



# Union Water Supply System Inc.

## Governance Committee Meeting

Wednesday, May 13<sup>th</sup>, 2026  
1615 Union Avenue, Ruthven  
9:00 to 11:00 am

## AGENDA

- A. **Call to Order**
- B. **Welcoming Remarks**
- C. **Adoption of the previous minutes**
  - Minutes of Governance Committee Meeting of April 8<sup>th</sup>, 2026  
Pages 2 - 5
- D. **UWSS Inc. Policies**
  - Report GAC-UWSS/02/26 dated May 8, 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 6 - 30
- E. **Memo to the Shareholders**
  - Dated April 30, 2026 Re: UWSS Inc. Director Appointments  
Pages 31 - 38
- F. **Comments, Announcements, and Other Business:**
- G. **Adjournment:**
- H. **Date of Next Meeting: To be determined.**



**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

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**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.

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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 13<sup>th</sup>, 2026, 9:00 am to 11:00 am - Ruthven Water Treatment Plant – Board Room

**GAC-UWSS/02/26**

**To:** UWSS Inc. Governance Committee

**From:** Erin McKee, UWSS Inc. Human Resources Generalist

**Date:** May 8, 2026

**Re:** Performance Management Policy and Evaluation Templates

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**Recommendation:**

That the Governance Committee of Union Water Supply System Inc. (UWSS Inc.) recommend approval of the Performance Management Policy and associated evaluation templates to the Board of Directors for implementation.

**Background:**

At the April 15, 2026 Board meeting, UWSS Inc. approved the 2025 Compensation Review and associated compensation framework developed by ML Consulting. As part of implementation and next steps, the Performance Management Policy and evaluation templates were identified to support consistent, transparent, and defensible performance evaluation practices aligned with the approved salary framework.

**Discussion:**

The Performance Management Policy establishes a standardized approach to employee performance evaluation across UWSS Inc. Supporting templates provide consistent tools for probationary, non-management, management, and CEO evaluations.

The policy and templates operationalize the approved compensation framework by linking performance management to salary administration. This ensures consistency in evaluation practices, supports fair and equitable decision-making, and strengthens alignment between performance outcomes and organizational objectives.

**Closing Comments:**

The materials have been developed in alignment with municipal best practices, including standardized evaluation templates across employee groups, structured probationary and annual review cycles, and documented performance criteria intended to align with job expectations and the compensation framework. They will be integrated into existing HR processes to support consistent application across all employee groups.

**Appendix A - Performance Management Documents:**

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

Respectfully submitted,



Erin McKee  
Human Resources Generalist

Approved By:



Rodney Bouchard, CEO



## 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.

4.1 *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 process used to assess and document an employee's performance against established criteria, responsibilities, and objectives, while providing structured feedback.

4.3 *Supervisor (or Manager)*: An employee who has direct responsibility for overseeing the work, performance, and evaluation of another employee.

4.4 *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.

## **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**

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.

All compensation adjustments shall be administered in accordance with the applicable UWSS Inc. compensation policies and approved salary structures.

## **8.0 PERFORMANCE ENHANCEMENT**

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.

Performance improvement plans will outline expectations, timelines, and support mechanisms to assist the employee in achieving required performance standards.

## **9.0 PERFORMANCE MANAGEMENT DOCUMENTS**

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.

Employees will receive a copy of their completed performance evaluation and any related documentation.

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**

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



# Probationary Period Evaluation

## Six Month Review– Confidential

### Instructions

This evaluation is to be completed by the Manager at the end of the employee's probationary period, with input from the employee. The purpose is to assess performance against job expectations, confirm suitability for continued employment, and identify any development needs.

The completed form must be reviewed with the employee. Both parties will sign the final document. A copy will be provided to the employee and the original retained in the personnel file.

### Employee Information

Name: \_\_\_\_\_

Position Title: \_\_\_\_\_

Manager: \_\_\_\_\_

Start Date in Position: \_\_\_\_\_

Probation End Date: \_\_\_\_\_

Date of Appraisal: \_\_\_\_\_

### 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	Select	

and manages workload effectively.	rating (1-4)	
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### 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

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

### Part 2: Manager Summary

Section	Comments
Key strengths observed during probation period	
Areas requiring improvement or development	

Recommendation regarding continued employment	
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### Part 3: Evaluation Comments & Sign Off

#### Employee's Comments on Evaluation:

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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:** \_\_\_\_\_  
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#### Manager's Comments on Evaluation:

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

**Manager Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_  
 \_\_\_\_\_

### 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: \_\_\_\_\_



# 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 Appraisal: \_\_\_\_\_

## 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

- What are your key strengths and most significant contributions over the past year?

### Development & Support

- What are 1–2 areas you would like to develop, and what support would help you succeed?

<p><b>Role Effectiveness</b></p> <ul style="list-style-type: none"> <li>What aspects of your role are most rewarding or challenging, and what improvements (to your role, team, or processes) would enhance your effectiveness?</li> </ul>
<p><b>Work Environment &amp; Culture</b></p> <ul style="list-style-type: none"> <li>How would you describe the workplace culture and overall work environment, including health and safety? Please share any suggestions for improvement.</li> </ul>

## 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	Select	

to requirements.	rating (1-4)	
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### 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 and 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

<b>Criteria</b>  <i>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.</i>	<b>Overall Rating</b>  <b>(1-4)</b>	<b>Comments on overall performance</b>
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 (How will success be measured?)

### 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/Outcome	Manager Comments

### Part 5: Next Objectives

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

Key Objective / Initiative	Timeframe	Expected Results / Success Indicators (How will success be measured?)


