



Union Water Supply System Inc.

Governance Committee Meeting

Wednesday, April 8th, 2026
1615 Union Avenue, Ruthven
1:00am - 3:00 am

AGENDA

- A. Call to Order
- B. Welcoming Remarks
- C. Adoption of the previous minutes
 - Minutes of Governance Committee Meeting of February 4, 2026
Pages 3 - 6
- D. **Special Closed Meeting of the UWSS Inc. Governance Committee**

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:

- Report GAC UWSS/01/26 dated April 2nd, 2026 re: Salary Review and Compensation Framework Development
Provided under separate cover
- E. Disclosures of Pecuniary Interest and the General Nature Thereof
- F. Adjournment of Special Closed Meeting:
- G. Report on Closed Meeting
- H. **UWSS Inc. Policies**
 - H003 - Salary Review and Pay Policy 2026 Amendments
 - Redline copy attached
Pages 7 - 11
 - Clean copy attached
Pages 12 - 17

- H12-001 - Performance Management Policy (Draft)
Pages 18 - 19
- I. **Comments, Announcements, and Other Business:**
UWSS Inc. Steering Committee Member Discussion
- J. **Adjournment:**
- K. **Date of Next Meeting:** To be determined.

kmj



**UWSS Inc.
Governance Committee
Meeting**

Wednesday, February 4, 2026
9:00 am

Water Treatment Plant – Board Room
1615 Union Avenue, Ruthven

MINUTES

Directors: Director DeYong (Chair)
Director Bondy
Director MacDonald
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.)
Marianne Love – ML Consulting

Call to Order:

The meeting was called to order at 9:00 am

Welcoming Remarks:

The CEO asks the Chair if the agenda schedule can be moved around to accommodate UWSS's guest, Marianne Love, from ML Consulting. The Chair agrees proceeds with the other items on the agenda.

Adoption of Previous Minutes:

Motion No. GC-01-26

Moved by: Director Bondy
Seconded by: Director MacDonald

That the minutes of the Governance Committee meeting held on September 17, 2025 is received.

Carried

Item H – UWSS Inc Policies

The HR Generalist informs members of the committee that the policies being presented have been reviewed by herself and the legal team at Willis Business Law, with William Willis being present to answer any questions.

Director MacDonald agrees with the social media policy but asks if there is a way to ensure that vital information is not leaked to social media, which could cause issues at the water treatment facility. The CEO assures the directors that UWSS has separate connectivity to ensure that our systems remain separate from each other and possible infiltration but the public. He does not that UWSS will potentially be bringing forward a cyber security policy in the coming months.

Director Bondy was glad to see all the policies brought forward but asks if these policies apply to the Ontario Clean Water Agency (OCWA) staff as well. The CEO notes that OCWA staff have their own policies and procedures that they must adhere to, however, we work collaboratively to ensure that the policies and procedures are similar in nature. Director Bondy wanted to confirm how employees are updated on new policies. The HR Generalist assured the directors that the staff have a portal which they can access their training and sign off on having read and understand UWSS Inc. policies.

Director Tofflemire notes that social media brings attention to the fact that things change quickly into today's times, he would like assurance that the policy is reviewed as described. The CEO notes that the HR Generalist is tracking all policies and their timelines for review.

There is then a discussion regarding the Code of Conduct policy and if it refers to staff or board members, which the CEO indicates that this policy is for staff, wherein there is another policy for Directors. The HR Generalist notes that the Terms of Use for social media is also referring to the public, and how they interact with UWSS Inc. Social Media. There is a short discussion on some of the wording and it is decided that on the Social Media Policy the word "shareholders or other stakeholders" will be added.

Motion No. GC-02-26

Moved by: Director MacDonald
Seconded by: Director Tofflemire

That the following are brought forward to the next UWSS Inc. Board of Directors meeting, as amended:

- UW-M05-001 Social Media Policy and UW-M05-002 Social Media Terms of Use Policy
- UW-B12-004 Code of Conduct Policy.

Carried.

Special Closed Meeting of the UWSS Inc. Governance Committee**Motion No. Confidential GC-01-26**

Moved by: Director Bondy
Seconded by: Director Tofflemire
Time In: 9:13 am

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-02-26**

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

Report on Closed Meeting

The UWSS Inc. Governance Committee asks for the updated report on the 2025 Compensation Review be brought forward to the next UWSS Inc. Governance Committee.

