



Union Water Supply System Inc.

Board of Directors Meeting

Wednesday, February 25, 2026

9:00 am

Kingsville Arena
1741 Jasperson Ave.

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, January 21, 2026
Pages 4 - 9

F. Business Arising Out of the Minutes

G. Items for Consideration:

1. Report UWSS/03/26 dated February 20, 2026 re: 2025 Annual Report under the Safe Drinking Water Act and Ontario Regulation 170/03
Pages 10 - 18
2. Report UWSS/04/256 dated February 20, 2026 re: 2025 Summary Report for Municipalities under Regulation 170/03 made under the Safe Drinking Water Act
Pages 19 - 30

3. Report UWSS/05/26 dated February 20, 2026 re: Adoption of UWSS Inc. Human Resources and Administrative Policies
Page 31
 - UW-M05-001 Social Media Policy and UW-M05-002 Social Media Terms of Use Policy
Pages 32 - 37
 - UW-B12-004 Code of Conduct
Pages 38 - 41
4. Report UWSS/06/26 dated February 20, 2026 re: Adoption of Amendments to the M05 - Board of Directors Compensation and Expense Reimbursement Policy
Pages 42 - 44

H. Consent Agenda

That the items 1 through 3 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, September 17, 2025
Pages 45 - 48
2. Finance & Audit Committee meeting minutes held on Friday, October 17, 2025
Pages 49 - 51
3. Finance & Audit Committee meeting minutes held on Wednesday, November 26, 2025
Pages 52 - 55

I. Proposal for Renewal of Operations & Maintenance Services Agreement for UWSS Inc.

Report UWSS/07/26 dated February 19, 2026 re: Proposal for Renewal of Operations & Maintenance Services for UWSS Inc.
Pages 56 - 60

- Guest Jeff St. Pierre, VP Operations for Ontario Clean Water Agency (OCWA) to present OCWA's Proposal to Renew our Relationship with Union Water Supply System Inc.
(To be forwarded under separate cover)

J. Special Closed Meeting of the UWSS Inc. Board of Directors

Recommendation:

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

K. Disclosures of Pecuniary Interest and General Nature Thereof

L. Adjournment of Special Closed Meeting:

M. Report on Closed Session:

N. New Business:

O. Action Items:

P. Comments, Announcements, and Other Business:

Q. Adjournment:

R. Date of Next Meeting: April 15th, 2026, 9:00 am, location to be determined

/kmj

UWSS Inc.
Board of Directors
Meeting

Wednesday, January 21, 2026
9:00 am
Kingsville Arena
1741 Jasperson



MINUTES

Directors Kim DeYong (Chair)
 Hilda MacDonald (Vice Chair)
 Sherry Bondy
 Kirk Walstedt
 Dennis Rogers
 Mike St. Amant - absent
 Lori Atkinson
 Tim Sunderland
 Sebastian Schmoranz - absent
 John Tofflemire
 Wayne Wharram
 Larry Verbeke

Also in Attendance: Rodney Bouchard, UWSS Inc. Chief Executive Officer
For UWSS Kristine Johnson, UWSS Inc. Office Administrator
 Andrew Plancke, UWSS Inc. Special Projects Manager

Guest Sabrina Nazzani, Capital Assist (Valuation) Inc. - CFO
 William Willis, Willis Business Law - Legal

OCWA Staff Ken Penney, Dale Dillen

Municipal Staff Erica Allen - Town of Kingsville
Present Jason Barlow - Municipality of Lakeshore
 Shannon Belleau - Municipality of Leamington

Call to Order: 9:02 am

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..

Welcoming Remarks:

The CEO welcomes everyone to the first meeting of 2026. He reminds members of the board of the recent passing of Director Tom Kissner, and indicates that Tom was a valued director and will be missed for his knowledge, wisdom and commitment to UWSS Board and committees.

He then confirms that at the Town of Kingsville Council meeting, on Monday, January 19, 2026, a motion was passed to appoint a new director to fill this vacancy. The new Board of Director member is Tim Sunderland, representing the Town of Kingsville.

Director Sunderland then takes a few moments to provide his background in water and his years of experience within the water industry. Most notably his last assignment was Manager of the Chatham Kent PUC for 8 years, until his retirement in 2023.

Election

The CEO explains the rules of the election.

He calls for nominations of for the position of Chair.

Director Bondy nominates Director DeYong for the position of Chair, with Director Rogers seconding the nomination. Director DeYong accepts the nomination.

Director Atkinson nominates Director MacDonald for the position of Chair, with Director Verbeke seconding the nomination. Director MacDonald accepts the nomination.

The recording secretary asks to read an email from Director Schmoranz (who is away), to allow his vote to be considered by proxy. Mr. Willis, legal counsel, indicates that the member must be present to vote.

No. UWSS-01-26

Moved by: Director Wharram

Seconded by: Director Sunderland

Director Wharram moves that the nominations are closed.

Carried

There is a call for a show of hands for Director DeYong.

There is a call for a show of hands for Director MacDonald.

As two (2) directors are missing, the vote is tied 5 votes to 5 votes.

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Director MacDonald decides to remove her name from contention for the position of Chair. Therefore, Director DeYong is confirmed to the position of Chair.

No. UWSS-02-26

Moved by: Director Bondy

Seconded by: Director Rogers

That Director DeYong is nominated to the position of Chair of the Union Water Supply System Board of Directors.

Carried

Chair DeYong then calls for nominations for the position of Vice Chair.

Director Bondy nominates Director MacDonald for the position of Vice Chair. She accepts the nomination. The Chair calls for a seconder, which is Director Rogers. She calls for any further nominations and then a third and final time, and seeing none, asks for a motion to receive Director MacDonald as Vice Chair of the UWSS Inc. Board of Directors.

No. UWSS-03-26

Moved by: Director Bondy

Seconded by: Director Rogers

That Director MacDonald is nominated to the position of Vice Chair for the Union Water Supply System Inc. Board of Directors.

Carried

Disclosure of Pecuniary Interest: none

Adoption of Board Minutes:

No. UWSS-04-26

Moved by: Director Verbeke

Seconded by: Director Walstedt

That the minutes of the Union Water Supply System Inc. Board of Directors for the following meetings are received:

- Minutes of the UWSS Inc. Board of Directors meeting held on November 19, 2025

Carried

Business Arising out of Minutes:

There was none.

Items for Consideration

Verbal update on 2025 year end financials

The CFO takes over to review the year end financials with the members. She is in the process of closing the books for 2025. She notes that there has been interim work completed between UWSS Inc. administration and the auditing team at Baker Tilly. She anticipates the audit will kick off mid-February and is hopeful to have a tighter timeline for 2025 Financial Statements. She further notes all the financials are aligning close to budget.

Report UWSS/02/26 dated January 16, 2026, re: Proposed 2026 UWSS Inc. Operations and Capital Budget

The CEO begins by sharing the budget presentation on the screen. He notes that this is the beginning of the third year as a corporation and confirms there is continuous improvements both financially and operationally.

He reviews the revenues for UWSS Inc. which include revenues from the sale of treated water, rental income, and interest income. He then reviews the treated water output, specifically the increases since 2015, which represents a 52% increase in the last 10 years. He then points out the shifts that have been subtle but occurring over time, wherein the peaks have shifted to earlier in the season. Finally, he points out that the average day demand numbers have also increased in the last 10 years as well.

The CEO then reviews the proposed rate increases for 2026 and provides an explanation as to how the increases were determined. He notes that there are three (3) components to the rate including: the treatment and transmission rate, the capital renewal rate and the lifecycle rate. Combined the new rate is \$0.8855 m³. There is then another component for large water users who have treatment allocations, as they are driving growth, and a \$0.03 m³ will apply to those properties. The CEO wants to public to understand the rates and how they are made up. The increases roughly work out to \$1.25 per month (\$15/year) residential and approximately \$110 per acre extra per year for a greenhouse operation.

The CFO also clarifies that the rate increase is also made up of the CPI, which is determined by Statistics Canada, and allowed for the preparation of the five (5) year budget, which she presented on screen. She clarifies some points of interest including how this plan relates back to UWSS's Financial Plan.

The conversation then moves the OCWA contract, which is in its final stages of completion. The CEO hopes to present it at the February Board of Directors meeting, along with senior administrative staff from OCWA to be present. He confirms that the

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2026 OCWA budget will utilize actual monthly invoices, rather than a budgeted approach, and will involve more quarterly reporting from OCWA administration.

The CFO then runs through the expected expenses and expense categories, and notes that the Operational Programs and Studies category includes two (2) large projects: \$400,000 for a leak detection study and \$700,000 for continuation of the UWSS-WUC Redundancy Study.

The CEO then provides a summary of expected future projects, such as the new reservoir, the transmission system, additional staff, the new water treatment facility and administration building. He also notes that he will be looking to complete a full risk assessment in 2026 to identify those areas that are most vulnerable within our system.

Director Rogers asks for clarification on the OCWA actuals for 2025, he wants the Directors to understand why there is a large increase in the contract for the end of the year. The CEO clarifies the change, noting that OCWA staff received a pay increase through the Ontario Government in 2025 and therefore UWSS must cover the cost of the staff pay increases.

The CFO moves onto the general and administrative expenses noting they are inline with the expected numbers. She notes in 2026 there could be an adjustment as to how the directors are compensated, but that needs to be brought forward to the Finance & Audit Committee (FAC) first. She also indicates that there is currently an HR Compensation review that could affect salaries, but that has not been completed as of this time. The CEO indicates that most of the salary review work has been completed and it is expected to go before the Governance Committee at the beginning of February.

The CFO then explains to the directors that UWSS will be implementing further policies to assist with Reserves. She then reviews the operating loan vs the term loan and how that will look going forward.

