Board meeting, the Board approved to extend the moratorium indefinitely until such at time that additional water treatment capacity is realized for the Union Water Supply System. A copy of UWSS report UW08-23 Extension of Moratorium on Applications for UWSS Treated Water Allocations, (Moratorium) dated February 10, 2023 is attached.

Discussion:

The existing Moratorium on applications/requests for large, treated water allocations was put into place because the majority of the UWSS' treatment capacity has already been allocated to existing/approved residential, commercial, industrial and greenhouse developments. The remaining unallocated treatment plant capacity has been reserved for residential development. A secondary reason for the imposition on the moratorium was due to peak daytime demands during the May-July months from 2020-2025 regularly exceeded the output of the treatment plant and was thus placing the UWSS supplied drinking water systems at risk.

Water demands during peak periods over the last 5 years have reached 80% of treatment plant capacity, which is a typical industry benchmark for future water demand evaluation and consideration/planning of water treatment capacity expansion.

Re: UWSS/15/26 - Updated on Existing Moratorium on Applications for Treatment Capacity Allocations

UWSS has been undertaking a number of capital improvements to the treatment system to advance the treatment plant's efficiency and increase the treatment capacity. UWSS is also undertaking a number of studies designed to increase the UWSS' water treatment storage and output capacity. This work includes the following:

- Recently completed Phase 1 and 2 Dissolved Air Flotation (DAF) clarification system which is designed to address the existing bottleneck with the treatment plant's clarification process.
- On-going construction of Reservoir #3 at water treatment plant facility, which will increase available water storage by 30 megalitres. This project is expected to be completed by January 2027. This new reservoir will mitigate issues associated with peak hourly water demands during hot summer afternoons;
- Completion of the environmental assessment (EA) for expansion of UWSS water treatment plant capacity. This EA was completed in September 2025, which then enabled UWSS to initiate the design of the new filtration building expansion. The 60% design stage is expected to be completed in July 2026 and the full detailed design to be completed by November 2026.

UWSS Inc.'s intention is to start construction activities for the new filtration building upon completion of the design, assuming that adequate funding/financing for this project has been secured and approved by the UWSS Inc. Board. Based on a construction start date of November 2026, it is expected that the new filtration building expansion would be completed and put into production in the Fall of 2028.

Closing Comments and Recommendations:

The existing moratorium on new applications/ requests for large treated water allocations has allowed the UWSS time to undertake studies and upgrades to the water treatment process that are designed to improve treatment plant efficiency and increase treatment plant output capacity.

Respectfully submitted,



Rodney Bouchard, CEO
Union Water Supply System Inc.

/kmj

UW/08/23

Report

To: Chair and Members of the Union Water
Supply System Joint Board of Management

From: Rodney Bouchard, UWSS General Manager

Date: February 10, 2023

Re: Extension of Moratorium on Applications for UWSS Treated
Water Allocations



Recommendation:

That the Union Water Supply Joint Board of Management (UWSS Board) extends the existing moratorium on new requests for treated water allocations from new or existing entities that use more than 50,000 litres per day until such a time that additional water treatment capacity is realized for the Union Water Supply System;

And further, that the moratorium would not apply to any type of residential development.

Background:

At the March 17, 2021 Regular meeting of the UWSS Board, the UWSS Board approved a moratorium on new requests for treated water allocations over 50,000 litres per day. The UWSS Board approved a 12-month extension to the moratorium at the March 16, 2022 UWSS Board meeting. A copy of UWSS report [UW07-22 Extension of Moratorium on Applications for UWSS Treated Water Allocations, \(Moratorium\)](#) dated March 9th, 2022 is attached.

Discussion:

The existing Moratorium on applications/requests for large treated water allocations was put into place because the majority of the UWSS' treatment capacity has already been allocated to existing/approved residential, commercial, industrial and greenhouse developments. The remaining unallocated treatment plant capacity has been reserved for residential development. A secondary reason for the imposition on the moratorium was due to peak daytime demands during the May-July months in 2020 and 2021 that regularly exceeded the output of the treatment plant and was thus placing the UWSS supplied drinking water systems at risk. The existing moratorium is set to expire on March 16, 2023.

February 9, 2023 - UW/08/23

Re: Extension of Moratorium on Applications for UWSS Treated Water Allocations

It should be noted that 2022 total treated water demands were almost 5% higher than 2021 water demands. The 2022 annual treated water output from the plant was the highest ever recorded for UWSS. Although still early in the year, 2023 water demands are currently tracking above 2022 water demands and has been budgeted to be 4.5 % above 2022 demand.

Water demands during peak periods in 2022 have reached 80% of treatment plant capacity, which is a typical industry benchmark for future water demand evaluation and consideration/planning of water treatment capacity expansion. It anticipated that demands will continue to increase until construction projects associated with approved allocations are completed. As such, it is recommended that the Moratorium be extended until such time that additional water treatment capacity is realized for the Union Water Supply System.

The UWSS has been undertaking a number of capital improvements to the treatment system to advance the treatment plant's efficiency and increase the treatment capacity. UWSS is also undertaking a number of studies designed to increase the UWSS' water treatment storage and output capacity. This work includes the following:

- Recently completed Phase 1 Dissolved Air Flotation (DAF) clarification system which is designed to address the existing bottleneck with the treatment plant's clarification process.
- Filter capacity testing scheduled for Spring and Summer 2023. With DAF #1 system in place, filter capacity will be tested to ascertain the potential for increased treatment plant output to accommodate the increased clarification potential.
- On-going engineering and design for expanded water treatment storage at the water treatment plant facility. It is anticipated that construction of a new 40 megalitre water treatment storage reservoir will be initiated in late 2023. This new reservoir would mitigate issues associated with peak hourly water demands during hot summer afternoons;
- Undertaking of Class C Environmental Assessment (EA) for expansion of UWSS water treatment plant capacity. This EA was initiated in January 2023 and is expected to be completed by December 2023. The intent of the EA is to identify best options for expansion of UWSS treatment capacity with the anticipation that this increased treatment plant output would be realized by 2028 or sooner.

Closing Comments and Recommendations:

The proposed indefinite extension to the existing moratorium on new applications/ requests for large treated water allocations will allow the UWSS time to complete studies and upgrades to the water treatment process that are designed to improve treatment plant efficiency and increase treatment plant output capacity.

February 9, 2023 - UW/08/23

Re: Extension of Moratorium on Applications for UWSS Treated Water Allocations

The extension will also allow the UWSS staff time to undertake a review of existing treatment capacity allocation application process and provide recommendations to the UWSS Board for an improved application procedure for allocating future treated water requests.

Respectfully submitted,



Rodney Bouchard, General Manager
Union Water Supply System Joint Board of Management

rb/kmj

Attachments

Filename: t:\union wtr\reports to board\2023\uw08-23 proposed extension of moratorium on applications for uwss treatment capacity allocations.docx

UWSS/16/25

To: UWSS Inc. Board of Directors
From: Rodney Bouchard, UWSS Inc. CEO
Date: June 11, 2025
Re: MECP Drinking Water Inspection Report for the UWSS February 2026 Inspection



RECOMMENDATION

That the Union Water Supply System Inc. (UWSS Inc.) Board of Directors receives this report for information.

BACKGROUND

The Union Water Supply System is subject to annual inspections by the Ontario Ministry of Environment, Conservation and Parks (MECP) under the Safe Drinking Water Act, 2002 (SDWA) and regulations made therein, including Ontario Regulation 170/03, "Drinking Water Systems" (O. Reg. 170/03). The inspection was conducted pursuant to Section 81 of the SDWA and its associated regulations.

The MECP inspection for UWSS was initiated on February 17, 2026. The on-site portion of the inspection was completed on February 19, 2026. The final report for the inspection was issued by the MECP on March 31, 2026.

DISCUSSION:

MECP inspection reports are written to identify actions that need to be taken due to non-compliance with regulations. As you may recall the 2025 MECP Inspection resulted in a disappointing rating of 90.56%. This lower than accepted rating allowed for operational and administrative staff to collaborate to improve in the areas of ***Non-Compliance*** and work through the ***Recommendations*** provided at that time. Last year's results were substandard but allowed for a team approach and a fresh look at our compliance protocols.

With the above in mind, we were pleased to receive the April 9, 2026 inspection report letter which resulted in a rating of 100% for the Union Water Supply System.

The CEO is grateful for all the hard work the operational staff put forth over the last year to ensure that all non-compliances and recommendations were corrected within the appropriate timeframe and thanks them for working well with the MECP Inspector during this year's inspection.

Re: MECP Drinking Water Inspection Report for the UWSS February 2026 Inspection

CONCLUSION

This report is being provided to the Board for information purposes.

Respectfully submitted,



Rodney Bouchard, CEO
Union Water Supply System Inc.
rb/kmj

**Ministry of the Environment,
Conservation and Parks**

Drinking Water and Environmental
Compliance Division
Southwest Region
733 Exeter Road
London, ON N6E 1L3
Tel (519) 873-5000

**Ministère de l'Environnement, de la
Protection de la nature et des Parcs**

Division de la conformité en matière d'eau
potable et d'environnement
Région Sud-Ouest
733, rue Exeter
London, ON N6E 1L3
Tel (519) 873-5000



April 9, 2026

Union Water Supply System
1615 Union Avenue,
Ruthven, Ontario,
N0P 2G0, Canada

Attention: Rodney Bouchard, Chief Executive Officer
Khristine Johnson, Office Administrator

Re: Union Water Supply System Inspection Report (DWS# 210000853)
Inspection conducted on February 19, 2026

Dear Mr. Bouchard and Ms. Johnson,

Enclosed is the report on the 2025-26 inspection of the Union Water Supply System (DWS# 210000853), and the corresponding Inspection Rating Report (IRR) and Risk Methodology document.

Section 19 of the Safe Drinking Water Act (Standard of Care) creates a number of obligations for individuals who exercise decision-making authority over municipal drinking water systems. Please be aware that the Ministry has encouraged such individuals, particularly municipal councillors, to take steps to be better informed about the drinking water systems over which they have decision-making authority. These steps could include asking for a copy of this inspection report and a review of its findings. Further information about Section 19 can be found in "Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils" on the Drinking Water Ontario website at <https://www.ontario.ca/environment-and-energy/taking-care-your-drinking-water-guide-members-municipal-councils>.

The IRR is a summarized quantitative measure of the drinking water system's annual inspection and is published in the Ministry's Chief Drinking Water Inspector's Annual Report. The Risk Methodology document describes the risk rating methodology which has been applied to the findings of the Ministry's municipal residential drinking water system inspection results.

If you have any questions or concerns regarding the rating, please contact Mark Smith, Water Compliance Supervisor, at 519-317-8116.

Yours truly,

A handwritten signature in black ink, appearing to read "Paul Merritt".

Paul Merritt
Provincial Officer
London District Office

cc. Windsor-Essex County Health Unit
Essex Region Conservation Authority
Ontario Clean Water Agency



UNION AREA WATER SUPPLY SYSTEM
Physical Address: 1615 UNION AVE,
KINGSVILLE, ON N9Y 2G5

INSPECTION REPORT

System Number: 210000853
Entity: ONTARIO CLEAN WATER
AGENCY
UNION WATER SYSTEM JOINT
BOARD OF MANAGEMENT
(LEAMINGTON, KINGSVILLE,
ESSEX, LAKESHORE)
Inspection Start Date: February 17, 2026
Site Inspection Date: February 19, 2026
Inspection End Date: March 31, 2026
Inspected By: Paul Merritt
Badge #: 1531



(signature)

INTRODUCTION

Purpose

This unannounced, focused inspection was conducted to confirm compliance with Ministry of the Environment, Conservation and Parks' (MECP) legislation and conformance with ministry drinking water policies and guidelines.

Scope

The ministry utilizes a comprehensive, multi-barrier approach in the inspection of water systems that focuses on the source, treatment, and distribution components as well as management and the operation of the system. The inspection of the drinking water system included both the physical inspection of the component parts of the system listed in section 4 "Systems Components" of the report and the review of data and documents associated with the operation of the drinking water system during the review period. This drinking water system is subject to the legislative requirements of the Safe Drinking Water Act, 2002 (SDWA) and regulations made therein, including Ontario Regulation 170/03, "Drinking Water Systems" (O. Reg. 170/03). This inspection has been conducted pursuant to Section 81 of the SDWA. This inspection report does not suggest that all applicable legislation and regulations were evaluated. It remains the responsibility of the owner to ensure compliance with all applicable legislative and regulatory requirements.

Facility Contacts and Dates

The drinking water system is owned by Union Water Supply System Inc. and operated by the Ontario Clean Water Agency. The system directly serves the following drinking water systems and are inspected separately on an annual basis:

- Kingsville Distribution System (DWS# 220003403)
- Lakeshore Distribution System (DWS# 260004995)
- Leamington Distribution System (DWS# 210000853)
- Essex Distribution System (DWS# 220003680)

The Union Water Supply System serves an estimated population of 66,944 and is categorized as a Large Municipal Residential System. Information reviewed for this inspection covered the time period of January 1, 2025, to December 31, 2025.

The Water Treatment Facility was inspected on February 18, 2026. The Elevated Towers and booster station listed in DWWP # 041-201 were inspected on February 19, 2026.