Review of UWSS Inc. M05 – Board of Directors Compensation and Expense Reimbursement Policy

The CEO brings up the old compensation policy on the screen and reviews the changes he is suggesting to the director's compensation policy. He notes that this updated schedule has been created after reviewing other utilities and discussions with our CFO. He would like to move to a yearly wage, paid quarterly and he reviews the wage scale, including committee participation. He further notes that there is a policy in place for director expenses, travel and mileage.

The directors then turn their attention to regular attendance at meetings and committee meetings. Several noted perhaps the policy could include wording to ensure that directors are attending meetings as shareholders would want them to. Legal counsel provides some options for wording within the policy and seeks clarification on what the governance committee would like to see. The directors provide direction to both the CEO and legal counsel on the wording change within the HR policy.

Motion No. GC-03-26

Moved by: Director Tofflemire

Seconded by: Director MacDonald

That the following policy is received, amended as discussed and should be brought forward to the UWSS Inc. Board of Directors meeting, scheduled for February 25, 2026. The policy:

- M05 – Board of Directors Compensation and Expense Reimbursement Policy
Carried.

Comments, Announcements, and Other Business:

The Office Administrator (recording secretary) notes that the updates requested by the directors to include committees, agenda and minutes is now live on the website.

Adjournment:

Motion No. GC-04-26

Moved by: Director Tofflemire

Seconded by: Director Bondy

That the meeting be adjourned.

Carried.

Time of Adjournment: 10:49 am

Date of Next Meeting:

~~March 25, 2026~~ amended to April 8th, 2026, 1:00 pm to 3:00 pm - Ruthven Water Treatment Plant – Board Room

Policy UWSS H003 - Salary Review and Pay Policy



Union Water Supply System Inc.

POLICY No: UWSS H003 - Salary Review and Pay Policy

Date Adopted: November 22, 2023

Amended: [April 8, 2026](#)

Subject

This Policy outlines the UWSS Inc. Salary Review and Pay Program for non-union salaried employees.

Purpose

UWSS Inc. will endeavor to:

- Develop, implement, and maintain a salary grid structure for its full-time, non-union salaried employees.
- Conduct a full review and market assessment of the salary grid structure every 3- 4 years to ensure it maintains a pay philosophy within the ~~65th~~^{60th} percentile of the market place.
- Conduct an annual assessment for the purposes of establishing the annual economic adjustments to the non-union salary grid.
- Maintain the non-union salary grid to ensure competitiveness within the market in order to attract and retain talented employees.

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Pay Philosophy

UWSS Inc. recognizes the implementation of a Salary Review and Pay Program (the “Program”) which supports the objective to attract, recruit, retain and motivate qualified, skilled, and committed employees.

Our Program will stand on the following pillars:

Internal Equity - to apply a fair, consistent approach in review and evaluation of positions within the organization.

Pay Equity - to ensure the Program complies with the Pay Equity legislation of Ontario.

Market Equity - to remain competitive in order to attract, recruit, retain and motivate talented employees.

Policy UWSS H003 - Salary Review and Pay Policy

Sustainability - to implement and maintain the Program long-term, having regard for a fiscally sustainable framework.

Scope

This Policy applies to all full-time, non-union salaried employees.

Definitions

“Board” means the Union Water Supply System Inc. Board of Directors.

“CEO” means the Chief Executive Officer of Union Water Supply System Inc.

“CPI Adjustment” means the percentage difference between the Statistics Canada Consumer Price Index, All Items (Ontario) (“CPI”) during January of the previous year as compared to the CPI of January of the current year.

“Job Evaluation” means the systematic process of determining the relative value of different jobs in an organization.

“Job Rate” means the maximum rate of pay within a salary range on a step-based pay system.

“UWSS Inc.” means Union Water Supply System Inc.

“Pay Philosophy” means the Corporation’s commitment to how it values employees with regards to monetary compensation.

“Probationary Period” means the first six (6) months of the employee’s placement which occurs in step one of the Step System as set forth in Section 2.