**Part 6: Evaluation Comments & Sign Off**

**Employee’s Comments on Evaluation:**

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**Acknowledgement of Review**

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:** \_\_\_\_\_

**Manager’s Comments on Evaluation:**

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**Manager Confirmation**

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

**Manager Signature:** \_\_\_\_\_  
**Date:** \_\_\_\_\_

**HR Use Only – Compensation Adjustment**

<p><b>Current Salary Grade:</b> _____ <b>Step Level:</b> _____</p> <p><b>Change to Salary Grade:</b> _____ <b>Step Level:</b> _____</p> <p><b>Effective Date of Change:</b> _____</p> <p><b>HR Processing (Post-Evaluation)</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30px; text-align: center;"><input type="checkbox"/></td> <td>Manulife Updated</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td>Payroll Updated</td> </tr> </table> <p>Date: _____</p> <p>Initials: _____</p>	<input type="checkbox"/>	Manulife Updated	<input type="checkbox"/>	Payroll Updated
<input type="checkbox"/>	Manulife Updated			
<input type="checkbox"/>	Payroll Updated			



# 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 Appraisal: \_\_\_\_\_

## 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

- Identify key leadership strengths and 1–2 areas for development.

### Key Achievements & Initiatives

- Summarize key achievements and any improvements, initiatives, or changes you have led or implemented. Suggestions for future improvements may also be included.

<p><b>Role Satisfaction &amp; Support</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul>
<p><b>Culture &amp; Organizational Alignment</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul>

## 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	Select	

policies, and maintains accurate documentation and reporting.	rating (1-4)	
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### 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 and punctuality, and appropriately manages and communicates absences to support operational continuity.	Select rating (1-4)	
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### Overall Performance Rating

Criteria	Overall Rating	Comments on overall performance
<i>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.</i>	(1-4)	
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, which may include technical, professional, leadership, or organizational development opportunities that support individual performance and UWSS Inc. objectives. All training and development is subject to approval and budget availability.*

Planned Training/Development	Target Date	Expected Outcomes/Success Indicators (How will success be measured?)

### Part 4: Key Objectives - Previous Review Period

#### Results and Manager Feedback

Key Objective / Initiative	Target Date	Results/Outcome	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 Results / Success Indicators (How will objectives be measured?)

**Part 6: Evaluation Comments & Sign Off**

**Employee's Comments on Evaluation:**

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**Acknowledgement of Review**

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:** \_\_\_\_\_

**Manager's Overall Comments:**

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**Manager Confirmation**

I confirm that I have discussed this Performance Evaluation with the employee, and that the employee has had the opportunity to provide written comments.

**Manager Signature:** \_\_\_\_\_  
**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

## 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: \_\_\_\_\_

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.*

<b>Strategic Leadership</b> <i>Summarize key organizational and strategic achievements during the review period.</i>
<b>Governance &amp; Board Relations</b> <i>Summarize engagement with the Board of Directors and overall governance effectiveness.</i>
<b>Operational Performance</b> <i>Summarize overall organizational performance and operational outcomes.</i>
<b>Financial Stewardship</b> <i>Summarize financial management, sustainability, and accountability outcomes.</i>
<b>Stakeholder &amp; Regulatory Relations</b> <i>Summarize relationships and engagement with municipal partners, regulators, and external stakeholders.</i>
<b>Risks &amp; Organizational Improvement</b> <i>Identify key risks, mitigation actions, and organizational improvements undertaken during the review period.</i>

## 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

Criteria	Overall Rating	Comments on overall performance
<i>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.</i>	<b>(1-4)</b>	
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.*

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**Part 3: Goals and 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.*

Key Objective	Timeframe	Success Indicators/Measurement Criteria

**Part 4: Compensation Progression (Board Use Only)**

*CEO compensation progression is based on the annual performance evaluation and an overall assessment of satisfactory performance, determined by the Chair and Vice-Chair in consultation with the Board. Where expectations are met, advancement occurs to the next step in the approved salary grid.*

**Compensation Administration**

Current Salary Step Level: \_\_\_\_\_  
 Next Step Level (if applicable): \_\_\_\_\_  
 Effective Date: \_\_\_\_\_

**Part 5: Sign-Offs**

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: \_\_\_\_\_

**Vice-Chair of the Board**

Name: \_\_\_\_\_  
 Signature: \_\_\_\_\_

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:

\_\_\_\_\_

CEO Comments (Optional):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## 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

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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 read 'R. Bouchard', is written below the text 'Respectfully submitted,'.

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

<b>Director</b>	<b>Municipality</b>	<b>Official Appointment Date</b>	<b>Expiry</b>	<b>Basis / Note</b>
<b>Dennis Rogers</b>	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.
<b>Hilda MacDonald</b>	Leamington	July 7, 2023	July 6, 2027	Per written resolutions of the shareholders appointing the Director as interim director as of July 7, 2023.
<b>John Tofflemire</b>	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.
<b>Kimberly DeYong</b>	Kingsville	July 7, 2023	July 6, 2027	Per written resolutions of the shareholders appointing the Director as interim director as of July 7, 2023.
<b>Kirk Walstedt</b>	Lakeshore	July 7, 2023	July 6, 2027	Per written resolutions of the shareholders appointing the Director as interim director as of July 7, 2023.
<b>Larry Verbeke</b>	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.
<b>Lori Atkinson</b>	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.
<b>Sherry Bondy</b>	Essex	July 7, 2023	July 6, 2027	Per written resolutions of the shareholders appointing the Director as interim director as of July 7, 2023.
<b>Tim Sunderland</b>	Kingsville	January 19, 2026	End of current council term**	Kingsville replacement appointment; see Note 1.
<b>Wayne Wharram</b>	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.
<b>Barry Wilson</b>	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.