The CEO then moves on to explain that part of the budget in 2026 is made up of some carry forward monies from the 2025 budget. He briefly explains what those items are.

The Chair asks if there are any questions and asks the Chair of the FAC for his opinion on the budget presented. Director Rogers notes that the FAC have worked diligently over the last several months tweaking the budget and asking a lot of questions of the CFO and clarification. He feels confident that his committee has covered all the bases.

Director Bondy asks for clarification on any future budgets to provide specific information on any budget monies carried forward from the previous year. Director Sunderland likes that UWSS has added in the lifecycle costs and feels this is a reasonable budget. Director MacDonald feels that the budget is also reasonable and reminds members that low rates does not help the future, the incidents in Calgary and Montreal should be a lesson for all of us. Director Tofflemire appreciates that directors have seen what has happened in Calgary and Montreal and that UWSS is looking closely at its vulnerabilities. The CEO confirms that any risk assessment will involve the municipal colleagues to ensure that all aspects are considered.

No. UWSS Inc-05-26

Moved by: Director MacDonald

Seconded by: Director Atkinson

That the UWSS 2026 Operational and Capital Budget, as presented, is approved.

Carried

New Business

Director Bondy notes that it is not the recording secretary's job to bring proxy information to board meetings. She is asking for clarification of the rules surrounding such items. The CEO and legal counsel will review and get back to the members.

The CEO then reminds the directors of the passing of Bill 60, Schedule 16. This item allows the province to create corporations for water and wastewater. He feels the UWSS Inc. is in good shape, having just completed the corporation process. He will continue to bring information to the board regarding the implementation of Bill 60 as it becomes available.

Comments, Announcements, and Other Business

There was none.

Adjournment:**No. UWSS Inc-06-26**

Moved by: Director Verbeke

Seconded by: Director Rogers

Time adjourned: 10:13 am

Date of Next Meeting: February 18th, 2026, 9:00 am, Kingsville Arena

/kmj

UWSS/03/26

To: UWSS Inc. Board of Directors
From: Rodney Bouchard, UWSS Inc. CEO
Date: February 20, 2026
Re: 2025 Annual Report under the Safe Drinking Water Act and Ontario Regulation 170/03



Aim

To present to the Board the Annual Report for 2025 as required under Regulation 170/03 made under the Safe Drinking Water Act 2002.

Background

Section 11 of Regulation 170/03 made under the Safe Drinking Water Act 2002 requires that an Annual Report be prepared for a water system and submitted to any water systems that are supplied from that water system. This is required to be done before February 28th of the following year.

Discussion

The attached Annual Report for 2025 has been prepared in accordance with O. Reg. 170/03. A copy has been provided to each of the four (4) participating municipalities therefore satisfying the requirement that it must be received before February 28, 2026.

Recommendation:

That the Board receive the Annual Report for 2025 prepared under Section 11 of Regulation 170/03 made under the Safe Drinking Water Act 2002.

Respectfully submitted,



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



Ontario Clean Water Agency
Agence Ontarienne Des Eaux



Annual Performance Report
Union Water Supply System
Drinking Water System #210000853
2025

Prepared for Union Water Supply System Inc.
By the Ontario Clean Water Agency

ANNUAL REPORT

Drinking Water System Number:	210000853
Drinking Water System Name:	Union Water Supply System
Drinking Water System Owner:	Union Water Supply System Inc.
Drinking Water System Category:	Large Municipal Residential
Reporting Period:	01-January-2025 to 31-December-2025

<p><u>Complete if your Category is Large Municipal Residential or Small Municipal Residential</u></p> <p>Does your Drinking Water System serve more than 10,000 people? Yes [X] No []</p> <p>Is your annual report available to the public at no charge on a web site on the Internet? Yes [X] No []</p> <p>Location where Summary Report required under O. Reg. 170/03 Schedule 22 will be available for inspection:</p> <div style="border: 1px solid black; padding: 5px; width: fit-content;"> Union Water Supply System P.O. Box 340, 1615 Union Ave., Ruthven, Ont. N0P 2G0 </div>	<p><u>Complete for all Other Categories</u></p> <p>Number of Designated Facilities served:</p> <div style="border: 1px solid black; padding: 2px; width: 100px; margin: 5px auto;">N/A</div> <p>Did you provide a copy of your annual report to all Designated Facilities you serve? Yes [] No []</p> <p>Number of Interested Authorities you report to:</p> <div style="border: 1px solid black; padding: 2px; width: 100px; margin: 5px auto;">N/A</div> <p>Did you provide a copy of your annual report to all Interested Authorities you report to for each Designated Facility? Yes [] No []</p>
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List all Drinking Water Systems (if any), which receive all their drinking water from your system:

Drinking Water System Name	Drinking Water System Number
Municipality of Leamington	220004992
Town of Kingsville	220003403
Town of Essex	220003680
Municipality of Lakeshore	260004995
Union Water Supply System	210000853

Did you provide a copy of your annual report to all Drinking Water System owners that are connected to you and to whom you provide all drinking water?
 Yes [X] No []

Indicate how you notified system users that your annual report is available and is free of charge:

- [X] Public access/notice via the web
- [] Public access/notice via Government Office
- [] Public access/notice via a newspaper
- [X] Public access/notice via Public Request

Public access/notice via a Public Library

Public access/notice via other method

Describe your Drinking Water System

The Union Water Supply System (UWSS) includes one water treatment plant, the Ruthven Water Treatment Plant (RWTP) that is located in the hamlet of Ruthven in the Town of Kingsville, Ontario. The RWTP is a chemically assisted conventional filtration plant that draws water from Lake Erie.

The UWSS supplies potable water to the end users of the Town of Kingsville, Municipality of Leamington, a portion of the Town of Essex and a portion of the Municipality of Lakeshore with an estimated service population of 66, 944.

The treatment process includes raw water pH control, chemically assisted up-flow clarification, chemically assisted Dissolved Air Floatation system, filtration with dual media filters, primary disinfection using Chlorine gas and secondary disinfection using Chlorine gas and Sodium Hypochlorite.

Seasonally, the RWTP uses sodium hypochlorite at its intakes to control Zebra Mussel formation.

There are also four water towers and a booster/storage station located on the Union Water Supply System.

List all water treatment chemicals used over this reporting period

Zebra Mussel Control:

- Sodium Hypochlorite (Seasonal)

Clarification Chemicals:

- SternPac 70 – Coagulant
- NorFloc 122 (polymer) – Coagulant Aid
- Powdered Activated Carbon – Taste and Odour Control
- CO₂ – pH Adjustment

Filtration:

- Cat-Floc 8103 Plus – Filter Aid (Seasonal)

Dechlorination:

- Calcium Thiosulfate

Disinfection:

- Primary: Chlorine Gas
- Secondary: Chlorine Gas and Sodium Hypochlorite

Were any significant expenses incurred?

Install required equipment

Repair required equipment

Replace required equipment

Please provide a brief description and a breakdown of monetary expenses incurred

	Item Description	Expenditures to 2025 Year End
	Capital Works and Major Maintenance	
	New Reservoir #3	\$19,418,734
	DAF #2	\$11,733,177
	Backup Power System Upgrades	\$1,188,407
	Dechlorination	\$488,415
	Residual Pond Maintenance	\$222,873
	Machinery & Equipment	\$179,557
	SCADA System/Communication/Security	\$162,341
	Water Quality Instrumentation	\$149,002
	Kingsville Utility Building	\$122,953
	General Building Maintenance	\$95,483
	Low Lift Station	\$64,022
	High Lift Pumps	\$51,436
	Chemical System	\$42,980
	Wastewater Pumps	\$41,902
	Filtration	\$16,830
	Cottam Upgrades	\$13,376
	Other Non-Identified Capital Projects	\$11,315
	Flow Chamber	\$3,906
	OCWA Capital Expenditures	\$202,328.46
	Total	\$34,237,065.46

Provide details on the notices submitted in accordance with subsection 18 (1) of the Safe Drinking Water Act or section 16-4 of Schedule 16 of O.Reg.170/03 and reported to Spills Action Centre

Incident Date	Parameter	Result	Unit of Measure	Corrective Action	Corrective Action Date
None	N/A	N/A	N/A	N/A	N/A

Microbiological testing done under the Schedule 10, 11 or 12 of Regulation 170/03, during this reporting period

Parameter	Number of Samples	Range of E. coli Results (Min – Max)	Range of Total Coliform Results (Min – Max)	Number of HPC Samples	Range of HPC Results (Min – Max)
Raw	52	<10 - 100	<10 - 2280	0	N/A
Treated	52	0 - 0	0 - 0	52	<10 - 20
Distribution	56	0 - 0	0 - 0	29	<10 - 20

Please See Individual Annual Reports for Distribution System Information: Leamington (220004992), Kingsville (220003403), Essex (220003680), and Lakeshore (260004995).

Operational testing done under Schedule 7, 8 or 9 of Regulation 170/03 during the period covered by this Annual Report.

Parameter	Number of Samples	Range of Results (Min – Max)	Unit of Measure
Turbidity (Treated)	8760	0.01 – 1.263	NTU
Chlorine (Treated)	8760	1.03 – 2.00	mg/L
Chlorine (Distribution)	193	0.70 – 1.77	mg/L

Note: For continuous monitors use 8760 as the number of samples

Summary of additional testing and sampling carried out in accordance with the requirement of an approval, order or other legal instrument.