Systems/Components

All locations associated with primary disinfection were visited as part of this inspection. The following sites were visited as part of the inspection of the drinking water system:

LL Pumping Station

- Two (2) coarse bar screens
- Four (4) travelling screens
- Seven (7) Low lift pumps
- LL Back up Diesel Generator

Union Water Treatment Plant

- Two (2) solids contact upflow clarifiers with domed covers
- Two (2) Hybrid Dissolved Air Flotation (DAF) system/settling tank
- Eight (8) gravity dual media filters
- Two (2) backwash pumps
- Eight (8) High lift Pumps
- Two (2) clearwells
- Two (2) reservoirs
- One (1) direct drive diesel engine on HL#1
- Two (2) Diesel Generators rated at 135 kW and 750kW
- SCADA System

Chemicals

- One (1) Co₂ system with bulk storage tank
- Four (4) Coagulant metering pumps with two (2) bulk storage tanks
- One (1) pilot study coagulant system for clarifier startup
- Four (4) Coagulant aid metering pumps with two (2) bulk storage tanks
- Three (3) Filter Aid metering pumps with one (1) storage tank
- Four (4) V- notch Chlorinators for cylinders used for pre and post chlorination
- Four (4) PAC feed pumps with two (2) bulk storage and two (2) recirculation pumps
- Two (2) Sodium Hypochlorite metering pumps with Two (2) Bulk Storage tanks

Cottam Reservoir and Booster Station

- One (1) Cell with a volume of 3,630 m³
- One (1) Cell with a volume of 5,050 m³
- One (1) Contact chamber with a volume of 1,209 m³
- Four (4) Vertical Turbine Pumps
- Two (2) Sodium Hypochlorite pumps with one (1) bulk storage tank
- One (1) Back up Diesel Generator rated at 400kW

Leamington Tower

- One (1) Steel elevated water storage tank with a total volume of 1,514 m³

Kingsville Tower

- One (1) Steel elevated water storage tank with a total volume of 1,137 m3
Essex Tower
- One (1) Steel elevated water storage tank with a total volume of 1,137 m3
Albuna Water Tower
- One (1) Steel elevated water storage tank with a total volume of 6,820 m3

Permissions/Approvals

This drinking water system was subject to specific conditions contained within the following permissions and/or approvals (please note this list is not exhaustive) at the time of the inspection in addition to the requirements of the SDWA and its regulations:

- 1) Drinking Water Works Permit # 041- 201 Issue Number 7, dated July 9, 2024.
- 2) Drinking Water Works Permit # 041- 201 Issue Number 6, dated November 26, 2021.
- 3) Municipal Drinking Water Licence # 041-101 Issue Number 9, July 9, 2024.
- 4) Municipal Drinking Water Licence # 041-101 Issue Number 8, dated November 26, 2021.
- 5) Permit to Take Water #0816-9T9SVT, dated March 6, 2015.
- 6) Extension Letter for PTTW #0816-9T9SVT, dated January 23, 2025

NON-COMPLIANCE

This should not be construed as a confirmation of full compliance with all potential applicable legal requirements. These inspection findings are limited to the components and/or activities that were assessed, and the legislative framework(s) that were applied. It remains the responsibility of the owner to ensure compliance with all applicable legislative and regulatory requirements.

If you have any questions related to this inspection, please contact the signed Provincial Officer.

RECOMMENDATIONS

The following item(s) have been identified as non-conformance, based on a "No" response captured for a best management practice (BMP) question(s).

For additional information on each question see the Inspection Details section of the report.

Ministry Program: DRINKING WATER | **Regulated Activity:** DW Municipal Residential

Item	Question	Recommendation(s)
R-1	<p>Question ID: DWMR1071001</p> <p>Did the owner provide security measures to protect components of the drinking water system?</p>	<p>The owner had not provided security measures to protect components of the drinking water system.</p>

INSPECTION DETAILS

This section includes all questions that were assessed during the inspection.

Ministry Program: DRINKING WATER | **Regulated Activity:** DW Municipal Residential

Question ID	DWMR1012001	Question Type	Legislative
Legislative Requirement(s): SDWA 31 (1);			
Question: Did the owner have a harmful algal bloom monitoring plan in place that met the requirements of the Municipal Drinking Water Licence?			
Compliance Response(s)/Corrective Action(s)/Observation(s): The owner had a harmful algal bloom monitoring plan in place which met the requirements. Harmful Algal Bloom Monitoring, Sampling, and Reporting Plan OCWA-C6-15 was reviewed by the inspecting officer.			

Question ID	DWMR1014001	Question Type	Legislative
Legislative Requirement(s): SDWA 31 (1);			
Question: Was flow monitoring performed as required by the Municipal Drinking Water Licence or Drinking Water Works Permit?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Flow monitoring was performed as required. The inspecting officer observed the continuous flow meters for influent raw flow installed in the works just before raw water enters treatment. The flow recorded at the time two of the raw flow meters were inspected was 463 L/S and 98 L/S for DAF #1 and Clarifier #1. Table 1 of Schedule C in the Municipal Drinking Water Licence (MDWL) states the rated capacity for the system as 124,588 cubic meters a day. Table 2 of schedule C does not list maximum flow rate requirements for the licence. Flow monitoring was performed as required by the Drinking Water Works Permit (DWWP) and the MDWL. Flow meter calibration records were provided for inspection and showed the last calibration was completed in May and September of 2025.			

Question ID	DWMR1016001	Question Type	Legislative
Legislative Requirement(s): SDWA 31 (1);			

<p>Question: Was the owner in compliance with the conditions associated with maximum flow rate or the rated/operational capacity in the Municipal Drinking Water Licence?</p>
<p>Compliance Response(s)/Corrective Action(s)/Observation(s): The owner was in compliance with the conditions associated with maximum flow rate and/or the rated/operational capacity conditions.</p> <p>The inspecting officer reviewed the flow rate summaries for the facility and determined that flow for raw water and treated water peaked in July of 2025.</p> <p>Table 1 of Schedule C in the Municipal Drinking Water Licence (MDWL) states the rated capacity for the system as 124,588 cubic meters a day. Table 2 of schedule C does not list maximum flow rate requirements for the licence.</p> <p>According to the documents provided to the officer for review, the rated capacity for the Treatment Plant was not exceeded over the course of the inspection period. July 6, 2025, had the highest flow recorded with a total of 113939.2 cubic Meters recorded by the raw water flow meters and 100122.8 cubic meters recorded by the treated water flow meters.</p>

Question ID	DWMR1018001	Question Type	Legislative
Legislative Requirement(s): SDWA 31 (1);			
Question: Did the owner ensure that equipment was installed in accordance with Schedule A and Schedule C of the Drinking Water Works Permit?			
Compliance Response(s)/Corrective Action(s)/Observation(s): The owner ensured that equipment was installed as required.			

Question ID	DWMR1021001	Question Type	Legislative
Legislative Requirement(s): SDWA 31 (1);			
Question: Were Form 2 documents prepared as required?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Form 2 documents were prepared as required.			

Question ID	DWMR1025001	Question Type	Legislative
Legislative Requirement(s): SDWA 31 (1);			
Question: Were all parts of the drinking water system that came in contact with drinking water disinfected in accordance with a procedure listed in Schedule B of the Drinking Water Works Permit?			
Compliance Response(s)/Corrective Action(s)/Observation(s): All parts of the drinking water system were disinfected as required. The inspecting officer reviewed the inspection report for the Albuna Elevated Tower conducted by Landmark. The inspecting officer also reviewed the logs related to the disinfection of inspection equipment used to access and inspect the treated water storage area. Subsequent follow-up with the operating authority determined that a certified operator was not physically present to observe either the disinfection procedure or the inspection activities. It was further identified that system operators relied on verbal communication with the third-party contractor to confirm the disinfection procedures employed. AWWA C652-19, Section 4, is expected to undergo updates in the near future to explicitly require that certified operators be present to observe disinfection procedures performed by uncertified individuals, including remotely operated vehicle (ROV) inspectors, when inspecting treated water storage facilities. It is strongly recommended that, going forward, the Drinking Water System ensure a certified operator is on site to directly observe the disinfection of entry and inspection equipment and remain present for the duration of the third-party inspection of the treated water storage area.			

Question ID	DWMR1023001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 1-2 (2);			
Question: Did records indicate that the treatment equipment was operated in a manner that achieved the design capabilities prescribed by O. Reg. 170/03, Drinking Water Works Permit and/or Municipal Drinking Water Licence at all times that water was being supplied to consumers?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Records indicated that the treatment equipment was operated in a manner that achieved the design capabilities prescribed.			

Question ID	DWMMR1024001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 1-2 (2);			
Question: Did records confirm that the water treatment equipment which provides chlorination or chloramination for secondary disinfection was operated as required?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Records confirmed that the water treatment equipment which provides chlorination or chloramination for secondary disinfection was operated as required.			

Question ID	DWMMR1033001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 7-2 (3); SDWA O. Reg. 170/03 7-2 (4);			
Question: Was secondary disinfectant residual tested as required for the large municipal residential distribution system?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Secondary disinfectant residual was tested as required.			

Question ID	DWMMR1030001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 7-2 (1); SDWA O. Reg. 170/03 7-2 (2);			
Question: Was primary disinfection chlorine monitoring being conducted at a location approved by Municipal Drinking Water Licence and/or Drinking Water Works Permit or at/near a location where the intended CT had just been achieved?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Primary disinfection chlorine monitoring was conducted as required.			

Question ID	DWMMR1032001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 7-3 (2);			
Question: If the drinking water system obtained water from a surface water source and provided filtration, was continuous monitoring of each filter effluent line performed for turbidity?			

Compliance Response(s)/Corrective Action(s)/Observation(s):
Continuous monitoring of each filter effluent line was performed for turbidity.

Question ID	DWMR1035001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 6-5 (1)1-4;			
Question: Were operators examining continuous monitoring test results and did they examine the results within 72 hours of the test?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Operators were examining continuous monitoring test results as required. Logbooks indicated that certified operators were reviewing continuous monitoring test results daily.			

Question ID	DWMR1038001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 6-5 (1)1-4;			
Question: Was continuous monitoring equipment that was being utilized to fulfill O. Reg. 170/03 requirements performing tests for the parameters with at least the minimum frequency and recording data with the prescribed format?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Continuous monitoring equipment that was being utilized to fulfill O. Reg. 170/03 requirements was performing tests for the parameters with at least the minimum frequency and recording data with the prescribed format.			

Question ID	DWMR1037001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 6-5 (1)5-10; SDWA O. Reg. 170/03 6-5 (1.1);			
Question: Were all continuous monitoring equipment utilized for sampling and testing required by O. Reg. 170/03, or Municipal Drinking Water Licence or Drinking Water Works Permit or order, equipped with alarms or shut-off mechanisms that satisfied the standards described in Schedule 6?			
Compliance Response(s)/Corrective Action(s)/Observation(s): All required continuous monitoring equipment utilized for sampling and testing were equipped			

with alarms or shut-off mechanisms that satisfied the standards

Question ID	DWMR1040001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 6-5 (1)1-4; SDWA O. Reg. 170/03 6-5 (1)5-10;			
Question: Were all continuous analysers calibrated, maintained, and operated, in accordance with the manufacturer's instructions or the regulation?			
Compliance Response(s)/Corrective Action(s)/Observation(s): All continuous analysers were calibrated, maintained, and operated as required.			

Question ID	DWMR1108001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 6-5 (1)5-10; SDWA O. Reg. 170/03 6-5 (1.1);			
Question: Where continuous monitoring equipment used for the monitoring of free chlorine residual, total chlorine residual, combined chlorine residual or turbidity, required by O. Reg. 170/03, Municipal Drinking Water Licence, Drinking Water Works Permit, or order triggered an alarm or an automatic shut-off, did a qualified person respond as required and take appropriate actions?			
Compliance Response(s)/Corrective Action(s)/Observation(s): A qualified person responded as required and took appropriate actions.			

Question ID	DWMR1099001	Question Type	Information
Legislative Requirement(s): Not Applicable			
Question: Do records show that water provided by the drinking water system met the Ontario Drinking Water Quality Standards?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Records showed that all water sample results met the Ontario Drinking Water Quality Standards.			

Question ID	DWMR1083001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 10-3;			
Question: Were treated microbiological sampling requirements prescribed by Schedule 10-3 of O. Reg. 170/03 for large municipal residential systems met?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Treated microbiological sampling requirements were met. 55 samples were taken for E. Coli and Total Coliforms. 53 Samples were taken for Heterotrophic Plate Count. Large Municipal Drinking Water Systems require treated water micro bacterial samples for EC/TC and HPC once weekly. This requirement was met for the system.			

Question ID	DWMR1081001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 10-2 (1); SDWA O. Reg. 170/03 10-2 (2); SDWA O. Reg. 170/03 10-2 (3);			
Question: Were distribution microbiological sampling requirements prescribed by Schedule 10-2 of O. Reg. 170/03 for large municipal residential systems met?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Distribution microbiological sampling requirements were met. 54 samples were taken within the distribution system for this DWS for E. Coli and Total Coliforms. 28 samples taken for HPC. Samples were taken weekly with between 6 and 8 days between samples. No exceedances occurred in any of these distribution microbiological samples. The distribution microbiological sampling requirements for this system were met.			