“Program” means Union Water Supply System Inc.’s Salary Review and Pay Program, as may be amended from time to time.

“Step System” means the five steps within each salary grade or band that are progressed through in accordance with Section 2.

Salary Administration Program

1. Salary Grid Structure

Salaries are based on a grid structure inclusive of ~~twelve (12)~~ten (10) grades or bands (Schedule A-Salary Grid). Positions are rated and assigned an appropriate salary grade as determined by the Job Evaluation process. The CEO, in his or her sole discretion, shall be responsible for ensuring that assignment of salary grades is kept up to date.

Policy UWSS H003 - Salary Review and Pay Policy

Each salary grade has a range of five steps (the Step System) with the fifth step deemed to be the Job Rate for the position. There is a four percent (4%) spread between each step within each salary grade.

2. Placement in the Step System to Job Rate

Step System - The five steps within each salary grade are as follows:

- o Step 1: Start rate (Probationary Period)
- o Step 2: Six-month rate (post Probationary Period)
- o Step 3: First year rate
- o Step 4: Second year rate
- o Step 5: Third year rate (The Job Rate)

Progression between steps is conditional upon satisfactory performance and may be delayed or denied by the CEO, in his or her sole discretion.

Progression to subsequent steps will be as follows:

- o From step 1 to step 2: Six (6) months from the employee's appointment to the relevant salary grade;
- o Step 2 to step 3: One (1) year from the employee's appointment to the relevant salary grade;
- o Step 3 to step 4: Two (2) years from the employee's appointment to the salary grade;
- o Step 4 to step 5: Three (3) years from the employee's appointment to the relevant salary grade.

It is standard practice that upon appointment to a salary grade, the employee starts at step one. However, an exception may be made to this standard if an employee has experience related to the salary grade position or has exceptional qualifications, in which case the employee can be appointed to begin at step two, three, four, or five. In no circumstances can an employee be appointed past the Job Rate (fifth step) and into the next salary grade notwithstanding related experiences or exceptional qualifications.

In the event that an employee is appointed to a step higher than step one, the employee is eligible for a salary adjustment one (1) year following the appointment and may progress to the fifth step in the range one (1) year following the appointment to the salary grade.

3. Probationary Period Increases

Once a new employee has successfully completed step one (the Probationary Period of six (6) months), the employee may be advanced to step two. Thereafter, an employee will progress to the third step (First year rate) on the anniversary date

Policy UWSS H003 - Salary Review and Pay Policy

of the employ of the employee's present position conditional upon satisfactory performance.

When an employee is promoted to a position in a higher salary grade, and therefore placed at step one of the Step System, the employee will be required to complete a six-month Probationary Period in the new position. Following the six-month Probationary Period, there will only be a salary adjustment if the promotion resulted in appointment to step one of the new salary grade, in which case advancement to step two shall occur.

In the event that a lateral transfer occurs during an employee's first year of service, the employee may be eligible for an increase after the completion of one year from date of hire. Since a lateral transfer does not involve a salary adjustment when it occurs, the anniversary date of the employee will not be altered.

Therefore, the anniversary date of an employee involved in a lateral transfer shall continue to be one year after being placed into a salary grade and reviews will take place effective on that anniversary date.

4. Temporary Transfer (Acting Pay)

An employee, temporarily transferred to and specifically made accountable for a different position within UWSS Inc. for more than fifteen (15) consecutive working days, shall be paid as follows:

If the transfer is to a position in a higher salary grade, the employee's rate shall commence at step one of the salary grid's Step System transferred to, or an increase of 5% of the present salary, whichever is greater, and further, the employee who is placed in a temporary transfer position on step one of the salary grade or receives 5% of their present salary will be eligible to move to the next level of the grid as per Schedule A of the Salary Administration Program.

If the employee, on its own volition, requests a transfer to a position in a lower salary grade, the employee's rate for the period of transfer, shall be step five of the salary grade transferred to, or a decrease of five percent, whichever is lower.

If the employee requests a temporary transfer to a position on the same salary grade, no salary change shall occur.

Guidelines for Temporary Pay (Acting Pay)

The following are guidelines for an employee to be eligible for acting pay upon transfer:

- The employee will be responsible for all of the duties of the new position which the employee is temporarily assigned.
- All of the tasks of the absent incumbent that could arise during such absence are to be considered the duties of the replacing incumbent.