Date of Legal Instrument Issued	Parameter	Date Sampled	Result	Unit
July 9, 2024	Suspended Solids	Jan 6, 2025	<3	mg/L
	Suspended Solids	Feb 3, 2025	<3	mg/L
	Suspended Solids	Mar 3, 2025	<3	mg/L
	Suspended Solids	Apr 1, 2025	<3	mg/L
	Suspended Solids	May 5, 2025	<3	mg/L
	Suspended Solids	Jun 2, 2025	<3	mg/L
	Suspended Solids	Jul 7, 2025	<3	mg/L
	Suspended Solids	Aug 5, 2025	3	mg/L
	Suspended Solids	Sep 2, 2025	<3	mg/L
	Suspended Solids	Oct 6, 2025	<3	mg/L
	Suspended Solids	Nov 3, 2025	<3	mg/L
	Suspended Solids	Dec 1, 2025	<3	mg/L
	Annual Average		3	mg/L
Date of Legal Instrument Issued	Parameter	Date Sampled	Result	Unit
July 9, 2024	Total Chlorine Residuals	Jan 28, 2025	0.36	mg/L
	Total Chlorine Residuals	Feb 25, 2025	0.20	mg/L
	Total Chlorine Residuals	Mar 28, 2025	0.43	mg/L
	Total Chlorine Residuals	Apr 28, 2025	0.15	mg/L
	Total Chlorine Residuals	May 29, 2025	0.20	mg/L
	Total Chlorine Residuals	Jun 24, 2025	0.15	mg/L
	Total Chlorine Residuals	Jul 29, 2025	0.18	mg/L
	Total Chlorine Residuals	Aug 28, 2025	0.22	mg/L
	Total Chlorine Residuals	Sep 25, 2025	0.10	mg/L
	Total Chlorine Residuals	Oct 28, 2025	0.22	mg/L
	Total Chlorine Residuals	Nov 27, 2025	0.00	mg/L
	Total Chlorine Residuals	Dec 31, 2025	0.09	mg/L
	Annual Average		0.19	mg/L

Summary of Inorganic parameters tested during this reporting period or the most recent sample results

Treated Water	Date Sampled	Result	MAC	Exceedances (MAC / ½ MAC)
Antimony: Sb (ug/L)	Jan 7, 2025	<0.1	6.0	No / No
Arsenic: As (ug/L)	Jan 7, 2025	0.2	10.0	No / No
Barium: Ba (ug/L)	Jan 7, 2025	17.0	1000.0	No / No

Boron: B (ug/L)	Jan 7, 2025	15.0	5000.0	No / No
Cadmium: Cd (ug/L)	Jan 7, 2025	<0.015	5.0	No / No
Chromium: Cr (ug/L)	Jan 7, 2025	<1.0	50.0	No / No
Mercury: Hg (ug/L)	Jan 7, 2025	<0.02	1.0	No / No
Selenium: Se (ug/L)	Jan 7, 2025	<1.0	50.0	No / No
Uranium: U (ug/L)	Jan 7, 2025	<0.05	20.0	No / No
Fluoride (mg/L)	Jan 7, 2025	<0.1	1.5	No / No
Sodium: Na (mg/L)	Jan 7, 2025	7.1	20*	No / No

***There is no "MAC" for sodium. The aesthetic objective for sodium in drinking water is 200 mg/L. The local Medical Officer of Health should be notified when the sodium concentration exceeds 20 mg/L so that this information may be communicated to local physicians for their use with patients on sodium restricted diets.**

Treated Water	Date Sampled	Result	Unit	Exceedances
Nitrite (N)	Jan 6, 2025	<0.05	mg/L	No
Nitrate (N)		0.38	mg/L	No
Ammonia N-Total		<0.05	mg/L	No
Nitrite (N)	Apr 1, 2025	<0.05	mg/L	No
Nitrate (N)		0.56	mg/L	No
Ammonia N-Total		0.25	mg/L	No
Nitrite (N)	Jul 7, 2025	>0.05	mg/L	No
Nitrate (N)		0.26	mg/L	No
Ammonia N-Total		0.05	mg/L	No
Nitrite (N)	Oct 6, 2025	<0.05	mg/L	No
Nitrate (N)		0.10	mg/L	No
Ammonia N-Total		<0.05	mg/L	No

Summary of lead testing under Schedule 15.1 during this reporting period

(applicable to the following drinking water systems; large municipal residential systems, small municipal residential systems, and non-municipal year-round residential systems)

Location	Number of Samples	Range of Lead Results (Max – Min)	Unit	Exceedances
Plumbing	N/A	N/A	N/A	N/A
Distribution - Lead	N/A	N/A	N/A	N/A
Distribution - Alkalinity	4	79 - 80	mg/L	N/A
Distribution - pH	4	7.25 – 7.45	N/A	N/A

Please See Individual Annual Reports for Distribution System Information: Leamington (220004992), Kingsville (220003403), Essex (220003680), and Lakeshore (260004995).

Summary of Organic parameters sampled during this reporting period or the most recent sample results

Treated Water	Sample Date	Result	Unit	MAC	Exceedances (MAC / ½ MAC)
Alachlor	Jan 7, 2025	< 0.3	ug/L	5.0	No / No
Atrazine + N-dealkylated metabolites	Jan 7, 2025	< 0.5	ug/L	5.0	No / No
Azinphos-methyl	Jan 7, 2025	< 1.0	ug/L	20.0	No / No
Benzene	Jan 7, 2025	< 0.5	ug/L	1.0	No / No

Benzo(a)pyrene	Jan 7, 2025	< 0.006	ug/L	0.01	No / No
Bromoxynil	Jan 7, 2025	< 0.5	ug/L	5.0	No / No
Carbaryl	Jan 7, 2025	< 3.0	ug/L	90.0	No / No
Carbofuran	Jan 7, 2025	< 1.0	ug/L	90.0	No / No
Carbon Tetrachloride	Jan 7, 2025	< 0.2	ug/L	2.0	No / No
Chlorpyrifos	Jan 7, 2025	< 0.5	ug/L	90.0	No / No
Diazinon	Jan 7, 2025	< 1.0	ug/L	20.0	No / No
Dicamba	Jan 7, 2025	< 1.0	ug/L	120.0	No / No
1,2-Dichlorobenzene	Jan 7, 2025	< 0.5	ug/L	200.0	No / No
1,4-Dichlorobenzene	Jan 7, 2025	< 0.5	ug/L	5.0	No / No
1,2-Dichloroethane	Jan 7, 2025	< 0.5	ug/L	5.0	No / No
1,1-Dichloroethylene	Jan 7, 2025	< 0.5	ug/L	14.0	No / No
Dichloromethane (Methylene Chloride)	Jan 7, 2025	< 5.0	ug/L	50.0	No / No
2,4-Dichlorophenol	Jan 7, 2025	< 0.2	ug/L	900.0	No / No
2,4-Dichlorophenoxy acetic acid (2,4-D)	Jan 7, 2025	< 1.0	ug/L	100.0	No / No
Diclofop-methyl	Jan 7, 2025	< 0.9	ug/L	9.0	No / No
Dimethoate	Jan 7, 2025	< 1.0	ug/L	20.0	No / No
Diquat	Jan 7, 2025	< 5.0	ug/L	70.0	No / No
Diuron	Jan 7, 2025	< 5.0	ug/L	150.0	No / No
Glyphosate	Jan 7, 2025	< 25.0	ug/L	280.0	No / No
Malathion	Jan 7, 2025	< 5.0	ug/L	190.0	No / No
Metolachlor	Jan 7, 2025	< 3.0	ug/L	50.0	No / No
Metribuzin	Jan 7, 2025	< 3.0	ug/L	80.0	No / No
Monochlorobenzene (Chlorobenzene)	Jan 7, 2025	< 0.5	ug/L	80.0	No / No
Paraquat	Jan 7, 2025	< 1.0	ug/L	10.0	No / No
PCB	Jan 7, 2025	< 0.05	ug/L	3.0	No / No
Pentachlorophenol	Jan 7, 2025	< 0.2	ug/L	60.0	No / No
Phorate	Jan 7, 2025	< 0.3	ug/L	2.0	No / No
Picloram	Jan 7, 2025	< 5.0	ug/L	190.0	No / No
Prometryne	Jan 7, 2025	< 0.1	ug/L	1.0	No / No
Simazine	Jan 7, 2025	< 0.5	ug/L	10.0	No / No
Terbufos	Jan 7, 2025	< 0.5	ug/L	1.0	No / No
Tetrachloroethylene	Jan 7, 2025	< 0.5	ug/L	10.0	No / No
2,3,4,6-Tetrachlorophenol	Jan 7, 2025	< 0.2	ug/L	100.0	No / No
Triallate	Jan 7, 2025	< 10.0	ug/L	230.0	No / No
Trichloroethylene	Jan 7, 2025	< 0.5	ug/L	5.0	No / No
2,4,6-Trichlorophenol	Jan 7, 2025	< 0.2	ug/L	5.0	No / No
Trifluralin	Jan 7, 2025	< 0.5	ug/L	45.0	No / No
Vinyl Chloride	Jan 7, 2025	< 0.2	ug/L	1.0	No / No

Parameter	Sample Date	Result	Unit	Exceedance
THM	Annual Average	19.5	ug/L	No
HAA	Annual Average	8.6	ug/L	No

List any Inorganic or Organic parameter(s) that exceeded half the standard prescribed in Schedule 2 of Ontario Drinking Water Quality Standards

Parameter	Result	Unit	Sample Date
N/A	N/A	N/A	N/A

UWSS/04/26

To: UWSS Inc. Board of Directors
From: Rodney Bouchard, CEO
Date: February 20, 2026
Re: 2025 Summary Report for Municipalities under Regulation 170/03 made under the Safe Drinking Water Act



Aim:

To provide to the Board a Summary Report for Municipalities for 2025 as required under Schedule 22 of Regulation 170/03 made under the Safe Drinking Water Act 2002.