Question ID	DWMR1096001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 6-3 (1);			
Question: Did records confirm that chlorine residual tests were conducted at the same time and location as microbiological samples?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Records confirmed that chlorine residual tests were conducted as required.			

Question ID	DWMR1084001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 13-2;			
Question: Were inorganic parameter sampling requirements prescribed by Schedule 13-2 of O. Reg. 170/03 met?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Inorganic parameter sampling requirements were met.			

Question ID	DWMR1085001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 13-4 (1); SDWA O. Reg. 170/03 13-4 (2); SDWA O. Reg. 170/03 13-4 (3);			
Question: Were organic parameter sampling requirements prescribed by Schedule 13-4 of O. Reg. 170/03 met?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Organic parameter sampling requirements were met.			

Question ID	DWMR1086001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 13-6.1 (1); SDWA O. Reg. 170/03 13-6.1 (2); SDWA O. Reg. 170/03 13-6.1 (3); SDWA O. Reg. 170/03 13-6.1 (4); SDWA O. Reg. 170/03 13-6.1 (5); SDWA O. Reg. 170/03 13-6.1 (6);			
Question: Were haloacetic acid sampling requirements prescribed by Schedule 13-6 of O. Reg. 170/03 met?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Haloacetic acid sampling requirements were met.			

Question ID	DWMR1087001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 13-6 (1); SDWA O. Reg. 170/03 13-6 (2); SDWA O. Reg. 170/03 13-6 (3); SDWA O. Reg. 170/03 13-6 (4); SDWA O. Reg. 170/03 13-6 (5); SDWA O. Reg. 170/03 13-6 (6);			

<p>Question: Were trihalomethane sampling requirements prescribed by Schedule 13-6 of O. Reg. 170/03 met?</p>
<p>Compliance Response(s)/Corrective Action(s)/Observation(s): Trihalomethane sampling requirements were met.</p>

Question ID	DWMMR1088001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 13-7;			
Question: Were nitrate/nitrite sampling requirements prescribed by Schedule 13-7 of O. Reg. 170/03 met?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Nitrate/nitrite sampling requirements were met.			

Question ID	DWMMR1089001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 13-8;			
Question: Were sodium sampling requirements prescribed by Schedule 13-8 of O. Reg. 170/03 met?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Sodium sampling requirements were met.			
Sodium samples are taken in treated water once every twelve months. This exceeds the required frequency of once every 60 months. No exceedances were observed with sodium samples. Sodium samples in 2025 was 7.1 mg/L which is under the limit of 20mg/L.			

Question ID	DWMMR1090001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 13-9;			
Question: Where fluoridation is not practiced, were fluoride sampling requirements prescribed by Schedule 13-9 of O. Reg. 170/03 met?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Fluoride sampling requirements were met.			

Fluoride samples are taken in treated water once every twelve months. This exceeds the required frequency of once every 60 months. No exceedances were observed with Fluoride samples. Fluoride samples in 2025 was 0.1 mg/L which is under the limit of 1.5mg/L.

Question ID	DWMR1113001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 10.1 (3);			
Question: Were changes to the system registration information provided to the ministry within ten (10) days of the change?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Changes to the system registration information were provided as required.			

Question ID	DWMR1045001	Question Type	Legislative
Legislative Requirement(s): SDWA 31 (1);			
Question: Did the owner update the document describing the distribution components within 12 months of completion of alterations to the system in accordance with the Drinking Water Works Permit?			
Compliance Response(s)/Corrective Action(s)/Observation(s): The owner had up-to-date documents describing the distribution components.			

Question ID	DWMR1060001	Question Type	Legislative
Legislative Requirement(s): SDWA 31 (1);			
Question: Did the operations and maintenance manual(s) meet the requirements of the Municipal Drinking Water Licence?			
Compliance Response(s)/Corrective Action(s)/Observation(s): The operations and maintenance manual(s) met the requirements of the Municipal Drinking Water Licence.			

Question ID	DWMR1062001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 7-5;			
Question: Did records or other record keeping mechanisms confirm that operational testing not performed by continuous monitoring equipment was done by a certified operator, water quality analyst, or person who met the requirements of Schedule 7-5 of O. Reg. 170/03?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Records or other record keeping mechanisms confirmed that operational testing not performed by continuous monitoring equipment was done by a certified operator, water quality analyst, or person who met the requirements of Schedule 7-5 of O. Reg. 170/03.			

Question ID	DWMR1071001	Question Type	BMP
Legislative Requirement(s): Not Applicable			
Question: Did the owner provide security measures to protect components of the drinking water system?			
Compliance Response(s)/Corrective Action(s)/Observation(s): The owner had not provided security measures to protect components of the drinking water system. During the site inspection, the inspecting officer observed nine "candy-cane" style vents on one of the treated water reservoirs at the water treatment plant. Review of these vents determined they do not meet current design requirements for treated water storage vents. Both the MECP Design Guidelines for Drinking-Water Systems (2008) (Chapter 8, Section 8.8.4) and the Recommended Standards for Water Works (10 State Standards, 2022 Edition) (Part 7, Section 7.1.9) require a minimum clearance of 24 inches between the screened vent opening and ground cover. At the time of inspection, all nine vents were observed to have openings less than 12 inches above ground cover, with one vent less than four inches above ground cover. It is highly recommended that the Drinking Water System update all treated water storage vents to meet the applicable MECP and 10 State Standards requirements as soon as practicable. During the inspection, the officer also observed the structure for Clear Well 1 beneath the chemical loading bay floor. It was determined that this treated water storage facility contains two 30-inch water pipes conveying untreated water from the clarifiers to the filters. After discussing with operations staff, it was concluded that there is a strong potential that these untreated water pipes are submerged, or partially submerged, in treated water within the clear well during certain operating conditions.			

Additionally, Clear Well 1 has not been entered or inspected for over 30 years. Clear Well 1 serves as the final treated water storage for the treatment plant, with a majority of the plants high-lift pumps drawing directly from this clear well to supply the distribution system.

It is strongly recommended that the Drinking Water System submit a plan no later than June 1, 2026, outlining the procedures for safe entry and inspection of Clear Well 1 to the MECP. The plan should include provisions for inspection of all water lines/pipes and any other conduits passing through the clear well that may convey other materials or liquids. The plan should also provide for inspection of the sealed access hatch visible from the chemical loading bay floor. Furthermore, it is highly recommended that the owner and operating authority establish a process to allow routine operational inspections of Clear Well 1 at intervals of five years or less, consistent with inspection practices for other treated water storage facilities within the Drinking Water System.

Question ID	DWMR1073001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 128/04 23 (1);			
Question: Was an overall responsible operator designated for all subsystems which comprise the drinking water system?			
Compliance Response(s)/Corrective Action(s)/Observation(s): An overall responsible operator was designated for all subsystem.			

Question ID	DWMR1074001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 128/04 25 (1);			
Question: Were operators-in-charge designated for all subsystems which comprise the drinking water system?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Operators-in-charge were designated for all subsystems.			

Question ID	DWMR1075001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 128/04 22;			
Question: Were all operators certified as required?			

Compliance Response(s)/Corrective Action(s)/Observation(s):

All operators were certified as required.

Question ID	DWMR1076001	Question Type	Legislative
Legislative Requirement(s): SDWA O. Reg. 170/03 1-2 (2);			
Question: Were adjustments to the treatment equipment only made by certified operators?			
Compliance Response(s)/Corrective Action(s)/Observation(s): Adjustments to the treatment equipment were only made by certified operators.			

Key Reference and Guidance Material for Municipal Residential Drinking Water Systems

Many useful materials are available to help you operate your drinking water system. Below is a list of key materials owners and operators of municipal residential drinking water systems frequently use.

To access these materials online click on their titles below or use your web browser to search for their titles. Contact the Ministry if you need assistance or have questions at 1-866-793-2588 or waterforms@ontario.ca. For more information on Ontario's drinking water visit www.ontario.ca/page/drinking-water



Click on the publication below to access it

- [Drinking Water System Profile Information Form - 012-2149E](#)
- [Laboratory Services Notification Form – 012-2148E](#)
- [Adverse Test Result Notification Form – 012-4444E](#)
- [Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils](#)
- [Procedure for Disinfection of Drinking Water in Ontario](#)
- [Strategies for Minimizing the Disinfection Products Trihalomethanes and Haloacetic Acids](#)
- [Filtration Processes Technical Bulletin](#)
- [Ultraviolet Disinfection Technical Bulletin](#)
- [Guide for Applying for Drinking Water Works Permit Amendments, & License Amendments](#)
- [Certification Guide for Operators and Water Quality Analysts](#)
- [Training Requirements for Drinking Water Operator](#)
- [Community Sampling and Testing for Lead: Standard and Reduced Sampling and Eligibility for Exemption](#)
- [Drinking Water System Contact List – 7128E01](#)
- [Ontario's Drinking Water Quality Management Standard - Pocket Guide](#)
- [2020 Watermain Disinfection Procedure](#)
- [List of Licensed Laboratories](#)



Ministry of the Environment, Conservation and Parks
Drinking Water System Inspection Report Appendix A

Stakeholder References

Key Reference and Guidance Material for Municipal Residential Drinking Water Systems

Many useful materials are available to help you operate your drinking water system. Below is a list of key materials owners and operators of municipal residential drinking water systems frequently use.

To access these materials online click on their titles in the table below or use your web browser to search for their titles. Contact the Ministry if you need assistance or have questions at 1-866-793-2588 or waterforms@ontario.ca.

For more information on Ontario's drinking water visit www.ontario.ca/drinkingwater



PUBLICATION TITLE	PUBLICATION NUMBER
FORMS: Drinking Water System Profile Information Laboratory Services Notification Adverse Test Result Notification	012-2149E 012-2148E 012-4444E
Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils	Website
Procedure for Disinfection of Drinking Water in Ontario	Website
Strategies for Minimizing the Disinfection Products Trihalomethanes and Haloacetic Acids	Website
Filtration Processes Technical Bulletin	Website
Ultraviolet Disinfection Technical Bulletin	Website
Guide for Applying for Drinking Water Works Permit Amendments, & License Amendments	Website
Certification Guide for Operators and Water Quality Analysts	Website
Guide to Drinking Water Operator Training Requirements	9802E
Community Sampling and Testing for Lead: Standard and Reduced Sampling and Eligibility for Exemption	Website
Drinking Water System Contact List	7128E01
Ontario's Drinking Water Quality Management Standard - Pocket Guide	Website
Watermain Disinfection Procedure	Website
List of Licensed Laboratories	Website

Principaux guides et documents de référence sur les réseaux résidentiels municipaux d'eau potable

De nombreux documents utiles peuvent vous aider à exploiter votre réseau d'eau potable. Vous trouverez ci-après une liste de documents que les propriétaires et exploitants de réseaux résidentiels municipaux d'eau potable utilisent fréquemment. Pour accéder à ces documents en ligne, cliquez sur leur titre dans le tableau ci-dessous ou faites une recherche à l'aide de votre navigateur Web. Communiquez avec le ministère au 1-866-793-2588, ou encore à waterforms@ontario.ca si vous avez des questions ou besoin d'aide.



Pour plus de renseignements sur l'eau potable en Ontario, consultez le site www.ontario.ca/eaupotable

TITRE DE LA PUBLICATION	NUMÉRO DE PUBLICATION
Renseignements sur le profil du réseau d'eau potable	012-2149F
Avis de demande de services de laboratoire	012-2148F
Avis de résultats d'analyse insatisfaisants et de règlement des problèmes	012-4444F
Prendre soin de votre eau potable - Un guide destiné aux membres des conseils municipaux	Site Web
Marche à suivre pour désinfecter l'eau potable en Ontario	Site Web
Stratégies pour minimiser les trihalométhanes et les acides haloacétiques de sous-produits de désinfection	Site Web
Filtration Processes Technical Bulletin (en anglais seulement)	Site Web
Ultraviolet Disinfection Technical Bulletin (en anglais seulement)	Site Web
Guide de présentation d'une demande de modification du permis d'aménagement de station de production d'eau potable	Site Web
Guide sur l'accréditation des exploitants de réseaux d'eau potable et des analystes de la qualité de l'eau de réseaux d'eau potable	Site Web
Guide sur les exigences relatives à la formation des exploitants de réseaux d'eau potable	9802F
Échantillonnage et analyse du plomb dans les collectivités : échantillonnage normalisé ou réduit et admissibilité à l'exemption	Site Web
Liste des personnes-ressources du réseau d'eau potable	Site Web
L'eau potable en Ontario - Norme de gestion de la qualité - Guide de poche	Site Web
Procédure de désinfection des conduites principales	Site Web
Laboratoires autorisés	Site Web



Ministry of the Environment, Conservation and Parks
Drinking Water System Inspection Report Appendix B

Inspection Rating Record and Inspection Risk Methodology

APPLICATION OF THE RISK METHODOLOGY USED FOR MEASURING MUNICIPAL RESIDENTIAL DRINKING WATER SYSTEM INSPECTION RESULTS



The Ministry of the Environment (MOE) has a rigorous and comprehensive inspection program for municipal residential drinking water systems (MRDWS). Its objective is to determine the compliance of MRDWS with requirements under the Safe Drinking Water Act and associated regulations. It is the responsibility of the municipal residential drinking water system owner to ensure their drinking water systems are in compliance with all applicable legal requirements.