Policy UWSS H003 - Salary Review and Pay Policy

- In addition to the duties of the absent incumbent, the replacing incumbent will be expected, where possible, to undertake some of the duties the employee is surrendering.

The appointment of the replacing incumbent must be confirmed in writing and should state the term of the acting appointment.

5. Additional Responsibilities

An employee who is accountable for the tasks (but not substantially responsible for all of the duties) of another individual's position which is temporarily vacated for more than fifteen (15) consecutive working days, will be provided a rate of pay 3% higher than the rate of pay in that employee's existing position, provided that the additional tasks warrant the said adjustment, which is subject to CEO approval in his or her sole discretion.

6. Economic Adjustment Increase

- Annually, the Board shall consider a cost-of-living adjustment to the non-union grids having regard to the following:
 - Average of the comparator group salary grid increases
 - CPI Adjustment
 - Locally negotiated increases
 - Sustainability

Such adjustment shall be effective January 1 of the relevant year.

7. Rating or Re-Rating of a Position

The following circumstances may warrant the rating or re-rating of a position:

- A new position is created.
- The job description/responsibilities of a position are altered from the time of the original ratings were assigned to the position.
- An organizational, departmental structure or service delivery review or change has occurred.
- Employee request.

Re-rating requests shall be reviewed by the CEO for consideration.

8. Job Evaluation System

UWSS Inc. will utilize a salary review and pay equity system such as the McDowall Universal Job Evaluation Plan or other methods approved by the CEO for evaluating jobs and re-rating positions within the Program.



Union Water Supply System Inc.

POLICY No: UWSS H003 - Salary Review and Pay Policy

Date Adopted: November 22, 2023

Amended: April 8, 2026

Subject

This Policy outlines the UWSS Inc. Salary Review and Pay Program for non-union salaried employees.

Purpose

UWSS Inc. will endeavor to:

- Develop, implement, and maintain a salary grid structure for its full-time, non-union salaried employees.
- Conduct a full review and market assessment of the salary grid structure every 3- 4 years to ensure it maintains a pay philosophy within the 60th percentile of the marketplace.
- Conduct an annual assessment for the purpose of establishing the annual economic adjustments to the non-union salary grid.
- Maintain the non-union salary grid to ensure competitiveness within the market in order to attract and retain talented employees.

Pay Philosophy

UWSS Inc. recognizes the implementation of a Salary Review and Pay Program (the “Program”) which supports the objective to attract, recruit, retain and motivate qualified, skilled, and committed employees.

Our Program will stand on the following pillars:

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This Policy applies to all full-time, non-union salaried employees.

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“Board” means the Union Water Supply System Inc. Board of Directors.

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“CPI Adjustment” means the percentage difference between the Statistics Canada Consumer Price Index, All Items (Ontario) (“CPI”) during January of the previous year as compared to the CPI of January of the current year.

“Job Evaluation” means the systematic process of determining the relative value of different jobs in an organization.

“Job Rate” means the maximum rate of pay within a salary range on a step-based pay system.

“UWSS Inc.” means Union Water Supply System Inc.

“Pay Philosophy” means the Corporation’s commitment to how it values employees with regards to monetary compensation.

“Probationary Period” means the first six (6) months of the employee’s placement which occurs in step one of the Step System as set forth in Section 2.

“Program” means Union Water Supply System Inc.’s Salary Review and Pay Program, as may be amended from time to time.

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Salaries are based on a grid structure inclusive of ten (10) grades or bands (Schedule A-Salary Grid). Positions are rated and assigned an appropriate salary grade as determined by the Job Evaluation process. The CEO, in his or her sole discretion, shall be responsible for ensuring that assignment of salary grades is

kept up to date.

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In the event that an employee is appointed to a step higher than step one, the employee is eligible for a salary adjustment one (1) year following the appointment and may progress to the fifth step in the range one (1) year following the appointment to the salary grade.

3. Probationary Period Increases

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employee will progress to the third step (First year rate) on the anniversary date of the employment of the employee's present position conditional upon satisfactory performance.