Background

Schedule 22 of O. Reg. 170/03 requires a water system owner to prepare a "Summary Report for Municipalities". This requirement is applicable only to large and small municipal residential water systems. The UWSS is classified as a large municipal residential water system since it provides drinking water to greater than 10,000 year round residents.

The Summary Report for the preceding year is to be prepared and issued by March 31st of the following year.

The Summary Report must be distributed by the owner of the water system. It must be given to the council or board that owns the system. There are three (3) ownership cases described under the Schedule:

- If the water supply is owned by a municipality then all members of council are to receive the report.
- If owned by a municipal service board established under Section 195 of the Municipal Act, 2001 then all members of that board are to receive the report.
- If owned by a corporation then the board of directors is to receive the report.

Also, where a water system provides potable water to another system under contract, then the owner of the supplying system shall give, by March 31st, a copy of the Summary Report to the system being supplied. UWSS provides drinking water to the local municipal drinking water systems owned and operated by the Municipality of Lakeshore, Town of Essex, Town of Kingsville and Municipality of Leamington. A copy of this report has been provided to the shareholder municipalities.

February 20, 2026 - UWSS/04/26

Re: 2025 Summary Report under the SDWA and Ontario Reg. 170/03

The contents of the Summary Report for Municipalities must include the following:

1. A list of the requirements of the Safe Drinking Water Act and its Regulations that the water system failed to meet during the year covered including the duration of the failure.
2. A list of the requirements of the water system's Certificate of Approval, drinking water works permit or municipal drinking water license that the water system failed to meet during the year covered including the duration of the failure.
3. A list of any Orders that the water system failed to meet during the year covered including the duration of the failure.
4. For each of the above failures, a description of the measures taken to correct the failures.
5. A summary of the quantities and flow rates of the water supplied during the year covered "including monthly average and maximum daily flows and daily instantaneous peak flow rates." (Information is to enable the owner to assess the capability of the water system to meet existing and future uses.).
6. A statement that captures the comparison of the flow information above to the rated capacity and flow rates approved in the water supply's approval.

Discussion

The attached Summary Report fulfils the requirements of Schedule 22 listed above. It will also fulfil the requirements for the municipalities when it is presented to each municipal council for the municipal water supply system supplied with water by the Union Water Supply System if council so wishes.

The UWSS and its shareholder municipalities were in compliance with all requirements of Ontario Drinking Water legislation and regulations in 2025, except for the noted occurrences in the Summary Report.

Recommendation

That the Board receive the Summary Report for 2025 which fulfils the requirements of Schedule 22 of Ontario Regulation 170/03.

Respectfully submitted,



Rodney Bouchard, CEO
Union Water Supply System Inc.

kmj

2025

Summary Report

**Union Water
Supply System Inc.**



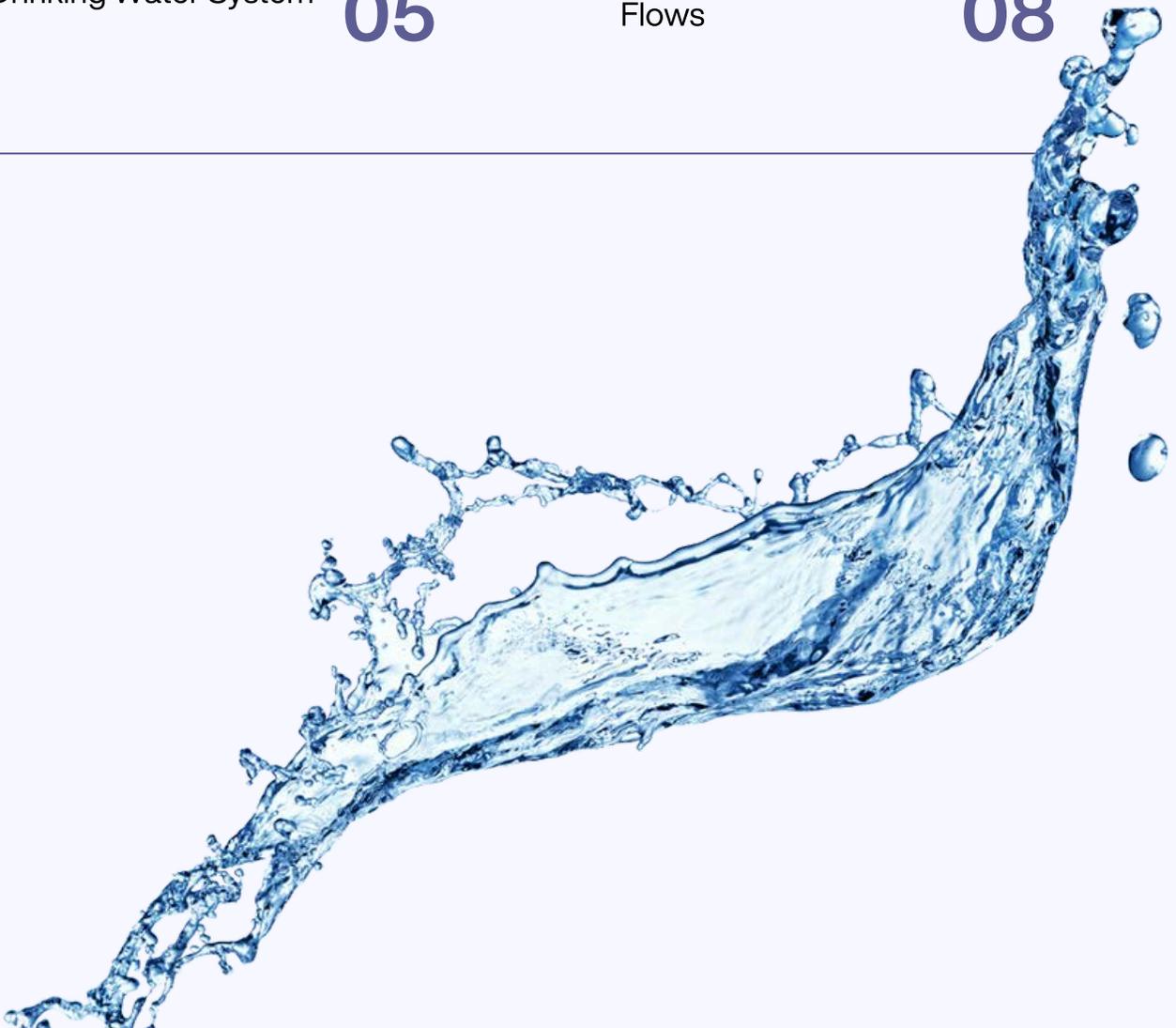


UWSS Inc.

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01. EXECUTIVE SUMMARY

The 2025 Summary Report is required to be prepared as per Schedule 22 of O. Reg. 170/03 under the Safe Drinking Water Act. The report is prepared for the preceding year and must be completed and provided to the UWSS Inc. Board of Directors and to the councils of the UWSS Inc. shareholder municipalities prior to March 31st of the following year.

The UWSS and its shareholder municipalities were in compliance with all requirements of Ontario Drinking Water legislation and regulations in 2025, except for the noted occurrences in the Summary Report.

The Summary Report also contains a summary of quantities and flow rates of water supplied to our shareholders, which allows for clear assessment of water demand and needs.

REPORTING REQUIREMENTS FOR THE SUMMARY REPORT:

- Any requirements of the regulations made under the Safe Drinking Water Act, 2002 that the system failed to meet in 2025
- Any condition of the drinking water system's drinking water works permit (DWWP) or municipal drinking water license (MDWL) that the system failed to meet during 2025
- Any order that the system failed to meet in 2025, the duration of any such failure and any measures that were taken to correct such failure.
- A summary of the quantities and flow rates of water supplied by the drinking-water system by monthly average and maximum daily flow rates and instantaneous peak flow rates.
- A comparison of actual flow rates with rated capacity and flow rates in the systems approval

A drinking-water system that supplies water to another drinking water system must provide a copy of the Summary Report to that system's owner by March 31st of the year following the year covered in the Summary Report.

The sections below detail the occasions on which the UWSS and the connected municipal water systems failed to meet the requirements of the Safe Drinking Water Act 2002, associated regulations, system approvals and provincial officer orders in 2025.

02. COMPLIANCE

The UWSS complied with the requirements of the Act, the regulations, and the conditions of all licenses and permits for a Municipal Drinking Water System (MDWL). Any failures in this area are detailed in this section. These events did not affect drinking water quality and were administrative in nature. At no time was there any risk to drinking water quality or public health.

UNION WATER SUPPLY SYSTEM INC (UWSS)

The following provides details of occurrences where the UWSS was not in compliance with the requirements of the Safe Drinking Water Act 2002, associated regulations, system approvals and provincial officer orders.

Non-Compliance Item:

There were twelve instances of non-compliances or Adverse Water Quality Incidents (AWQIs) identified for the portion of the Union Water Supply System:

- Twelve (12) notifications were reported that UWSS had non-compliances with their Municipal Drinking Water License (MDWL), wherein their total chlorine residual for the lagoon discharge was running above the MDWL Performance Limit. UWSS retained Associated Engineering (AE) to design a dechlorination system to resolve this issue. The MECP was satisfied with UWSS's retention of AE to complete this upgrade for dechlorination. This project was completed near the end of October 2025. Preliminary results indicate that the dechlorination system is effectively addressing the chlorine residual issue.

ESSEX DISTRIBUTION SYSTEM

Non-Compliance Item:

There were no instances of non-compliances or Adverse Water Quality Incidents (AWQIs) identified for the portion of the Essex Distribution System that is supplied by the Union Water Supply System.