This document describes the risk rating methodology, which has been applied to the findings of the Ministry's MRDWS inspection results since fiscal

year 2008-09. The primary goals of this assessment are to encourage ongoing improvement of these systems and to establish a way to measure this progress.

MOE reviews the risk rating methodology every three years.

The Ministry's Municipal Residential Drinking Water Inspection Protocol contains up to 14 inspection modules and consists of approximately 120 regulatory questions. Those protocol questions are also linked to definitive guidance that ministry inspectors use when conducting MRDWS inspections.

ontario.ca/drinkingwater

Determining Potential to Compromise the Delivery of Safe Water

The questions address a wide range of regulatory issues, from administrative procedures to drinking water quality monitoring. The inspection protocol also contains a number of non-regulatory questions.

A team of drinking water specialists in the ministry assessed each of the inspection protocol regulatory questions to determine the risk (not complying with the regulation) to the delivery of safe drinking water. This assessment was based on established provincial risk assessment principles, with each question receiving a risk rating referred to as the Question Risk Rating. Based on the number of areas where a system is deemed to be non-compliant during the inspection, and the significance of these areas to administrative, environmental, and health consequences, a risk-based inspection rating is calculated by the ministry for each drinking water system.

It is important to be aware that an inspection rating less than 100 per cent does not mean the drinking water from the system is unsafe. It shows areas where a system's operation can improve. The ministry works with owners and operators of systems to make sure they know what they need to do to achieve full compliance.

The inspection rating reflects the inspection results of the specific drinking water system for the reporting year. Since the methodology is applied consistently over a period of years, it serves as a comparative measure both provincially and in relation to the individual system. Both the drinking water system and the public are able to track the performance over time, which encourages continuous improvement and allows systems to identify specific areas requiring attention.

The ministry's annual inspection program is an important aspect of our drinking water safety net. The ministry and its partners share a common commitment to excellence and we continue to work toward the goal of 100 per cent regulatory compliance.

The risk management approach used for MRDWS is aligned with the Government of Ontario's Risk Management Framework. Risk management is a systematic approach to identifying potential hazards, understanding the likelihood and consequences of the hazards, and taking steps to reduce their risk if necessary and as appropriate.

The Risk Management Framework provides a formula to be used in the determination of risk:

$$\text{RISK} = \text{LIKELIHOOD} \times \text{CONSEQUENCE}$$

(of the consequence)

Every regulatory question in the inspection protocol possesses a likelihood value (L) for an assigned consequence value (C) as described in **Table 1** and **Table 2**.

TABLE 1:	
Likelihood of Consequence Occurring	Likelihood Value
0% - 0.99% (Possible but Highly Unlikely)	L = 0
1 - 10% (Unlikely)	L = 1
11 - 49% (Possible)	L = 2
50 - 89% (Likely)	L = 3
90 - 100% (Almost Certain)	L = 4

TABLE 2:	
Consequence	Consequence Value
Medium Administrative Consequence	C = 1
Major Administrative Consequence	C = 2
Minor Environmental Consequence	C = 3
Minor Health Consequence	C = 4
Medium Environmental Consequence	C = 5
Major Environmental Consequence	C = 6
Medium Health Consequence	C = 7
Major Health Consequence	C = 8

The consequence values (0 through 8) are selected to align with other risk-based programs and projects currently under development or in use within the ministry as outlined in **Table 2**.

The Question Risk Rating for each regulatory inspection question is derived from an evaluation of every identified consequence and its corresponding likelihood of occurrence:

- All levels of consequence are evaluated for their potential to occur
- Greatest of all the combinations is selected.

The Question Risk Rating quantifies the risk of non-compliance of each question relative to the others. Questions with higher values are those with a potentially more significant impact on drinking water safety and a higher likelihood of occurrence. The highest possible value would be 32 (4x8) and the lowest would be 0 (0x1).

Table 3 presents a sample question showing the risk rating determination process.

TABLE 3:

Does the Operator in Charge ensure that the equipment and processes are monitored, inspected and evaluated?

Risk = Likelihood × Consequence

C=1	C=2	C=3	C=4	C=5	C=6	C=7	C=8
Medium Administrative Consequence	Major Administrative Consequence	Minor Environmental Consequence	Minor Health Consequence	Medium Environmental Consequence	Major Environmental Consequence	Medium Health Consequence	Major Health Consequence
L=4 (Almost Certain)	L=1 (Unlikely)	L=2 (Possible)	L=3 (Likely)	L=3 (Likely)	L=1 (Unlikely)	L=3 (Likely)	L=2 (Possible)
R=4	R=2	R=6	R=12	R=15	R=6	R=21	R=16

Application of the Methodology to Inspection Results

Based on the results of a MRDWS inspection, an overall inspection risk rating is calculated. During an inspection, inspectors answer the questions related to regulatory compliance and input their “yes”, “no” or “not applicable” responses into the Ministry’s Laboratory and Waterworks Inspection System (LWIS) database. A “no” response indicates non-compliance. The maximum number of regulatory questions asked by an inspector varies by: system (i.e., distribution, stand-alone); type of inspection (i.e., focused, detailed); and source type (i.e., groundwater, surface water).

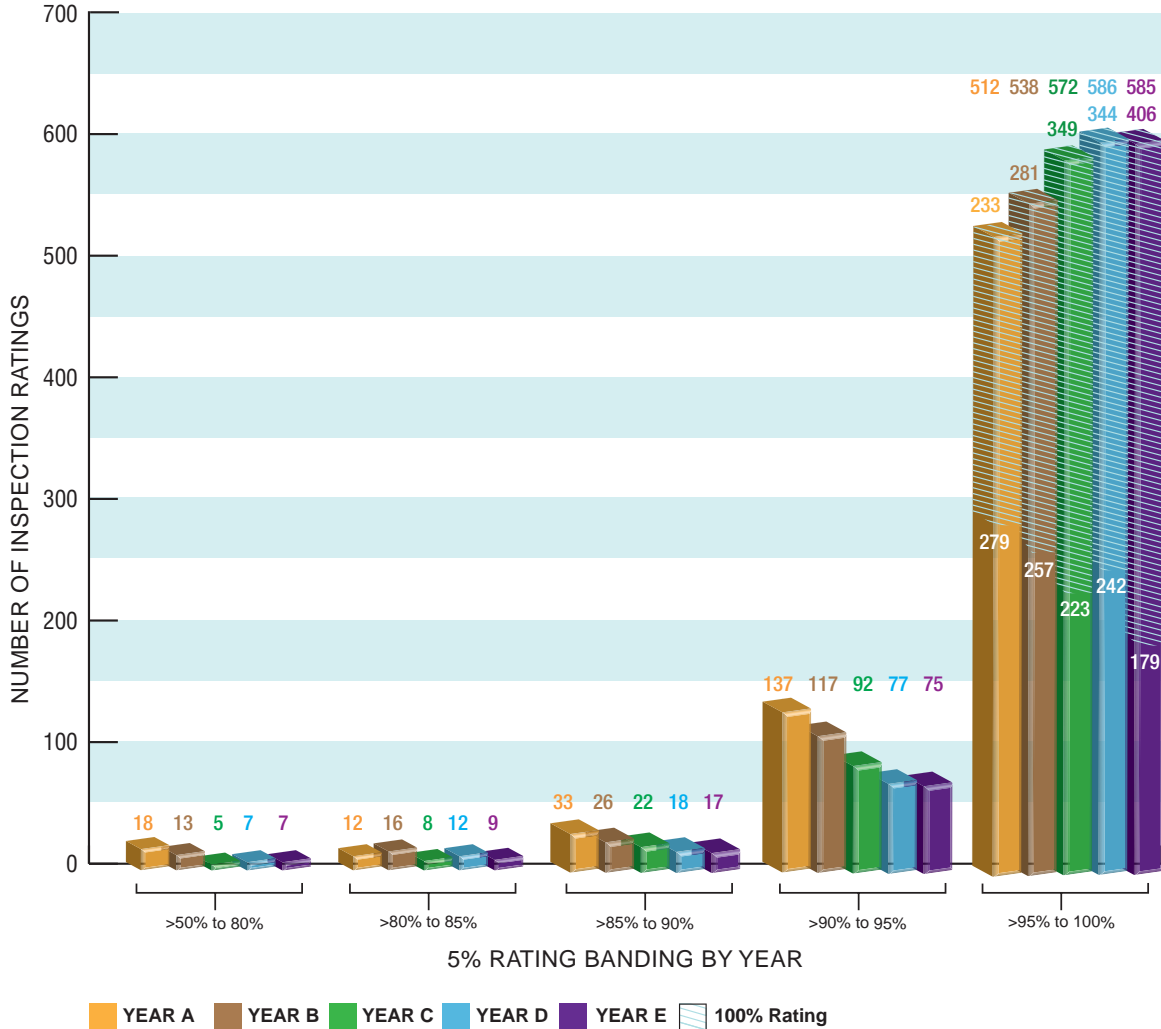
The risk ratings of all non-compliant answers are summed and divided by the sum of the risk ratings of all questions asked (maximum question rating). The resulting inspection risk rating (as a percentage) is subtracted from 100 per cent to arrive at the final inspection rating.

Application of the Methodology for Public Reporting

The individual MRDWS Total Inspection Ratings are published with the ministry’s Chief Drinking Water Inspector’s Annual Report.

Figure 1 presents the distribution of MRDWS ratings for a sample of annual inspections. Individual drinking water systems can compare against all the other inspected facilities over a period of inspection years.

Figure 1: Year Over Year Distribution of MRDWS Ratings



Reporting Results to MRDWS Owners/Operators

A summary of inspection findings for each system is generated in the form of an Inspection Rating Record (IRR). The findings are grouped into the 14 possible modules of the inspection protocol,

which would provide the system owner/operator with information on the areas where they need to improve. The 14 modules are:

- | | | | |
|-------------------------|------------------------|---------------------------------------|--|
| 1. Source | 5. Process Wastewater | 9. Contingency and Emergency Planning | 12. Water Quality Monitoring |
| 2. Permit to Take Water | 6. Distribution System | 10. Consumer Relations | 13. Reporting, Notification and Corrective Actions |
| 3. Capacity Assessment | 7. Operations Manuals | 11. Certification and Training | 14. Other Inspection Findings |
| 4. Treatment Processes | 8. Logbooks | | |

For further information, please visit www.ontario.ca/drinkingwater

DWS Name: UNION AREA WATER SUPPLY SYSTEM
DWS Number: 210000853
DWS Owner: UNION WATER SYSTEM JOINT BOARD OF MANAGEMENT (LEAMINGTON, KINGSVILLE, ESSEX, LAKESHORE)
Municipal Location: KINGSVILLE

Regulation: O.REG. 170/03
DWS Category: DW Municipal Residential
Type of Inspection: Focused
Compliance Assessment Start Date: Feb-17-2026
Ministry Office: Windsor District Office

Maximum Risk Rating: 455

Inspection Module	Non Compliance Risk (X out of Y)
Capacity Assessment	0/30
Certification and Training	0/42
Distribution System	0/4
Logbooks	0/14
Operations Manuals	0/14
Reporting & Corrective Actions	0/25
Source	0/0
Treatment Processes	0/214
Water Quality Monitoring	0/112
Overall - Calculated	0/455

Inspection Risk Rating: 0.00%

Final Inspection Rating: 100.00%

DWS Name:	UNION AREA WATER SUPPLY SYSTEM
DWS Number:	210000853
DWS Owner Name:	UNION WATER SYSTEM JOINT BOARD OF MANAGEMENT (LEAMINGTON, KINGSVILLE, ESSEX, LAKESHORE)
Municipal Location:	KINGSVILLE
Regulation:	O.REG. 170/03
DWS Category:	DW Municipal Residential
Type of Inspection:	Focused
Compliance Assessment Start Date:	Feb-17-2026
Ministry Office:	Windsor District Office

All legislative requirements were met. No detailed rating scores.

Maximum Question Rating: 455

Inspection Risk Rating:	0.00%
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FINAL INSPECTION RATING:	100.00%
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To: UWSS Inc. Board of Directors

From: Erin McKee, UWSS Inc. HR Generalist

Date: June 12, 2026

Re: Performance Management Policy and Evaluation Templates



Recommendation:

That the Board of Directors of Union Water Supply System Inc. (UWSS Inc.) approve the Performance Management Policy and associated evaluation templates, as recommended by the Governance Committee at its May 13, 2026 meeting.

Background:

At the April 15, 2026 Board meeting, UWSS Inc. approved the 2025 Compensation Review and associated compensation framework developed by ML Consulting. The Performance Management Policy and evaluation templates were developed as the next step to support implementation of the approved framework.

At the May 13, 2026 Governance Committee meeting, the Committee reviewed the draft policy and templates and recommended them to the Board for approval.

The policy and templates establish a standardized performance management process across UWSS Inc., including probationary and annual evaluations, performance rating criteria, employee development planning, and documentation requirements.

Revisions were made following Committee direction, including performance ratings in full-point or half-point increments only; a requirement that the CEO achieve an overall score of 3.0 or greater to progress to the next salary step; minor formatting updates to evaluation templates; and the addition of a section in the CEO evaluation form for review of prior year objectives.