When an employee is promoted to a position in a higher salary grade and therefore placed at step one of the Step System, the employee will be required to complete a six-month Probationary Period in the new position. Following the six-month Probationary Period, there will only be a salary adjustment if the promotion resulted in appointment to step one of the new salary grade, in which case advancement to step two shall occur.

In the event that a lateral transfer occurs during an employee's first year of service, the employee may be eligible for an increase after the completion of one year from date of hire. Since a lateral transfer does not involve a salary adjustment when it occurs, the anniversary date of the employee will not be altered.

Therefore, the anniversary date of an employee involved in a lateral transfer shall continue to be one year after being placed into a salary grade and reviews will take place effective on that anniversary date.

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- are to be considered the duties of the replacing incumbent.
- In addition to the duties of the absent incumbent, the replacing incumbent will be expected, where possible, to undertake some of the duties the employee is surrendering.

The appointment of the replacing incumbent must be confirmed in writing and should state the term of the acting appointment.

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- Annually, the Board shall consider a cost-of-living adjustment to the non-union grids having regard to the following:
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Such adjustment shall be effective January 1 of the relevant year.

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- A new position is created.
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Re-rating requests shall be reviewed by the CEO for consideration.

8. Job Evaluation System

UWSS Inc. will utilize a salary review and pay equity system such as the McDowall Universal Job Evaluation Plan or other methods approved by the CEO for evaluating

jobs and re-rating positions within the Program.



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 the Union Water Supply System Inc. (UWSS Inc.) Employees.

2.0 PURPOSE

To establish a formal performance management system for all UWSS Inc. employees to ensure the success of both the employee and UWSS Inc.

A performance management system provides a framework for both individual and organizational success by aligning individual performance expectations, goals of the operating department, and the strategic initiatives of UWSS Inc. It also provides an opportunity to highlight the employee's achievements within the review period, establish goals and objectives for the upcoming review period, define training and professional development opportunities, and identify areas for performance enhancement.

All UWSS Inc. employees will have a formal performance evaluation conducted, at a minimum, annually by their direct supervisor. Interim and informal feedback will also be encouraged to provide every opportunity for an employee to achieve the goals and objectives of their position, operating department, and UWSS Inc.

3.0 SCOPE

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

Confidentiality is critical throughout the performance evaluation review process. Therefore, each step of the process is to be kept strictly confidential by any individual involved.

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.
- 4.2 *Performance Evaluation:* A formal procedure to review and measure an employee's work and results based on specific criteria and responsibilities of their position, while providing feedback to the individual.

- 4.3 *Vice-Chair*: The appointed Vice-Chair of the UWSS Inc. Board of Directors, or their delegate, responsible for performance review oversight.

5.0 PROCEDURES

Using the approved performance evaluation template, each calendar year, the CEO will submit a self-assessment to the Chair and Vice-Chair, including proposed corporate goals and objectives for the following year.

The Chair, Vice-Chair, and CEO will meet to review the previous year's performance and confirm the goals and objectives for the upcoming year.

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

After considering feedback from the Board, the Chair and Vice-Chair will jointly provide written comments on the CEO's performance using the approved performance evaluation template. The evaluation will be forwarded to the CEO prior to the scheduled review meeting, at which the Chair and Vice-Chair will discuss the results with the CEO.

Expectations of the CEO should align with the goals and objectives set out in the performance evaluation and should relate to both the work to be performed and the CEO's personal development objectives in the interest of UWSS Inc. These expectations should be:

- a) Results-oriented
- b) Measurable
- c) Clear and concise
- d) Time-bound
- e) Realistic

6.0 COMPENSATION

Salary progression to an employee's job rate is subject to satisfactory performance as per UWSS H003 – Salary Review and Pay Policy.

7.0 PERFORMANCE ENHANCEMENT

During the evaluation process, if areas for improvement are identified, the direct supervisor will work with the employee to develop a performance improvement plan in consultation with Human Resources.

8.0 PERFORMANCE MANAGEMENT DOCUMENTS

Performance management documents, including evaluations, will be retained confidentially by Human Resources within the employee's file, as per the Records Retention Policy. The employee will receive a copy of their completed evaluation and any supporting documents.

Human Resources is authorized to revise performance management documents, including evaluation templates for UWSS Inc. employees, as required.