KINGSVILLE DISTRIBUTION SYSTEM

Non-Compliance Item:

There were no instances of non-compliances or Adverse Water Quality Incidents (AWQIs) identified for the portion of the Kingsville Distribution System that is supplied by the Union Water Supply System.

LAKESHORE DISTRIBUTION SYSTEM

Non-Compliance Item:

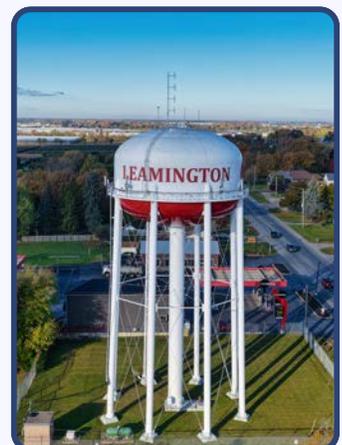
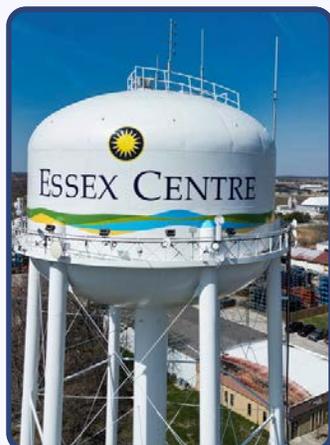
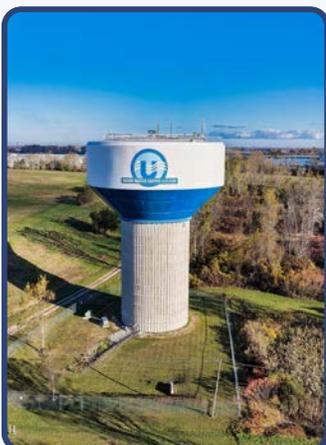
There were no instances of non-compliances or Adverse Water Quality Incidents (AWQIs) identified for the portion of the Lakeshore Distribution System that is supplied by the Union Water Supply System.

LEAMINGTON DISTRIBUTION SYSTEM

Non-Compliance Item:

There was one (1) instance of non-compliance or Adverse Water Quality Incidents (AWQIs) identified for the portion of the Leamington Distribution System that is supplied by the Union Water Supply System:

- Total of 3 coliforms on July 7th, from a BACTI sample at SS-L-08
 - A Boil Water Advisory (BWA) was called by the WECHU, notifications were hand delivered to the approximately 50 residents
 - AWQI was resolved on July 14th after two (2) sets of BACTI samples, taken 24 hours apart came back clean.



05. DRINKING WATER SYSTEM

SUMMARY OF THE QUANTITIES

The following sections provide information regarding the Union Water Supply System's Permit to Take Water (PTTW), issued under Ontario Regulation 387/04 and Drinking Water License issued under the Safe Drinking Water Act, 2002. Information includes the following:

- Flow Rates of Water
- Monthly Average
- Maximum Daily Flows
- Daily Instantaneous Peak Flow Rates

PERMIT TO TAKE WATER

The Union Water Supply System operated under Permit to Take Water (PTTW) Number 0816-9T9SVT, which was set to expire on January 31st, 2025. In a letter from the Ministry of Environment Conservation and Parks (MECP) dated January 23rd, 2025, an extension of the existing PTTW was granted until the PTTW renewal could be completed. UWSS Inc. was issued a new PTTW, No. 7785-DDVSXQ, on March 20th, 2025 with an expiration date of January 31st, 2035.

PTTW No. 7785-DDVSXQ, has the following flow conditions:

- | | |
|--|-------------|
| ◦ Maximum Allowable Amount Taken per Minute (Litres/Min) | 113,650 |
| ◦ Maximum Allowable Amount Taken Per Day (Litres/Day) | 163,656,000 |

The maximum amounts of raw water taken during 2025 (see Table 1 below) are as follows:

- | | |
|--|-------------|
| ◦ Maximum Amount Taken per Minute in 2025 (Litres/Min) | 90,442 |
| ◦ Maximum Amount Taken Per Day in 2025 (Litres/Day) | 113,939,200 |

The system did not exceed the PTTW limits in 2025.



DRINKING WATER LICENCE

The UWSS operates under Municipal Drinking Water Licence (MDWL) 041-101; issue Number 9 which has been issued for the period July 9, 2024 to July 8, 2029. The Certificate of Approval and licence had the following condition:

- The drinking water system shall not be operated to exceed 124,588 m³/d (27.4 MIGD) on any calendar day, conveyed from the treatment system to the distribution system.
- The maximum daily volume of water pumped into the distribution system was 101,987m³ (22,433 MIGD).

Tables 1A through 3B below provide the monthly average, maximum and peak flows for raw and treated water for the Union Water Supply System.



TABLE 1A
2025 RAW WATER TAKING FROM LAKE ERIE IN METRIC UNITS

	Maximum Allowed Flow Rate (m3/Day)	Average Flow (m3/Day)	Maximum Flow (m3/Day)	Maximum Flow (Litres/Day)	Maximum Allowed Flow Rate (Litres/Minute)	Peak Flow (Litres/Minute)
January	163,656	46,076	53,708	53,707,930	113,650	43,742
February	163,656	49,321	56,044	56,044,440	113,650	56,709
March	163,656	62,172	80,975	80,974,680	113,650	65,192
April	163,656	65,606	82,727	82,726,520	113,650	70,858
May	163,656	66,953	85,724	85,723,950	113,650	72,637
June	163,656	82,813	105,520	105,520,400	113,650	76,462
July	163,656	89,551	113,939	113,939,200	113,650	90,278
August	163,656	84,978	99,994	99,994,070	113,650	87,196
September	163,656	78,446	90,583	90,582,510	113,650	90,442
October	163,656	69,719	86,659	86,658,950	113,650	77,206
November	163,656	49,328	57,139	57,138,770	113,650	55,555
December	163,656	49,755	66,895	66,894,560	113,650	54,369

TABLE 1B
2025 RAW WATER TAKING FROM LAKE ERIE IN IMPERIAL UNITS

	Maximum Allowed Flow Rate (MGD)	Average Flow (MGD)	Maximum Flow (MGD)	Maximum Allowed Flow Rate (Gallons/Minute)	Peak Flow (Gallons/Minute)
January	36.00	10.14	11.81	25,000	9,622
February	36.00	10.85	12.33	25,000	12,474
March	36.00	13.68	17.81	25,000	14,340
April	36.00	14.43	18.20	25,000	15,587
May	36.00	14.73	18.86	25,000	15,978
June	36.00	18.22	23.21	25,000	16,819
July	36.00	19.70	25.06	25,000	19,858
August	36.00	18.69	22.00	25,000	19,180
September	36.00	17.26	19.93	25,000	19,895
October	36.00	15.34	19.06	25,000	16,983
November	36.00	10.85	12.57	25,000	12,220
December	36.00	10.94	14.71	25,000	11,960

TABLE 2A						
2025 TREATED WATER FLOW INTO DISTRIBUTION SYSTEM IN METRIC UNITS						
		Maximum Allowed Flow Rate (m3/Day)	Average Daily Flow (m3/Day)	Maximum Daily Flow (m3/Day)	Peak Instantaneous Flow (Litres/Second)	
	January	124,588	42,795	100,653	1,165	
	February	124,588	46,610	164,117	1,900	
	March	124,588	54,611	162,088	1,876	
	April	124,588	63,369	134,233	1,554	
	May	124,588	63,904	139,863	1,619	
	June	124,588	77,531	157,865	1,827	
	July	124,588	81,349	156,163	1,807	
	August	124,588	76,203	156,163	1,807	
	September	124,588	71,802	212,004	2,454	
	October	124,588	59,372	157,243	1,820	
	November	124,588	43,315	92,729	1,073	
	December	124,588	40,932	93,777	1,085	

TABLE 2B						
2025 TREATED WATER FLOW INTO DISTRIBUTION SYSTEM IN IMPERIAL UNITS						
		Maximum Allowed Flow Rate (MGD)	Average Daily Flow (MGD)	Maximum Daily Flow (MGD)	Peak Instantaneous Flow (Gallons/Second)	
	January	27.4	9.41	22.14	256	
	February	27.4	10.25	36.11	418	
	March	27.4	12.01	35.66	413	
	April	27.4	13.94	29.53	342	
	May	27.4	14.06	30.77	356	
	June	27.4	17.06	34.73	402	
	July	27.4	17.90	34.36	398	
	August	27.4	16.76	34.36	398	
	September	27.4	15.80	46.64	540	
	October	27.4	13.06	34.59	400	
	November	27.4	9.53	20.40	236	
	December	27.4	9.00	20.63	239	

TABLE 3A								
2025 TREATED FLOW TO LOCAL MUNICIPALITIES IN METRIC UNITS								
	<u>Leamington</u>		<u>Kingsville</u>		<u>Essex</u>		<u>Lakeshore</u>	
	Monthly Total (m3)	Average Day (m3/day)						
January	786,684	25,377	432,519	13,952	73,208	2,362	43,795	1,413
February	778,475	26,844	421,196	14,524	67,537	2,329	43,055	1,485
March	1,024,562	33,050	557,396	17,981	74,292	2,397	38,696	1,248
April	1,155,150	38,505	615,761	20,525	77,018	2,567	42,688	1,423
May	1,146,471	36,983	655,269	21,138	84,282	2,719	45,844	1,479
June	1,409,082	46,969	847,422	28,247	100,159	3,339	51,652	1,722
July	1,485,670	47,925	888,415	28,659	100,665	3,247	56,942	1,837
August	1,410,990	45,516	971,812	31,349	87,574	2,825	52,821	1,704
September	1,043,406	34,780	776,835	25,895	69,464	2,315	38,959	1,299
October	1,089,786	35,154	731,726	23,604	73,307	2,365	44,233	1,427
November	695,147	23,172	435,273	14,509	58,919	1,964	33,133	1,104
December	872,490	28,145	404,642	13,053	71,363	2,302	18,276	590
Total	12,897,913	35,202	7,738,266	21,120	937,788	2,561	510,094	1,394