Discussion:

The Performance Management Policy and evaluation templates operationalize the compensation framework previously approved by the Board and establish a consistent and transparent approach to performance evaluation across UWSS Inc. The standardized rating system and documentation requirements support fair assessment practices, clearer performance expectations, and alignment between individual performance and organizational objectives. The inclusion of defined approval thresholds for executive progression further strengthens governance oversight and ensures consistent application across all levels of the organization.

Re: UWSS/17/26 - Performance Management Policy and Evaluation Templates

Financial Implications:

There are no financial implications associated with approval of this report.

Closing Comments:

Approval of the policy and associated templates will support a consistent and structured approach to performance management across UWSS Inc., ensuring alignment with municipal best practices, standardized evaluation processes, and clearly defined performance expectations across all employee groups.

Appendix A - Performance Management Policy and Evaluation Templates:

- Performance Management Policy
- CEO Evaluation Template
- Management Employee Evaluation Template
- Non-Management Employee Evaluation Template
- Probationary Evaluation Template

Respectfully submitted,



Erin McKee, HR Generalist
Union Water Supply System Inc.

Approved by,



Rodney Bouchard, CEO
Union Water Supply System Inc.



Union Water Supply System Inc. Performance Management Policy

POLICY No: UW-H12-001

Date Adopted:

1.0 SUBJECT

Performance Management of the Chief Executive Officer (CEO) and employees of Union Water Supply System Inc. (UWSS Inc.).

2.0 PURPOSE

To establish a formal performance management system for all UWSS Inc. employees that supports both individual and organizational success.

The performance management system provides a structured framework to align individual performance expectations with departmental objectives and the strategic direction of UWSS Inc. It supports the recognition of achievements, the establishment of goals and objectives for the upcoming review period, identification of training and development opportunities, and the ongoing improvement of performance.

3.0 SCOPE

This policy applies to the Chief Executive Officer (CEO) and all employees of UWSS Inc.

Confidentiality shall be maintained throughout the performance management process. All individuals involved in the process are responsible for ensuring that performance-related information is handled in a confidential and professional manner.

4.0 DEFINITIONS

- 4.1 *Chair*: The appointed Chair of the UWSS Inc. Board of Directors, or their delegate, responsible for performance review oversight.
- 4.2 *Employee*: An individual employed by Union Water Supply System Inc. (UWSS Inc.) on an ongoing basis, whether full-time or part-time, who is regularly scheduled to work and whose employment is not temporary, seasonal, or for a defined term.
- 4.3 *Performance Evaluation*: A formal process used to assess and document an employee's performance against established criteria, responsibilities, and objectives, while providing structured feedback.
- 4.4 *Supervisor (or Manager)*: An employee who has direct responsibility for overseeing the work, performance, and evaluation of another employee.
- 4.5 *Vice-Chair*: The appointed Vice-Chair of the UWSS Inc. Board of Directors, or their delegate, responsible for performance review oversight.

5.0 PERFORMANCE REVIEW CYCLE

- 5.1 All employees will participate in an annual performance review conducted in advance of the fiscal year budget process, with completion timelines established by UWSS Inc. to ensure that performance outcomes and any recommended compensation adjustments are appropriately considered.
- 5.2 New employees will undergo a probationary review at six months from their start date. This review assesses initial performance, confirms role expectations, and supports continued employment.
- 5.3 All performance reviews shall be conducted using UWSS Inc. approved standardized performance evaluation templates.
- 5.4 Performance ratings shall be assigned using whole or half-point increments only.

6.0 PROCEDURES - CEO PERFORMANCE EVALUATION

- 6.1 The CEO performance evaluation is completed using a single standardized evaluation template, which includes both the CEO self-assessment and the formal evaluation by the Chair and Vice-Chair.
- 6.2 Self-Assessment: Using the approved performance evaluation template, the CEO will complete the self-assessment section and submit it to the Chair and Vice-Chair of the Board of Directors. This submission will include a review of prior year performance and proposed organizational goals and objectives for the upcoming review period.
- 6.3 The Chair, Vice-Chair, and CEO will meet to review prior year performance and discuss proposed objectives.
- 6.4 The Chair and Vice-Chair will finalize the CEO's goals and objectives in consultation with the Board of Directors.
- 6.5 Following consultation with the Board, the Chair and Vice-Chair will complete the evaluation section of the same template, including written comments. The completed evaluation will be provided to the CEO in advance of the review meeting, at which time the results will be discussed.
- 6.6 CEO performance expectations shall align with UWSS Inc.'s strategic direction and approved objectives and shall include both operational and leadership responsibilities. Expectations are to be:
- a) Results-oriented
 - b) Measurable
 - c) Clear and concise
 - d) Time-bound
 - e) Realistic

7.0 COMPENSATION PROGRESSION

- 7.1 Compensation progression, including movement through a salary range or grid, is based on the results of the annual performance evaluation and subject to satisfactory performance.

- 7.2 For the Chief Executive Officer (CEO), eligibility for movement to the next salary step shall require an overall performance evaluation rating of 3.0 or greater.
- 7.3 All compensation adjustments shall be administered in accordance with the applicable UWSS Inc. compensation policies and approved salary structures.

8.0 PERFORMANCE ENHANCEMENT

- 8.1 Where areas for improvement are identified during the performance evaluation process, the Supervisor (Manager) will work with the employee to develop a performance improvement plan, in consultation with Human Resources where appropriate.
- 8.2 Performance improvement plans will outline expectations, timelines, and support mechanisms to assist the employee in achieving required performance standards.

9.0 PERFORMANCE MANAGEMENT DOCUMENTS

- 9.1 All performance management documents, including completed evaluations and supporting materials, shall be retained confidentially by Human Resources in the employee's personnel file in accordance with the UWSS Inc. Records Retention Policy.
- 9.2 Employees will receive a copy of their completed performance evaluation and any related documentation.
- 9.3 Human Resources is authorized to maintain and update performance management documents, including standardized evaluation templates, as required to support organizational needs and best practices.

10.0 APPENDIX A – PERFORMANCE MANAGEMENT TEMPLATES

- CEO Evaluation Template
- Management Evaluation Template
- Non-Management Evaluation Template
- Probationary Evaluation Template



Performance Evaluation

Chief Executive Officer (CEO) – Confidential

Instructions / Governance Framework

The Chief Executive Officer (CEO) will submit an annual self-assessment to the Chair and Vice-Chair of the Board of Directors, including a review of the previous year’s performance and proposed objectives for the upcoming review period.

The Chair, Vice-Chair, and CEO will meet to review prior year performance and confirm objectives for the upcoming review period.

The Chair and Vice-Chair will finalize objectives in consultation with the Board of Directors.

Following Board input, the Chair and Vice-Chair will complete the formal evaluation, including written comments, and provide it to the CEO in advance of the review meeting.

Performance Expectations Framework

CEO performance expectations shall align with UWSS Inc.’s strategic direction and approved objectives. Expectations must be results-oriented, measurable, clear, concise, time-bound, and realistic.

Performance Rating Scale

Rating	Definition
1	Does Not Meet Expectations
2	Partially Meets Expectations
3	Meets Expectations
4	Exceeds Expectations

CEO Information

Name: _____

Review Period: _____

Date of Evaluation: Click or tap to enter a date.

Evaluators: _____

Part 1: CEO Self-Assessment

This section represents the CEO’s self-assessment and forms part of the information reviewed by the Chair and Vice-Chair in conducting the performance evaluation. Responses may include supporting detail as appropriate.

Strategic Leadership
<ul style="list-style-type: none"> Summarize key organizational and strategic achievements during the review period.
Governance & Board Relations
<ul style="list-style-type: none"> Summarize engagement with the Board of Directors and overall governance effectiveness.
Operational Performance
<ul style="list-style-type: none"> Summarize overall organizational performance and operational outcomes.
Financial Stewardship
<ul style="list-style-type: none"> Summarize financial management, sustainability, and accountability outcomes.
Stakeholder & Regulatory Relations
<ul style="list-style-type: none"> Summarize relationships and engagement with municipal partners, regulators, and external stakeholders.
Risks & Organizational Improvement
<ul style="list-style-type: none"> Identify key risks, mitigation actions, and organizational improvements undertaken during the review period.

Part 2: Board Evaluation (Chair & Vice-Chair)

This section is completed by the Chair and Vice-Chair of the Board of Directors, based on input and feedback received from the Board.

Strategic Leadership

Criteria	Rating	Comments
Advances UWSS Inc. strategic priorities and long-term direction, demonstrating measurable progress against approved objectives.	Select rating (1-4)	

Demonstrates effective leadership in guiding organizational direction and setting a clear strategic vision.	Select rating (1-4)	
---	------------------------	--

Governance & Board Relations

Criteria	Rating	Comments
Maintains effective governance practices and supports Board decision-making.	Select rating (1-4)	
Provides clear, timely, and accurate reporting to the Board.	Select rating (1-4)	

Operational Performance

Criteria	Rating	Comments
Oversees effective and efficient operational performance of UWSS Inc., ensuring alignment with strategic goals.	Select rating (1-4)	
Ensures reliable service delivery and drives organizational effectiveness and continuous improvement.	Select rating (1-4)	

Financial Stewardship

Criteria	Rating	Comments
Ensures sound financial management, long-term sustainability, and effective budget oversight.	Select rating (1-4)	
Maintains prudent financial planning and resource management aligned with organizational priorities.	Select rating (1-4)	

Stakeholder & Regulatory Relations

Criteria	Rating	Comments
Maintains effective relationships with municipal partners, regulators, and external stakeholders, fostering trust and collaboration.	Select rating (1-4)	
Ensures compliance with applicable regulatory and legislative requirements.	Select rating (1-4)	

Risks & Organizational Improvement

Criteria	Rating	Comments
Identifies, manages, and mitigates organizational risks, ensuring appropriate strategies are in place and executed.	Select rating (1-4)	

Organizational Leadership & Culture

Criteria	Rating	Comments
Fosters a high-performance, accountable, and values-aligned organizational culture.	Select rating (1-4)	
Attracts, develops, and retains a strong leadership team and workforce.	Select rating (1-4)	

Overall CEO Performance Rating

The overall rating should reflect a holistic assessment of performance across all categories and is informed by, but not limited to, the average of individual ratings.

Criteria	Overall Rating	Comments on overall performance
Overall performance against approved objectives and expectations	Select rating (1-4)	

Board Evaluation Comments

Provide overall comments on the CEO's performance, including key strengths, areas for improvement, and any additional observations.

--

Part 3: Review of Previous Year Objectives

Results and Board Feedback

For the initial evaluation cycle, this section may be marked as Not Applicable where no prior-year objectives were formally established.

Approved Objective / Strategic Priority	Target Date	Results/Outcome	Board Evaluation Comments

Part 4: Key Objectives – Next Review Period

Key objectives align with UWSS Inc.’s strategic priorities and Board direction, are drafted by the CEO, and are reviewed, refined, and approved by the Chair and Vice-Chair in consultation with the Board.

Approved Objective / Strategic Priority	Timeframe	Board Evaluation Comments

Part 5: Compensation Progression (Board Use Only)

Compensation Administration

Current Salary Step Level: _____

Next Step Level (if applicable): _____

Effective Date: Click or tap to enter a date.

Part 6: Sign-Off Section

The following signatures confirm that the performance evaluation has been reviewed and discussed in accordance with the established evaluation process.

Chair of the Board

Name: _____

Signature: _____

Date: Click or tap to enter a date.

Vice-Chair of the Board

Name: _____

Signature: _____

Date: Click or tap to enter a date.

Chief Executive Officer (CEO)

I acknowledge that I have reviewed this Performance Evaluation and discussed its contents with the Chair and Vice-Chair of the Board of Directors.

Name: _____

Signature: _____

Date: Click or tap to enter a date.

CEO Comments (Optional):



Performance Evaluation

(Management) – Confidential

Instructions: This evaluation is completed jointly by the Employee and Manager. The Manager finalizes the evaluation and reviews it with the Employee. Both parties are required to sign the final document.

Employee Information

Name: _____

Position Title: _____

Manager: _____

Hire Date: _____

Start Date in Position: _____

Review Period: _____

Date of Evaluation: _____

Performance Rating Scale

Rating	Definition
1	Does Not Meet Expectations
2	Partially Meets Expectations
3	Meets Expectations
4	Exceeds Expectations

Part 1: Management Self-Review and Feedback

Strengths & Development
<ul style="list-style-type: none"> Identify key leadership strengths and 1–2 areas for development.
Key Achievements & Initiatives
<ul style="list-style-type: none"> Summarize key achievements and any improvements, initiatives, or changes you have led or implemented. Suggestions for future improvements may also be included.
Role Satisfaction & Support
<ul style="list-style-type: none"> Describe the most satisfying aspects of your role and your experience of support from management and/or senior leadership, including any additional support that would enhance effectiveness.
Culture & Organizational Alignment
<ul style="list-style-type: none"> Provide feedback on workplace culture, including what is working well and opportunities for improvement, and confirm understanding of how your role contributes to UWSS Inc.'s goals and strategic direction.