TABLE 3B								
2025 TREATED FLOW TO LOCAL MUNICIPALITIES IN IMPERIAL UNITS								
	<u>Leamington</u>		<u>Kingsville</u>		<u>Essex</u>		<u>Lakeshore</u>	
	Monthly Total (Imperial Gallons)	Average Day (MGD)	Monthly Total (Imperial Gallons)	Average Day (MGD)	Monthly Total (Imperial Gallons)	Average Day (MGD)	Monthly Total (Imperial Gallons)	Average Day (MGD)
January	173,046,288	5.58	95,140,879	3.07	16,103,509	0.52	9,633,553	0.31
February	171,240,561	5.90	92,650,168	3.19	14,856,063	0.51	9,470,776	0.33
March	225,372,133	7.27	122,609,979	3.96	16,341,955	0.53	8,511,930	0.27
April	254,097,477	8.47	135,448,484	4.51	16,941,592	0.56	9,390,047	0.31
May	252,188,364	8.14	144,139,029	4.65	18,539,448	0.60	10,084,270	0.33
June	309,954,708	10.33	186,406,780	6.21	22,031,900	0.73	11,361,852	0.38
July	326,801,713	10.54	195,423,980	6.30	22,143,204	0.71	12,525,489	0.40
August	310,374,410	10.01	213,768,755	6.90	19,263,587	0.62	11,618,996	0.37
September	229,517,233	7.65	170,879,811	5.70	15,279,944	0.51	8,569,782	0.29
October	239,719,407	7.73	160,957,218	5.19	16,125,286	0.52	9,729,900	0.31
November	152,910,963	5.10	95,746,675	3.19	12,960,368	0.43	7,288,241	0.24
December	191,920,969	6.19	89,008,797	2.87	15,697,665	0.51	4,020,158	0.13
Total	2,837,144,227	7.74	1,702,180,555	4.65	206,284,521	0.56	112,204,994	0.31

UWSS/05/26



To: UWSS Inc. Board of Directors
From: Rodney Bouchard, UWSS Inc. CEO
Date: February 20, 2026
Re: Adoption of UWSS Inc. Human Resources and Administrative Policies

Recommendation:

That the UWSS Inc. Board of Directors resolves to approve the following policies: UW-B12-004 Code of Conduct, UW-M05-001 Social Media Policy, and UW-M05-002 Social Media Terms of Use Policy.

Discussion:

As a corporation, UWSS Inc. is required to establish and maintain policies that support effective corporate governance, responsible administration, and sound management practices.

UWSS Inc. administration has developed the above-referenced policies to provide clear standards of conduct, establish expectations regarding social media use, and define the terms governing online engagement on behalf of the corporation. The policies are final drafts and have been reviewed by retained legal counsel, Willis Business Law LLP, to ensure compliance with applicable legal and governance requirements.

The policies were reviewed and endorsed by the UWSS Inc. Governance Committee at its February 4th, 2026 meeting. At that meeting, Section 6.0 (Prohibited Use of Social Media) was amended to include “shareholders and other stakeholders” in the list of parties protected from inflammatory, unprofessional, or disparaging remarks.

Comments:

UWSS Inc. management recommends that the UWSS Inc. Board of Directors adopt the above-referenced policies to support sound corporate governance and operational practices.

Respectfully submitted,



Rodney Bouchard, CEO
Union Water Supply System Inc.



Union Water Supply System Inc.

Social Media Policy

POLICY NO: UW-M05-001

Date Adopted:

1.0 PURPOSE

Social media provides opportunities to communicate with colleagues, stakeholders, and the public. It facilitates collaboration, information sharing, and engagement that complement traditional communication channels. Employees should recognize that they are ambassadors of Union Water Supply System Inc. (UWSS Inc.), and online interactions can affect UWSS Inc.'s reputation.

This Policy establishes guidelines for appropriate social media use when representing UWSS Inc. Content shared online can be permanent and widely accessible. Participation is voluntary, but Employees engaging in social media related to UWSS Inc. or their work must act professionally and comply with UWSS Inc. policies, including the Code of Conduct.

Employees uncertain about posting content should consult their manager. Questions regarding UWSS Inc. or its policies should also be directed to a manager for guidance or delegation.

2.0 DEFINITIONS

Social Media: Any online platform, application, or website that allows individuals to create, share, or exchange content, including but not limited to Facebook, LinkedIn, X, Instagram, TikTok, blogs, forums, and messaging applications.

Personal Accounts: Social media accounts that are owned or controlled by an Employee or a third party and are not authorized UWSS Inc. accounts.

Authorized Corporation Representatives: Employees expressly authorized by UWSS Inc. to post or communicate on behalf of UWSS Inc.

Associates and Household Members: Spouses, partners, or other persons closely associated with Employees whose social media activity could reasonably be linked to UWSS Inc.

Employees: All individuals who perform work for or on behalf of UWSS Inc., regardless of position or employment status. This includes, but is not limited to, full-time and part-time employees, temporary employees, interns, students, contractors, consultants, managers, and any other individuals engaged by UWSS Inc.

3.0 SCOPE

This policy applies to all Employees at all times when they identify themselves as associated with UWSS Inc., reference UWSS Inc., its clients, partners, or colleagues, or when their social media activity may reasonably be perceived as impacting UWSS Inc.'s reputation, operations, or interests.

4.0 ENGAGING ON SOCIAL MEDIA

When engaging in dialogue related to UWSS Inc. or work responsibilities, Employees must:

- Reflect UWSS Inc.'s values and act professionally at all times.
- Follow the UWSS Inc. Code of Conduct when interacting online to ensure professional and respectful behaviour.
- Exercise judgment before posting information publicly. Consider the following:
 - How would stakeholders perceive this information?
 - Does it contradict UWSS Inc.'s stated positions?
 - Could it be used by media or competitors to harm UWSS Inc.'s reputation?
 - Could it be considered inappropriate, offensive, or illegal?
 - Does it include any confidential or otherwise protected information?

Post meaningful, respectful comments. Avoid spamming or off-the-cuff remarks. When disagreeing with others' opinions, remain polite and professional.

Employees are not required to post on behalf of UWSS Inc. and are free to maintain personal opinions. However, when posting content linked to UWSS Inc., Employees must take care to ensure it does not negatively impact the organization.

5.0 AUTHORIZED CORPORATION REPRESENTATIVES

Only Authorized Corporation Representatives may post or communicate on behalf of UWSS Inc. Authorized Corporation Representatives must ensure that all content is approved and accurately represents UWSS Inc. Unauthorized Employees must not speak as a representative of UWSS Inc., release news, or provide official statements.

Employees should ensure that personal social media posts do not imply that their opinions or statements represent the views, positions, or strategies of UWSS Inc.

6.0 PROHIBITED USE OF SOCIAL MEDIA

Employees are responsible for ensuring their social media activity does not reflect negatively on UWSS Inc. Prohibited conduct includes, but is not limited to:

- Posting inappropriate comments, images, links, or content that may be viewed as representing UWSS Inc.
- Making inflammatory, unprofessional, or disparaging remarks about UWSS Inc., its employees, vendors, competitors, shareholders and other stakeholders.
- Publishing discriminatory, harassing, or bullying statements toward anyone.
- Sharing proprietary or confidential UWSS Inc. information.
- Using copyrighted UWSS Inc. materials, branding, or logos without permission.
- Downloading or uploading copyrighted materials illegally using UWSS Inc. resources.

Even if UWSS Inc. is not directly mentioned, content could still be linked back to UWSS Inc. and have an impact on its reputation.

7.0 ASSOCIATES AND HOUSEHOLD MEMBERS

Employees should be aware that social media activity by Associates and Household Members could reasonably be linked to UWSS Inc. Employees are expected to take reasonable steps to ensure such activity does not negatively impact UWSS Inc.

8.0 MONITORING / PRIVACY

UWSS Inc. does not monitor Employees' personal social media accounts. However, the organization may review content if it is linked to UWSS Inc. or if a concern is reported. Any inappropriate content connected to UWSS Inc. may be addressed in accordance with this Policy and the UWSS Inc. Code of Conduct.

9.0 POTENTIAL CONSEQUENCES OF MISUSE

Content posted on social media may be seen by competitors, government agencies, current and future Employees, and others. Employees who fail to adhere to this Policy may face disciplinary action, up to and including termination of employment or contract. Misuse resulting in disclosure of confidential information may have additional consequences, including civil or criminal liability, copyright claims, and damage to personal and professional reputation.

Violations of this Social Media Policy may also constitute breaches of the UWSS Inc. Code of Conduct and will be addressed accordingly.

10.0 POLICY UPDATES

All UWSS Inc. policies are evolving documents. They may be updated to reflect cultural, organizational, or regulatory changes. Employees will be notified of relevant updates in a timely manner.

11.0 REVIEW AND APPROVAL

The Social Media Policy is reviewed every three years or sooner if required. Updates will be communicated to all Employees.

Record of Amendments

Version	Date	Amendment Description	Approved By
1.0		Initial policy approval and implementation	Board



Union Water Supply System Inc. Social Media Terms of Use Policy

POLICY NO: UW-M05-002

Date Adopted:

TERMS OF USE

These Terms of Use apply when you communicate with Union Water Supply System Inc. (UWSS Inc.) through our social media platforms, including but not limited to Facebook, Instagram, LinkedIn, YouTube, or any other official channel. Please read them carefully.