Part 2: Manager Review and Feedback

Leadership & Organizational Contribution

Criteria	Rating	Comments
Demonstrates leadership, accountability, and initiative while contributing to a positive workplace culture and supporting organizational and departmental objectives.	Select rating (1-4)	

Planning & Implementing

Criteria	Rating	Comments
Effectively plans, prioritizes, and coordinates work, managing timelines, competing priorities, and resources to achieve objectives.	Select rating (1-4)	

Decision Making & Problem Solving

Criteria	Rating	Comments
Makes sound, timely decisions, uses good judgment to resolve issues, and identifies opportunities for improvement.	Select rating (1-4)	

Financial & Administrative Accountability

Criteria	Rating	Comments
Uses resources responsibly, ensures compliance with policies, and maintains accurate documentation and reporting.	Select rating (1-4)	

Communication & Collaboration

Criteria	Rating	Comments
Communicates clearly, shares information appropriately and in a timely manner, and works effectively with others across the organization.	Select rating (1-4)	

Customer Service & Stakeholder Relations

Criteria	Rating	Comments
Maintains positive relationships, responds professionally to inquiries and concerns, and represents UWSS Inc. appropriately.	Select rating (1-4)	

Health, Safety & Compliance

Criteria	Rating	Comments
Follows and promotes safe work practices, complies with safety requirements, and reports hazards or concerns.	Select rating (1-4)	

Quantity & Quality of Work

Criteria	Rating	Comments
Meets expectations for goals and deadlines, producing accurate, consistent, and high-quality work with accountability for outcomes.	Select rating (1-4)	

Job Knowledge

Criteria	Rating	Comments
Demonstrates strong job knowledge and applies skills effectively while continuing to develop in support of evolving responsibilities.	Select rating (1-4)	

Attendance

Criteria	Rating	Comments
Maintains reliable attendance, punctuality, and appropriately manages and communicates absences to support operational continuity.	Select rating (1-4)	

Overall Performance Rating

Criteria	Overall Rating	Comments on overall performance
Overall performance against approved objectives and expectations	Select rating (1-4)	

Part 3: Training and Development

Action Plan for Next Review Period: *Include training and development activities for the upcoming review period that support individual performance and UWSS Inc. objectives, subject to approval and budget availability.*

Planned Training/Development	Target Date	Expected Outcomes/Success Indicators

Part 4: Key Objectives - Previous Review Period

Results and Manager Feedback

Key Objective / Initiative	Target Date	Results/Outcomes	Manager Comments

Part 5: Key Objectives - Next Review Period

Goals and Success Measures: *Include key objectives, projects, and initiatives for the upcoming review period. Objectives should be clear, measurable, and aligned with departmental priorities and UWSS Inc.'s strategic goals.*

Key Objective / Initiative	Start & End Date	Expected Outcomes/Success Indicators

Part 6: Evaluation Comments & Sign Off

Employee’s Comments on Evaluation:

I confirm that I have reviewed this performance evaluation and discussed its contents with my Supervisor/Manager. I have had the opportunity to provide written comments.

Employee Signature: _____

Date: Click or tap to enter a date. _____

Manager’s Comments on Evaluation:

I confirm that I have reviewed this performance evaluation with the employee and provided them with the opportunity to discuss and add written comments.

Manager Signature: _____

Date: Click or tap to enter a date. _____

HR Use – Compensation Adjustment

Current Salary Grade: _____ **Step Level:** _____

Change to Salary Grade: _____ **Step Level:** _____

Effective Date of Change: _____

HR Use / Processing

<input type="checkbox"/>	Manulife Updated
<input type="checkbox"/>	Payroll Updated

Date: _____

Initials: _____



Performance Evaluation

(Non-Management) – Confidential

Instructions: This evaluation is completed jointly by the Employee and Manager. The Manager finalizes the evaluation and reviews it with the Employee. Both parties are required to sign the final document.

Employee Information

Name: _____

Position Title: _____

Manager: _____

Hire Date: _____

Start Date in Position: _____

Review Period: _____

Date of Evaluation: _____

Performance Rating Scale

Rating	Definition
1	Does Not Meet Expectations
2	Partially Meets Expectations
3	Meets Expectations
4	Exceeds Expectations

Part 1: Employee Self-Review and Feedback

Performance & Contributions
<ul style="list-style-type: none"> What are your key strengths and most significant contributions over the past year?
Development & Support
<ul style="list-style-type: none"> What are 1–2 areas you would like to develop, and what support would help you succeed?
Role Effectiveness
<ul style="list-style-type: none"> What aspects of your role are most rewarding or challenging, and what improvements (to your role, team, or processes) would enhance your effectiveness?
Work Environment & Culture
<ul style="list-style-type: none"> How would you describe the workplace culture and overall work environment, including health and safety? Please share any suggestions for improvement.

Part 2: Manager Review and Feedback

Work Management & Organization

Criteria	Rating	Comments
Plans, organizes, and prioritizes work to meet deadlines, manages competing demands, and demonstrates initiative in workflow management.	Select rating (1-4)	

Communication & Customer Service

Criteria	Rating	Comments
Communicates clearly and professionally, responds in a timely manner, and maintains positive working relationships while handling difficult situations with tact.	Select rating (1-4)	

Analysis & Decision Making

Criteria	Rating	Comments
Accurately interprets and reviews information, ensuring completeness and quality, and applies sound judgment when following rules, policies, and guidance.	Select rating (1-4)	

Quality of Work

Criteria	Rating	Comments
Produces accurate, thorough, and high-quality work, demonstrating strong attention to detail and adherence to requirements.	Select rating (1-4)	

Compliance & Accuracy

Criteria	Rating	Comments
Follows applicable policies, procedures, and confidentiality requirements, ensuring work is accurate and meets established standards.	Select rating (1-4)	

Professionalism & Accountability

Criteria	Rating	Comments
Demonstrates professional and respectful behaviour, takes ownership of responsibilities, and reliably completes assigned work.	Select rating (1-4)	

Job Knowledge

Criteria	Rating	Comments
Demonstrates the knowledge and technical skills required to perform all duties effectively and proactively develops additional skills to meet evolving job requirements.	Select rating (1-4)	

Attendance

Criteria	Rating	Comments
Demonstrates reliable attendance, punctuality, and appropriately manages scheduled work commitments while maintaining effective communication regarding absences.	Select rating (1-4)	

Health & Safety

Criteria	Rating	Comments
Adheres to health and safety policies and safe work practices, including the appropriate use of equipment and PPE, and promptly reports hazards, unsafe conditions, or incidents.	Select rating (1-4)	

Overall Performance Rating

The overall rating should reflect a holistic assessment of performance across all categories and is informed by, but not limited to, the average of individual ratings.

Criteria	Overall Rating (1-4)	Comments on overall performance
Overall performance against approved objectives and expectations	Select rating (1-4)	

Part 3: Training and Development

For Upcoming Review Period: *Outline any planned training and development activities for the upcoming review period. All training and development is subject to approval and available budget.*

Planned Training/Development	Timeframe	Expected Outcomes/Success Indicators

Part 4: Key Objectives - Previous Review Period

Results and Manager Feedback: *List key objectives, projects, and initiatives from the previous review period and their outcomes.*

Key Objective / Initiative	Target Date	Results/Outcomes	Manager Comments

Part 5: Key Objectives - Next Review Period

Goals and Success Measures: *Define key objectives, projects, and initiatives for the upcoming review period.*

Key Objective / Initiative	Timeframe	Expected Results / Success Indicators

Part 6: Evaluation Comments & Sign Off

Employee’s Comments on Evaluation:

I confirm that I have reviewed this performance evaluation and discussed its contents with my Supervisor/Manager. I have had the opportunity to provide written comments.

Employee Signature: _____

Date: Click or tap to enter a date. _____

Manager’s Comments on Evaluation:

I confirm that I have reviewed this performance evaluation with the employee and provided them with the opportunity to discuss and add written comments.

Manager Signature: _____

Date: Click or tap to enter a date. _____

HR Use Only – Compensation Adjustment

Current Salary Grade: _____ **Step Level:** _____

Change to Salary Grade: _____ **Step Level:** _____

Effective Date of Change: _____

HR Processing (Post-Evaluation)

<input type="checkbox"/>	Manulife Updated
<input type="checkbox"/>	Payroll Updated

Date: _____

Initials: _____



Probationary Period Evaluation

Six Month Review – Confidential

Instructions

This evaluation is completed at the end of the employee's probationary period. The evaluation will be reviewed with the employee, signed by both parties, and placed in the personnel file.

Employee Information

Name: _____

Position Title: _____

Manager: _____

Start Date in Position: Click or tap to enter a date.

Probation End Date: Click or tap to enter a date.

Date of Evaluation: Click or tap to enter a date.

Performance Rating Scale

Rating	Definition
1	Does Not Meet Expectations
2	Partially Meets Expectations
3	Meets Expectations
4	Exceeds Expectations

Part 1: Performance Evaluation

Quality of Work

Criteria	Rating	Comments
Demonstrates accuracy, attention to detail, and consistency in completing assigned tasks.	Select rating (1-4)	

Timeliness of Work

Criteria	Rating	Comments
Completes assigned duties within expected timeframes and manages workload effectively.	Select rating (1-4)	

Communication & Teamwork

Criteria	Rating	Comments
Communicates effectively and works cooperatively with colleagues, supervisors, and internal/external contacts.	Select rating (1-4)	

Initiative & Responsibility

Criteria	Rating	Comments
Demonstrates initiative, follows through on assigned tasks, and takes responsibility for work output.	Select rating (1-4)	

Job Knowledge & Learning

Criteria	Rating	Comments
Demonstrates understanding of job duties and willingness to learn and develop required skills.	Select rating (1-4)	

Attendance & Reliability

Criteria	Rating	Comments
Demonstrates reliable attendance and punctuality and communicates absences appropriately.	Select rating (1-4)	

Overall Performance Assessment

The overall rating should reflect a holistic assessment of performance across all categories and is informed by, but not limited to, the average of individual ratings.

Criteria	Overall Rating	Comments on overall performance
Overall evaluation of probationary performance and suitability for continued employment.	Select rating (1-4)	

HR Use Only – Compensation Adjustment

Current Salary Grade:	_____	Step Level:	_____
Change to Salary Grade:	_____	Step Level:	_____
Effective Date of Change:	_____		
HR Use / Processing			
<input type="checkbox"/>	Manulife Updated		
<input type="checkbox"/>	Payroll Updated		
Date:	_____		
Initials:	_____		



Union Water Supply System Inc.

P.O. Box 340, 1615 Union Avenue, Ruthven, Ontario, N0P 2G0

Telephone: 519-326-1668

Email: rbouchard@unionwater.ca

www.unionwater.ca

January 8, 2026

SENT BY: email

Private & Confidential

The Corporation of the Municipality of Leamington
111 Erie Street North
Leamington, Ontario
N8H 2Z9
Attention: Peter Neufeld, CAO

The Corporation of the Town of Kingsville
2021 Division Road North
Kingsville, Ontario
N9Y 2Y9
Attention: John Norton, CAO

The Corporation of the Town of Essex
33 Talbot Street South
Essex, Ontario
N8M 1A8
Attention: Kate Giurissevich, CAO

Municipality of Lakeshore
419 Notre Dame Street
Belle River, Ontario
N0R 1A0
Attention: Tyson Cragg, CAO

RE: Union Water Supply System Inc. Board of Directors Vacancy

Dear Sir or Madam

I am writing in my capacity as Chairperson of the Board of Directors of Union Water Supply System Inc. ("**UWSS**") and in accordance with section 4.04 of the Unanimous Shareholders Agreement dated January 1, 2024 ("**USA**"), to advise of a vacancy on the UWSS Board.

It is with deep sadness that I inform you that such vacancy is due to the passing of Tom Kissner, a valued member of the UWSS Board, on January 5, 2026.

Since Tom was an appointee of the Corporation of the Town of Kingsville ("**Kingsville**"), I advise that in accordance with the provisions of General By-Law No. 1, Kingsville may appoint an independent director for the remainder of Tom's term. If Kingsville has any questions for the Board of Directors with

Union Water Supply System Inc. - Board of Directors Vacancy

respect to this appointment, please do not hesitate to contact Rodney R. Bouchard, General Manager & Chief Executive Officer, UWSS at 519-326-1668 ext. 1, or rbouchard@unionwater.ca.

On behalf of the Board of Directors, I thank Tom for his service to UWSS and extend our condolences to his family, friends and colleagues. His depth of experience, thoughtful approach, and collegial spirit will be greatly missed.

Sincerely,

A handwritten signature in cursive script that reads "Hilda MacDonald".

Hilda MacDonald, Chairperson,

Board of Directors of Union Water Supply Inc.