Thank You for Connecting with UWSS Inc.

Our official social media accounts are intended to keep you informed about your water services. We strive to provide accurate, timely, and helpful updates and resources.

WHAT TO EXPECT FROM US

We generally post a few times per week, mainly on weekdays, and less frequently on weekends or Ontario statutory holidays. Our posts may include:

- Service updates.
- Scheduled maintenance notices.
- Water conservation tips.
- Emergency alerts (e.g., water main breaks, boil water advisories).
- Community engagement and educational information.

During business hours, we make every effort to monitor and respond to your comments, direct messages, or mentions. Please note: our social media platforms are not monitored 24/7.

EMERGENCIES AND URGENT ISSUES

Social media is not monitored for emergencies.

For urgent water-related issues, contact our 24/7 emergency line:

- Call: **519-326-4447**
- Available 24 hours a day, 7 days a week, 365 days a year.

For medical, police, or fire emergencies, call **9-1-1**.

GENERAL GUIDELINES AND COMMENTING POLICY

We encourage open dialogue but expect all users to engage respectfully. To ensure a safe, welcoming online environment, please follow these guidelines:

Engage constructively:

- Keep comments relevant to the post or topic being discussed.
- Be respectful in all interactions.

Prohibited content includes but is not limited to:

- Language that is offensive, abusive, discriminatory, harassing, or hateful.
- Misrepresenting your identity or impersonating someone else.
- Spam, solicitations, or unauthorized advertising.
- Violating legal, privacy, or intellectual property rights.
- Including personal information (e.g., account numbers, addresses).

UWSS Inc. reserves the right to remove content and block users as necessary to ensure compliance with these guidelines.

PROTECT PERSONAL INFORMATION

Social media is a public forum. Do not post confidential or sensitive personal information. If your concern requires privacy, please contact UWSS Inc. through our official communication channels listed on our website.

CONTENT MODERATION

While UWSS Inc. may monitor activity on our social media accounts, we are not obligated to do so. Comments and posts represent the views of individual users and not UWSS Inc.

We reserve the right to:

- Remove content that violates these Terms of Use or platform guidelines.
- Block users who repeatedly or seriously violate our expectations or at any time in our sole discretion.
- Report content or users to the platform or law enforcement when appropriate.

Social media channels are moderated by UWSS Inc. staff. Inappropriate, offensive, or discriminatory content will not be permitted. We are committed to maintaining respectful, inclusive, and professional interactions online.

UWSS Inc. adheres to our Health and Safety Policy and Violence and Harassment Policy and will take reasonable steps to prevent and address online conduct that may pose risks to the psychological or physical well-being of employees, in line with the *Occupational Health and Safety Act* and the *Ontario Human Rights Code*.

EXTERNAL LINKS

We may share links to third-party websites for convenience or information purposes. These links do not imply endorsement, and UWSS Inc. is not responsible for the content or security of external sites. Always exercise discretion when visiting third-party websites.

DISCLAIMER AND LIMITATION OF LIABILITY

All content shared through UWSS Inc. social media channels is provided “as is” for informational purposes only. We do not guarantee its accuracy, timeliness, or completeness.

UWSS Inc. is not liable for any loss or damage resulting from use or reliance on content from our social media accounts or any third-party links shared.

PRIVACY NOTICE

Social media platforms have their own privacy policies and data collection practices. UWSS Inc. does not control how these platforms collect or use your personal information. Please review their privacy policies before posting or sharing any personal data.

If UWSS Inc. collects any personal information through social media interactions, it will be handled in accordance with our Privacy Policy.

CHANGES TO THESE TERMS

UWSS Inc. reserves the right to update or modify these Terms of Use at any time without notice. By continuing to engage with our social media accounts, you agree to the current version of these terms.

GOVERNING LAW

These Terms of Use are governed by the laws of the Province of Ontario and the Government of Canada.

Thank you for helping us maintain a respectful and informative online community. For questions or more information, please email Info@unionwater.ca

Record of Amendments

Version	Date	Amendment Description	Approved By
1.0		Initial policy approval and implementation	Board



Union Water Supply System Inc.

Code of Conduct

POLICY NO: UW-B12-004

Date Adopted:

1.0 PURPOSE

Union Water Supply System Inc. (UWSS Inc.) is committed to fostering a safe environment that promotes efficiency, diversity, inclusion, and professional success for all employees. These achievements depend on a workplace free from behaviours that can undermine UWSS Inc.'s progress and mission. An atmosphere of mutual respect, fairness, and trust is essential.

UWSS Inc. is committed to establishing and implementing a standard of excellence in every aspect of its operations, while promoting ethical and responsible conduct, with the utmost respect for the rights of all individuals and the environment. This Code of Conduct provides behavioural guidelines to uphold that commitment.

2.0 GUIDELINES

Corporate Mission

At UWSS Inc., we are committed to creating a workplace where everyone feels respected, included, and empowered to succeed.

Our environment is barrier-free, providing all employees with equal access to opportunities and support. We value the dignity, perspectives, and experiences that each person brings, recognizing that those differences strengthen our team.

By fostering a culture of respect, understanding, and collaboration, we create an environment where people can do their best work and feel valued.

Corporate Values

All personnel, including employees, managers, volunteers, student workers, stakeholders, and members of the board of directors, must individually and collectively uphold the following values:

Integrity

We value honesty and transparency at every level. Our team follows through on commitments, communicates openly, and takes responsibility for their actions, learning from mistakes while recognizing and celebrating each other's successes.

Professionalism

We continuously develop the skills needed to excel. Respect, fairness, and consistency guide our decisions and interactions. We follow established processes and keep teams informed of progress and challenges.

Privacy and Security

We respect personal privacy and maintain strict confidentiality. Best practices in cybersecurity are followed, and personal data is handled only by authorized personnel in accordance with our Privacy Policy.

3.0 HEALTH AND SAFETY CONDUCT

UWSS Inc. has policies and practices in place to protect the health and safety of all employees. Conditions in all UWSS Inc. facilities are maintained to be safe and clean, and to protect employee health.

Reasonable access to potable water, sanitary facilities, fire safety, and ventilation equipment is ensured, meeting or exceeding legislative requirements. All employees must adhere to health and safety policies and practices at all times. Removal or modification of any equipment or tools intended to promote health and safety is strictly prohibited. Health and safety concerns should be reported to the appropriate manager or designated health and safety personnel.

Violence And Harassment

UWSS Inc. has no tolerance for violence and harassment in the workplace. This includes but is not limited to:

- Causing physical harm to another person;
- Threatening behaviour or comments or any behaviour that expresses harmful intent;
- Aggressive behaviour that creates a reasonable fear of bodily harm to another person;
- Verbal abuse, malicious gossip, or causing emotional duress;
- Cyberbullying and Internet harassment; and
- Sexual harassment.

Immediate corrective action will be taken in line with the severity of any incident, in accordance with the Workplace Violence and Harassment Policy. Disciplinary action may apply even if there was no intent to cause harm. Fraudulent or frivolous reports are also subject to progressive discipline.

Mental Health

UWSS Inc. recognizes the importance of maintaining good mental health and works to support employees. Trust, appreciation, honesty, and transparency are foundational elements of UWSS Inc.'s mental health initiatives. Hazards affecting mental health, including workload, challenges, decision-making responsibilities, availability of support, organizational changes, growth opportunities, and role expectations are monitored regularly. Employees should report concerns to their manager or Human Resources. UWSS Inc. will provide reasonable support and accommodation, up to the point of undue hardship.

Other Health and Safety Conduct Violations

Employees must not create unsanitary, unsafe, or unhealthy work conditions. Alcohol and non-prescribed drug use while on UWSS Inc. premises or during UWSS Inc. business is prohibited. Employees must be fit for work and notify their manager if they are unable to perform their duties. Legitimate use of medications that may impair performance must be reported and managed responsibly.

All personnel must work in a manner conducive to a safe and inclusive environment, following all UWSS Inc. practices, policies, and procedures, including:

- Health and Safety Policy;
- Workplace Violence and Harassment Policy;
- Privacy Policy;
- Social Media Policy; and
- Conflict of Interest Policy;

4.0 EMPLOYEE CONDUCT AND BEHAVIOUR

Employees represent UWSS Inc. in both work-related and official capacities. Professional behaviour includes but is not limited to:

- Adhering to dress code standards (business casual or event-specific attire), with reasonable accommodations as required by law
- Interacting respectfully, collaboratively, and honestly, avoiding harassment, discrimination, or bullying
- Following lawful and reasonable directions from management promptly and respectfully
- Avoiding behaviours that disrupt operations, workplace harmony, or safety

Disobedience to lawful instructions is considered insubordination and may result in progressive discipline in accordance with UWSS Inc. policies.

Business Success And Attendance

Employees should contribute to the success of UWSS Inc. and support a productive workplace. Punctual attendance and adherence to scheduled work hours are expected. Employees must notify their manager promptly in case of absence or lateness. Flexibility in work hours is permitted only with prior approval and operational consideration.

Customer Service Excellence

Employees interacting with the public must provide courteous, professional, and solution-focused service. If unable to resolve an issue, employees must escalate appropriately and keep customers informed. Negative language, sarcasm, profanity, or aggression toward customers is prohibited.

Workplace Safety Handling Difficult Situations

Employees should manage difficult or potentially hostile situations professionally and calmly, maintaining safe distance, and following established protocols. Unsafe situations must be reported immediately.