Union Water Supply System

P.O. Box 340, 1615 Union Avenue, Ruthven, Ontario, N0P 2G0

Tele: 519-326-1668 Fax: 519-326-3490

Email: rbouchard@unionwater.ca

www.unionwater.ca

March 17, 2026
SENT BY: email

Private & Confidential

The Corporation of the Municipality of Leamington
111 Erie Street North
Leamington, Ontario
N8H 2Z9

Attention: Peter Neufeld, Chief Administrative Officer

The Corporation of the Town of Kingsville
2021 Division Road Noth
Kingsville, Ontario
N9Y 2Y9

Attention: John Norton, Chief Administrative Officer

The Corporation of the Town of Essex
33 Talbot Street South
Essex, Ontario
N8M 1A8

Attention: Kate Giurissevich, Chief Administrative Officer

Municipality of Lakeshore
419 Notre Dame Street
Belle River, Ontario
N8L 0P8

Attention: Just Rousseau, Acting Chief Administrative Officer

RE: Union Water Supply System Inc. Board of Directors Vacancy

Dear UWSS Inc. Shareholder,

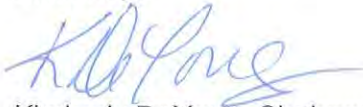
I am writing in my capacity as Chairperson of the Board of Directors of Union Water Supply System Inc. ("**UWSS**") and in accordance with section 4.04 of the Unanimous Shareholders Agreement dated January 1, 2024, to advise that Sebastian Schmoranz resigned from the Board of Directors of UWSS, pursuant to a resignation dated effective February 23, 2026.

Since Sebastian was an appointee of the Corporation of the Town of Kingsville ("**Kingsville**"), in accordance with the provisions of General By-Law No. 1, Kingsville appointed Barry Wilson effective March 9, 2026, as a director for the remainder of Sebastian's term.

I also wish to advise that further to the letter of January 8, 2026, in accordance with the provisions of General By-Law No. 1 Kingsville appointed Tim Sunderland effective January 19, 2026 for the remainder of Tom Kissner's term.

On behalf of the Board of Directors, I thank Sebastian for his service to UWSS and welcome Tim and Barry to the board.

Sincerely,



Kimberly DeYong, Chairperson
Board of Directors of Union Water Supply Inc.



Union Water Supply System

P.O. Box 340, 1615 Union Avenue, Ruthven, Ontario, N0P 2G0

Tele: 519-326-1668 Fax: 519-326-3490

Email: rbouchard@unionwater.ca

www.unionwater.ca

June 11, 2026
SENT BY: email

Private & Confidential

The Corporation of the Municipality of Leamington
111 Erie Street North
Leamington, Ontario
N8H 2Z9

Attention: Peter Neufeld, Chief Administrative Officer

The Corporation of the Town of Kingsville
2021 Division Road North
Kingsville, Ontario
N9Y 2Y9

Attention: John Norton, Chief Administrative Officer

The Corporation of the Town of Essex
33 Talbot Street South
Essex, Ontario
N8M 1A8

Attention: Kate Giurissevich, Chief Administrative Officer

Municipality of Lakeshore
419 Notre Dame Street
Belle River, Ontario
N8L 0P8

Attention: Just Rousseau, Acting Chief Administrative Officer

RE: Union Water Supply System Inc. Board of Directors Vacancy

Dear UWSS Inc. Shareholder,

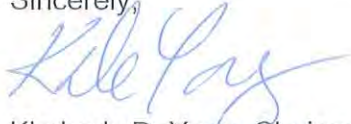
I am writing in my capacity as Chairperson of the Board of Directors of Union Water Supply System Inc. ("UWSS") and in accordance with section 4.04 of the Unanimous Shareholders Agreement dated January 1, 2024, to advise that Mike St. Amant resigned from the Board of Directors of UWSS, pursuant to a resignation dated effective April 7, 2026.

Since Mike was an appointee of the Corporation of the Municipality of Leamington ("Leamington"), in accordance with the provisions of General By-Law No. 1, Leamington will be appointing a new

director, however at this time, one has not been appointed. We will provide correspondence to the shareholders once the new director is appointed.

On behalf of the Board of Directors, I thank Mike for his service to UWSS Inc.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kimberly DeYong".

Kimberly DeYong, Chairperson
Board of Directors of Union Water Supply Inc.



MEMORANDUM

TO: UWSS Inc. Municipal Shareholders
Kate Giurissevich, CAO, the Town of Essex
John Norton, CAO, the Town of Kingsville
Justin Rousseau, CAO, the Municipality of Lakeshore
Peter Neufeld, CAO, Municipality of Leamington

FROM: Rodney Bouchard, CEO, UWSS Inc.

CC: William Willis, Willis Business Law, legal counsel

DATE: April 30, 2026

RE: UWSS Inc. Director Appointments

Please find enclosed a governance summary regarding UWSS Inc. director appointments. UWSS Inc. is circulating this material for information and planning purposes in advance of the 2026 municipal election and the end of the current municipal council term.

The purpose of the attached summary is to identify: (1) the UWSS Inc. governance structure reflected in the Articles, General By-law No. 1 and the Unanimous Shareholders Agreement; (2) the appointment and removal authority of each Municipal Shareholder for its own appointees; (3) the current appointment dates and expiry dates of the current directors; (4) the current Leamington vacancy; and (5) the process available to a Municipal Shareholder if its Council wishes to fill a vacancy, reappoint an existing director, or replace one or more of its appointees.

UWSS Inc. is not taking a position on whether any appointment should be continued, changed, or ended. Decisions about a Municipal Shareholder's own appointees rest with that Municipal Shareholder, subject to General By-law No. 1 and the Unanimous Shareholders Agreement. UWSS Inc.'s role is to maintain accurate corporate records and to assist with procedural clarity.

We ask each Municipal Shareholder to review the attached summary and advise UWSS Inc. of any corrections to the appointment information, any current Council direction concerning appointments, and any appointment changes expected following the 2026 municipal election.

Respectfully submitted,

A handwritten signature in blue ink, appearing to be 'R. Bouchard', is written below the text.

Rodney Bouchard, CEO
Union Water Supply System Inc.

/kmj

Attachment A

UWSS Inc. Board Governance and Director Appointments

This summary is intended to give the Municipal Shareholders a common and updated record of the governance documents as they relate to the current each director's appointment status. It is not a recommendation by UWSS Inc. concerning any current or future appointment.

1. Governance structure

UWSS Inc. was incorporated under the Business Corporations Act (Ontario) on February 24, 2023. Its shareholders are the Municipality of Leamington, the Town of Kingsville, the Town of Essex and the Municipality of Lakeshore. The Articles restrict UWSS Inc.'s powers to activities necessary to acquire, construct, own, manage, operate, maintain and/or replace all or any part of the Union Water Supply System and to conduct the commercial and financial affairs necessary for that purpose.

The Unanimous Shareholders Agreement provides that UWSS Inc. operates separately and independently from the Municipal Shareholders. Subject to the reserved matters requiring Shareholder approval, the business and affairs of UWSS Inc. and the Union Water Supply System are managed by the Board of Directors, acting independently of the Shareholders. Under General By-law No. 1, directors must act in the best interests of UWSS Inc., which includes acting in the best interests of the System as a whole and its users.

The result is a governance model in which each Municipal Shareholder appoints its own directors, while directors, once appointed, exercise their duties as directors of UWSS Inc. and not as delegates of the appointing municipality.

2. Board composition and appointment rights

As of the date of this Memorandum, General By-law No. 1 establishes a 12-member Board of Directors, allocated as follows:

Municipal Shareholder	Board seats	Minimum independent directors	Notes
Municipality of Leamington	6	4	No more than two Municipal Directors.
Town of Kingsville	4	2	No more than two Municipal Directors.
Town of Essex	1	N/A	May appoint either an Independent Director or Municipal Director.

Municipal Shareholder	Board seats	Minimum independent directors	Notes
Municipality of Lakeshore	1	N/A	May appoint either an Independent Director or Municipal Director.

A Municipal Shareholder may appoint any individual as a director, including a member of municipal council, municipal staff, an industry expert, or another representative selected by that Municipal Shareholder, subject to the independence requirements in General By-law No. 1. For this purpose, an Independent Director is not a staff member or member of council of the appointing municipality; however, a former staff member or former member of council may be an Independent Director.

Each director has one vote. Board decisions are made by simple majority unless the By-law or the Unanimous Shareholders Agreement requires a different approval threshold.

3. Director terms, removal, and vacancies

General By-law No. 1 provides that each director serves a four-year term, subject to removal under section 4.03 of the Unanimous Shareholders Agreement. Directors may be re-elected for a maximum of eight consecutive years, after which they must vacate office for at least one year.

The Unanimous Shareholders Agreement gives the appointing Municipal Shareholder the authority to remove one of its own appointees at any time by written notice to that director. The removal is effective on the day the notice is delivered to the director, unless the notice provides for a later effective date. If a director ceases to be a director, the Board is to advise the Shareholders, and the Municipal Shareholder that appointed the director may appoint another director, subject to General By-law No. 1.

The governance documents do not require the UWSS Inc. Board to approve a Municipal Shareholder's decision to remove or appoint that Municipal Shareholder's own appointee, although the appointment must comply with General By-law No. 1.

4. Recommended process for a Municipal Shareholder appointment or replacement

If a Municipal Shareholder wishes to fill a vacancy, reappoint an existing director, or replace one of its appointees, the following process will allow UWSS Inc. to keep the Directors' Register and public records accurate:

- The Municipal Shareholder should pass a Council resolution, or otherwise provide written direction through its authorized municipal officials, identifying the director to be appointed, reappointed, removed, or replaced.
- If a director is being removed before the end of the term recorded by UWSS Inc., the Municipal Shareholder should deliver written notice of removal to the outgoing director in accordance with section 4.03(a) of the Unanimous Shareholders Agreement. A copy of that notice and the related Council resolution should be provided to UWSS.

- The appointment notice should identify the appointee, the effective date, whether the appointee is an Independent Director or Municipal Director for By-law purposes, and contact information for corporate records.
- The Municipal Shareholder should confirm that, after the appointment, its slate of directors complies with General By-law No. 1, including the maximum number of Municipal Directors and the minimum number of Independent Directors where applicable.
- UWSS Inc. will update the Directors' Register and other corporate records once the appointment/removal materials are received and in order.

5. 2026 municipal election implications

For planning purposes, the 2026 municipal election is scheduled for Monday, October 26, 2026. The current municipal Council term ends on November 14, 2026, and the new Council term begins on November 15, 2026.

The election itself does not automatically remove a UWSS Inc. director or change the corporate record, unless the particular appointment was made to expire with the current Council term or the director resigns or is removed in accordance with the Unanimous Shareholders Agreement. Most current UWSS Inc. director terms, as recorded below, extend into 2027. The two Kingsville replacement appointments made in 2026 are treated in the table as apparently expiring at the end of the current Council term because the available Kingsville appointment materials describe those appointments as being for the remainder of the term of Council.

After the new Council term begins, each Municipal Shareholder may review its own appointments. If a Municipal Shareholder wishes to continue existing appointees, no immediate corporate action is required unless an appointment has expired or a formal reappointment is desired for the record. If a Municipal Shareholder wishes to replace an appointee, it should follow the process above.

If an appointee who is currently a council member or municipal staff member no longer holds that status after the election, the appointing Municipal Shareholder should advise UWSS Inc. whether the appointment is to continue, be reclassified for By-law purposes, or be replaced. General By-law No. 1 permits former municipal staff or former council members to serve as Independent Directors, but the corporate records should be kept current.

6. Current appointment record and vacancy

The following table is based on the current Directors' Register and appointment information available to UWSS Inc., with public materials reviewed where relevant. For the two 2026 Kingsville replacement appointments, the expiry date is stated as an apparent expiry because the public appointment materials refer to the current term of Council.

Summary table

Director	Municipality	Official Appointment Date	Expiry	Basis / Note
Dennis Rogers	Kingsville	October 18, 2023	October 17, 2027	Kingsville appointment resolution 165-06262023 was as of June 26, 2023; However, the official corporate records set October 18, 2023 as the official start date which was the first Board meeting attended by the Director.
Hilda MacDonald	Leamington	July 7, 2023	July 6, 2027	Per written resolutions of the shareholders appointing the Director as interim director as of July 7, 2023.
John Tofflemire	Leamington	October 18, 2023	October 17, 2027	Leamington appointment resolution C-243-23 was as of August 15, 2023; However, the official corporate records set October 18, 2023 as the official start date which was the first Board meeting attended by the Director.
Kimberly DeYong	Kingsville	July 7, 2023	July 6, 2027	Per written resolutions of the shareholders appointing the Director as interim director as of July 7, 2023.
Kirk Walstedt	Lakeshore	July 7, 2023	July 6, 2027	Per written resolutions of the shareholders appointing the Director as interim director as of July 7, 2023.
Larry Verbeke	Leamington	October 18, 2023	October 17, 2027	Leamington appointment resolution C-260-23 was as of September 12, 2023; However, the official corporate records set October 18, 2023 as the official start date which was the first Board meeting attended by the Director.
Lori Atkinson	Leamington	October 18, 2023	October 17, 2027	Leamington appointment resolution C-243-23 was as of August 15, 2023; However, the official corporate records set October 18,

				2023 as the official start date which was the first Board meeting attended by the Director.
Sherry Bondy	Essex	July 7, 2023	July 6, 2027	Per written resolutions of the shareholders appointing the Director as interim director as of July 7, 2023.
Tim Sunderland	Kingsville	January 19, 2026	End of current council term**	Kingsville replacement appointment; see Note 1.
Wayne Wharram	Leamington	October 18, 2023	October 17, 2027	Leamington appointment resolution C-243-23 was as of August 15, 2023; However, the official corporate records set October 18, 2023 as the official start date which was the first Board meeting attended by the Director.
Barry Wilson	Kingsville	March 9, 2026	End of current council term**	Kingsville replacement appointment; see Note 1.

1. For Tim Sunderland and Barry Wilson, public Kingsville materials describe each appointment as being “for the remainder of the term of Council.” We therefore treated those two seats as expiring with the present council term, even though General By-law No. 1 otherwise states that directors are appointed for four-year terms.
2. General By-law No. 1 currently fixes board composition at 6 Leamington, 4 Kingsville, 1 Essex and 1 Lakeshore directors. Based on the current director list provided, the board presently has one vacant Leamington seat following Mike St. Amant’s resignation.

For clarity, if no action is taken: (1) the recorded 2027 terms continue to the dates shown above, subject to resignation or removal; (2) the two Kingsville replacement appointments should be confirmed by Kingsville if they are intended to end with the current Council term; and (3) the Leamington vacancy remains vacant until filled by Leamington.

7. Requested confirmations from Municipal Shareholders

To keep UWSS Inc.'s corporate records current, each Municipal Shareholder is asked to confirm the following:

- whether the appointment dates and expiry dates shown above are accurate for its appointees;
- whether any current appointment is intended to expire with the current Council term;
- whether any vacancy is to be filled before or after the 2026 municipal election; and
- after the election, whether the new Council wishes to continue, reappoint, remove, or replace any of its appointees.



**UWSS Inc.
Governance Committee
Meeting**

Wednesday, April 8, 2026

1:00 pm

Water Treatment Plant – Board Room
1615 Union Avenue, Ruthven

MINUTES

Directors: Director DeYong (Chair)
Director Bondy
Director MacDonald - absent
Director Tofflemire

Also in Attendance: Rodney Bouchard, Chief Executive Officer
For UWSS Inc. Khristine Johnson, Office Administrator (Recording Secretary)
Erin McKee, Human Resources Generalist (Guest)

Guests: William Willis – Legal Counsel, Willis Business Law (representing UWSS Inc.)

Call to Order:

The meeting was called to order at 1:00 pm

Welcoming Remarks:

The Chair welcomes everyone to the meeting.

Adoption of Previous Minutes:

Motion No. GC-05-26

Moved by: Director Bondy
Seconded by: Director Tofflemire

That the minutes of the Governance Committee meeting held on February 4, 2026 is received.

Carried

Special Closed Meeting of the UWSS Inc. Governance Committee

Motion No. Confidential GC-03-26

Moved by: Director Bondy
Seconded by: Director Tofflemire
Time In: 1:01 pm

Recommendation:

That the UWSS Inc. Governance Committee move into a Special Closed Meeting, pursuant to the Municipal Act section 239 (2)(d) for the following reason:

Matters for Consideration:

Legal discussion Under Municipal Act Sections 239 (2) wherein UWSS Inc.'s solicitor will provide guidance for a (d) labour relations or employee negotiations:

- Union Water Supply System Inc. – 2025 Compensation Review (Confidential Summary Report) – Marianne Love Consulting
 - o Provided under separate cover

Disclosures of Pecuniary Interest and the General Nature Thereof**Adjournment of Special Closed Meeting:****Motion No. Confidential GC-04-26**

Moved by: Director Tofflemire
Seconded by: Director Bondy
Time Out: 10:28 am

Report on Closed Meeting

The Chair provided the report on the closed session.

Motion No. GC-06-26

Moved by: Director Bondy
Seconded by: Director Tofflemire

The recommendation is that the UWSS Inc. Governance Committee endorses the report GAC UWSS/01/26 dated April 2nd, 2026, re: Salary Review and Compensation Framework Development; and

That the report GAC UWSS/01/26 is brought forward to the UWSS Inc. Board of Directors as amended; and

That there is addition of documentation within said report that includes the history and pay scale dating back to November 22nd, 2023, and will include the job description of the CEO.

Carried

Review of UWSS Inc. H003 – Salary and Pay Policy - 2026 Amendment

The CEO notes that this is the same policy presented in November of 2023 but has a few amendments.

There was a discussion on some of the wording and corrective wording that should be amended, this is in reference to moving on to the next step within the grid.

Motion No. GC-07-26

Moved by: Director Bondy
Seconded by: Director Tofflemire

That H003 – Salary Review and Pay Policy – 2026 Amendments is received; and

That the policy may be presented to the UWSS Inc. Board of directors as amended within the Governance Committee meeting on April 8, 2026.

Carried

The committee then moves on to the draft H12-001 Performance Management Policy for discussion purposes. There was some discussion regarding a more formal performance management system, which included expectation and goals. The committee expects this review to take place annually for the CEO, while during the interim there might be informal feedback from Board members. The HR Generalist noted the terms that are used within the policy. She notes that the employment reviews will be completed each year in the fall, to be prepared prior to budget, to allow for any compensation adjustments prior to budget season.

The committee notes that this policy is not ready for the board of directors and directs administration to bring it back to the next Governance Committee meeting.

Motion No. GC-08-26

Moved by: Director Tofflemire
Seconded by: Director Bondy

That the following policy is deferred until such time as amendments have been made; and

That this policy will be brought before the next Governance Committee Meeting:

- H12-001 – Performance Management Policy

Carried.

Comments, Announcements, and Other Business:

The CEO indicates that the UWSS-WUC Steering Committee still has a vacant seat since the passing of Director Kissner. He will be bringing this item to next week's board meeting. The committee asks that the history of the Steering Committee is included in his update with the directors.

The CEO then indicates that he has the organizational chart to review as well. With this review he notes that Director Mike St. Amant has resigned to the UWSS Inc. Board of Directors.

Adjournment:

Motion No. GC-09-26

Moved by: Director Tofflemire

Seconded by: Director Bondy

That the meeting be adjourned.

Carried.

Time of Adjournment: 2:23 pm

Date of Next Meeting:

May 13th, 2026, 9:00 am to 11:00 am - Ruthven Water Treatment Plant – Board Room



Finance & Audit Committee Meeting

Wednesday, April 8, 2026
9:00 am

1615 Union Ave, Ruthven WTP
Board Room

MINUTES

Directors Dennis Rogers
 Mike St. Amant - absent
 Wayne Wharram
 Lori Atkinson
 Tim Sunderland

Also in Attendance: Rodney Bouchard, UWSS Inc. Chief Executive Officer
For UWSS Khristine Johnson, UWSS Inc. Office Administrator (Recording
 Secretary)

Guest The CFO Nazzani, CPA, CA Capital Assist Valuation

Call to Order: 8:54 am

Welcoming Remarks:

Chair Rogers calls the meeting and welcomes everyone. He hopes everyone had a nice Easter weekend..

Disclosures of Pecuniary Interest

There are none.

Adoption of the Minutes of January 14th 2026

No. FAC-05-26

Moved by: Director Wharram

Seconded by: Director Atkinson

That the Minutes of the Finance & Audit Committee of January 14th, 2026 are approved and shall be brought forward on the next Board of Directors meeting, with the correction made as noted.

Carried

Business Arising out the Minutes

Director Wharram asks the CEO to follow up on the Risk Assessment that had been discussed previously and where that assessment stood. The CEO notes that he is in the process of obtaining consultants. The CEO notes that the water treatment plant (WTP) has been dealing with a lot of issues this spring, regarding DAF #2, Filter #2, our reservoir pipes and generator issue. He will certainly follow up on this item.

Director Wharram then asks for an update on the letter of commitment for financing. The CEO explains that he is working with our lending institution to come to an agreement. He notes that the first workshop for the 30% design completion is taking place the next day. He is hopeful that once the workshop is completed there should be a price that the lending institution can review and then provide a letter of commitment.

Items to Discuss

The CFO then takes over to discuss the preliminary financial results to December 31, 2025. She explains that there really shouldn't be many more adjustments or changes. She explains the water loss determination and the calculations used. She also notes that she, the CEO and the Financial Directors are meeting next week to review 2025 and how to move forward in 2026. She also reminds members that 2025 saw UWSS Inc. move from budgeted flow billings into actual billings, and this has made the process easier to true up at the end of 2025.

She notes that the OCWA is close to budget, but we are waiting on their final audit, and she expects this within the next week or so. Director Wharram asks for clarification on the line item referencing SCADA. The CEO explains what SCADA is within the UWSS system, explaining it is both hardware and software and is the brains of the entire system. He further notes that UWSS is approximately 3 versions behind the current industry practice. The CEO explains that staff is asking a lot more of SCADA, in part due to the addition of DAF #2 and the new Reservoir #3.

Director Atkinson then asks about investment income and whether there is a policy in place specifically for investments. She feels this would provide more certainty in the changing rate environment. The CFO indicated she would share the investment policy. The CEO notes that because we are still considered a municipality, we cannot chase higher rates at more risk.

There is then a discussion on the various accounts that UWSS has for reserve funds, operating accounts and capital. Director Wharram seeks clarification on who is responsible for adhering to the reserve policies, he suggests that the Finance & Audit Committee (FAC) should be providing some direction regarding any movement of funds from one account to another. The CFO notes this and hopes to discuss further down the agenda, when the policies are discussed.

The CFO explains that the only notable variance to 2024 is the post-retirement benefits, that is legacy amounts left over from moving over from the Municipality of Leamington, this only pertains to two (2) employees.

There is then a discussion on the HST from 2024, the audit that has occurred and the refund received from CRA. She notes that small portion that was not accepted but confirms that in 2025 HST not able to be recovered was expensed through a line item entry.

There is a discussion on property, plant and equipment, accounts payable, which is mostly the invoices for Alberici. Director Atkinson then asks if the operating line must be converted to a loan all at once or perhaps some can be converted sooner. She is concerned with potential rate increases that could happen later in the year. She gives Direction to staff to review the contract with the lending institution to inquire it is possible to convert some of the operating line over to a term loan, prior to substantial completion of the project.

The CFO notes that she has been in communication with the auditing team from Baker Tilly and has given them some deadlines to meet for UWSS Board meetings and will have regular updates from them as well. She is anticipating that there will be a draft ready by early June.

There is a small discussion on the potential sale of the farm property that UWSS owns, but still needs to be discussed with legal. He then confirms that the OCWA contract negotiations are in good order and feels that this will be brought to the board meeting next week.

No. FAC-06-26

Moved by: Director Wharram

Seconded by: Director Sunderland

That the financial results to December 31, 2025 are received;

Carried

Review of Financial Policies

The CFO begins by reviewing the Operating and General Reserve Policy. This policy has been created to ensure that UWSS maintains sufficient working capital to support uninterrupted operations, absorb financial fluctuations and ensure stable, reliable service. The goal is to maintain a minimum of one year of operating expenses. She notes that the UWSS is mandated to fund a minimum of 13% of annual treatment and transmission revenues, however this can be adjusted based on what the committee decides. She further notes that she would like to see adjustments made on a quarterly basis, which would be reported at the quarterly meetings.

Director Atkinson feels there should be a range given on the funding to this reserve. The CEO notes that the 13% was provided by the intercreditor agreement, so UWSS must meet that requirement each year. Director Atkinson recommends a range be included so she would like to see 13-18%. Chair Rogers recommends that the CFO and CEO ask the County what they are using for their ranges.

The CFO reminds members that this policy will be reviewed going forward on a regularly scheduled basis, somewhere between 3-5 years, with Chair Rogers noting that the review should not exceed five (5) years.

Director Wharram feels that section 8.0 requires an amendment to include that the reporting on the reserves should first be presented to the Finance & Audit Committee. He would also like to see wording changes within section 4.0 to include "subject to UWSS Inc's Investment

Policy". The CFO makes note and will bring these changes back to the committee, along with the Investment Policy.

The CFO then moves on to the Rate Stabilization Reserve Policy. She asks members to consider section 5.0, and notes that Director St. Amant provided some comments via email, which will be part of the amendments. Chair Rogers again asks what the other local municipalities are doing with regard to these policies, and we should reach out to our colleagues to gather some comparisons. He would also like to see some amendments to include that if a max is reached within other reserves, the difference would go to the rate stabilization reserve.

The CEO notes that he is meeting with the Financial Directors next week and will be sure to ask their opinions.

The CFO then begins to review the Capital Reserve Policy with the members of the committee. This policy will help maintain adequate long-term funding for repair, replacement and renewal of major capital assets. She notes that there will be an additional lifecycle funding requirement this year, that will be set aside from revenues, and the two are very similar in nature. A draft Lifecycle Reserve Policy will be prepared to be circulated to the committee members. She notes that these policies are both tied to the asset management plan as well.

The information exchanged here was taken as direction to staff to make amendments to the current draft policies of Capital Reserve, Operating and General Reserve, Rate Stabilization policies and to draft both the Investment Policy as well as the Lifecycle Reserve Policy. Amendments and additions are to be brought back to the next Finance & Audit Committee meeting.

Action Items

The CFO brings up the organizational chart that had been requested at the previous Finance & Audit Committee meeting. She notes the organizational structure of UWSS Inc., Board of Directors, Staff, OCWA and committees. There was some minor adjustments suggested and noted that this should be part of the 2027 review of the restructuring documents.

The quarterly meeting dates were discussed and scheduled, the recording secretary will send out the invites following the meeting.

Adjournment

No. FAC-07-26

Moved by: Director Atkinson

Seconded by: Director Sunderland

Time adjourned: 10:19 am

Date of Next Meeting: May 20th, 2026, 9:00 am at the Ruthven Water Treatment Plant