Company Events

Employees representing UWSS Inc. at any event must maintain professional, courteous, and safe conduct, complying with UWSS Inc. policies and procedures. Any behaviour that could harm UWSS Inc.'s reputation, compromise safety, or violate policies may result in disciplinary action.

Compliance

All UWSS Inc. employees and personnel are responsible for understanding and complying with this code, as well as the applicable laws and regulations, including:

- Occupational Health and Safety Act (OHSA)
- Employment Standards Act, 2000 (ESA)
- Accessibility for Ontarians with Disabilities Act, 2005 (AODA)
- Ontario Human Rights Code (OHRC)
- Safe Drinking Water Act, 2002 (SDWA)
- Ontario Water Resources Act (OWRA)
- Municipal Drinking Water Licensing Program (MDWLP)

Criminal Conduct

All criminal activity on UWSS Inc. property or while carrying out business for UWSS Inc. is strictly prohibited. UWSS Inc. will cooperate with law enforcement and may consider investigation outcomes when determining internal corrective action. Prohibited activities include but are not limited to:

- Intentional damage or destruction of property;
- Theft of physical or intellectual property;
- Breaches of security systems;
- Possession of weapons; and
- Use, possession, sale, or distribution of illegal drugs.

Reporting Violations

All personnel must report violations of this Code or applicable laws to Human Resources. Retaliation against good faith reporters is strictly prohibited. UWSS Inc. will investigate complaints promptly and confidentially. Failure to report known violations may result in disciplinary action.

UWSS Inc. reserves the right to discipline or terminate employees who violate this Code. Disciplinary action will be proportionate to the severity of the violation and the employee's standing, in accordance with UWSS Inc.'s progressive discipline policies.

Record of Amendments

Version	Date	Amendment Description	Approved By
1.0		Initial policy approval and implementation	Board

UWSS/06/26



To: UWSS Inc. Board of Directors
From: Rodney Bouchard, UWSS Inc. CEO
Date: February 20, 2026
Re: Adoption of Amendments to the M05 - Board of Directors Compensation and Expense Reimbursement Policy

Recommendation

That the UWSS Inc. Board of Directors hereby adopts the amended M05 - Board of Directors Compensation and Expense Reimbursement Policy.

Discussion:

The amended M05 - Board of Directors Compensation and Expense Reimbursement Policy provides additional clarity regarding Board and Committee compensation, with stipends aligned to the responsibilities and time commitment associated with these roles.

The policy was brought forward to the UWSS Inc. Governance Committee on February 4, 2026 for review and endorsement. The Committee provided recommendations on clarifying annual stipend adjustment mechanisms, attendance monitoring and reporting requirements, and other governance-related provisions. These recommendations have been incorporated into the amended policy, ensuring transparency, accountability, and administrative efficiency.

Comments:

UWSS Inc. management recommends that the UWSS Inc. Board of Directors adopt the M05 - Board of Directors Compensation and Expense Reimbursement Policy as amended.

Respectfully submitted,



Rodney Bouchard, CEO
Union Water Supply System Inc.



Union Water Supply System Inc.

POLICY No: M05 - Board of Directors Compensation and Expense Reimbursement Policy

Date Adopted: November 22, 2023

Amended:

1.0 COMPENSATION

- a) Each director shall receive an annual stipend of \$10,000 for their service on the UWSS Inc. Board of Directors. The Board Chair and Vice Chair shall receive a supplement of \$5,000 and \$2,500, respectively to compensate for additional responsibilities associated with these roles.

Directors will receive supplemental compensation for participation on UWSS Inc. committees including the Finance & Audit Committee, the Governance Committee and any other committee established by the UWSS Inc. Board. The supplemental compensation will consist of an annual stipend of \$2,500 for each committee.

- b) Payment of compensation to Director's shall be issued quarterly for fiscal quarters ending March 31st, June 30th, September 30th, and December 31st. Quarterly compensation shall be based on one quarter of the annual Board Director stipend and supplemental committee stipend for each Director.
- c) Annual Board and Committee stipends shall be adjusted yearly based on the percentage change in the Consumer Price Index and/or any economic adjustments approved by the Board as part of annual UWSS Inc. budget approval process.
- d) Director attendance at Board and Committee meetings shall be monitored and reported as part of regular meeting agendas.

If a Director misses two consecutive Board meetings or three Board meetings within a calendar year, a deduction of \$1,250 per missed meeting shall be applied to the Director's annual Board stipend.

If a Director misses two consecutive Committee meetings or three Committee meetings within a calendar year, a deduction of \$400 per missed meeting shall be applied to the applicable Committee stipend.

Any deduction under this section may be waived at the discretion of the Board Chair where exceptional circumstances exist to justify the absence.

2.0 EXPENSES

- a) A Director shall receive reimbursement for travel, meals, lodging, registration and other actual, reasonable and necessary expenses incurred on Board business. Reimbursement shall be in accordance with UWSS Inc. Policy UW-09 -Travel.
- b) Claims for expense reimbursement shall be submitted following each approved event to the CEO or his designee for review. UWSS Inc. Board Chair will have final approval of Director expense reimbursement. This approval may be delegated to the CEO. A Director must submit receipts to receive reimbursement, unless obtaining a receipt is impractical. Expenditures which are improper or otherwise not adequately documented will not be reimbursed. If a receipt is lost, the Chair and/or CEO may allow reimbursement if an explanation is provided. Alcoholic beverages and other nonessential expenses including, but not limited to, in-room movies will not be reimbursed unless a business case is provided that provides sufficient reasoning for such expenses. Expense reports must include detailed receipts and must state the date, type of expense, Board business purpose, those in attendance and their affiliations, and amounts expended. Expense claims must be submitted within 60 days after the travel is complete or the expense is incurred, or the expense may not be reimbursed.
- c) To the extent that spouses or other travel companions accompany a Director on Board-related travel or to a Board-related event, the portion related to that person's attendance shall not be compensable by the Board and must be paid for by the Director.



**UWSS Inc.
Governance Committee
Meeting**

Wednesday, September 17, 2025

9:00 am

Water Treatment Plant – Board Room
1615 Union Avenue, Ruthven

MINUTES

Directors: Director DeYong (Chair)
Director Bondy
Director MacDonald
Director Kissner
Director Tofflemire

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

Guests: William Willis – Legal Counsel, Willis Business Law (representing UWSS Inc.)
Will Good, Manager of Municipal Services, Town of Kingsville

Call to Order:

The meeting was called to order at 9:01 am

Welcoming Remarks:

Chair DeYong notes that she has a hard stop of 11 am for this meeting.

Adoption of Previous Minutes:

Motion No. GC-10-25

Moved by: Director Tofflemire
Seconded by: Director Kissner

That the minutes of the Governance Committee meeting held on June 11, 2025 are received.
Carried

Report UWSS-GC/01/25 dated September 20, 2025 re: UWSS Inc. Administration Review of UWSS Inc. Restructuring/Governance Documents

The CEO reminds members of the committee of the resolution of the Board of Directors last year and its commitment to review documents, within one (1) year of the asset transfer from the municipalities to the corporation. The intent of this resolution was to review anything that has been identified during the first year of operations. The review commenced in May of 2025, with the CEO, legal counsel and internal staffing.

The main governance documents reviewed included: General By-Law No. 1, Shareholders Agreement, and the Water Service Agreement. The CEO notes that as part of the review, nothing major was identified as requiring revision immediately. He does confirm that there are some typos and small descriptions that could be updated, but the spirit of the documents remains unchanged. He further notes that due to the many ongoing projects, which will require updated licenses and permits, updating these documents post completion rather than every single year.

He then reminds members that he and his team are working with the municipal shareholders on an ongoing basis. He feels another year will allow for more time to ensure that these governance documents are updated properly. Finally, another reason for the delay is the timing of the upcoming election cycle. A full review would require at least 9-12 months and could be interrupted by the 2026 municipal election.

His recommendation is to begin the review in 2027, after the election, and new board members have been appointed, and this will further allow for full shareholder participation. Therefore, initiating the review process every three (3) years with completion by the fifth (5th) year.

William Willis notes that the administration did complete the one (1) year review and the only item he would like the Board of Directors to consider is within Schedule A, allowing for improved transparency for shareholders to add items to the Annual General Shareholders Meeting Agenda.

The Chair feels that the Shareholders should be informed of this recommendation and allow them an opportunity to express any concerns. She also feels that capital items should be updated every calendar year. The CEO notes that capital will require waiting on licensing from the MECP. The Chair also confirms that this review should be forwarded to the Shareholders so they are aware as well.

Motion No. GC-11-25

Moved by: Director Kissner
Seconded by: Director MacDonald

That UWSS Inc. management recommends that a full review of UWSS Inc. restructuring documents with its municipal shareholders be initiated in early 2027. It is also recommended that regular reviews of the UWSS Inc. incorporation and restructuring documents be undertaken, commencing every three (3) years, and completed every five (5) years thereafter.

Carried.

Review of UWSS Inc. Human Resources and Administrative Policies

The CEO explains to the members of the committee that all the attached policies have been through an administrative and legal review.

The policies are as follows:

- UW-A08-001 – Records Retention Policy
- UW-A15-001 – Privacy Policy
- UW-A21-001 – Accessibility Policy
- UW-B12-003 – Whistleblower Policy
- UW-H06-001 – Workplace Violence and Harassment Policy
- UW-H06-002 – Health and Safety Policy
- UW-H06-003 – Return to Work Policy – pages 75 - 82

There are only a few questions from directors, pertaining to Board accessibility and training. Erin McKee, HR Generalist, explains that this is not explicitly addressed within the policy, but training can be offered to members of the board if they chose to take it. Director Kissner asks if the operating authority must follow these policies or whether they have their own. The CEO explains that OCWA would have their own policies, but they would be similar in nature to UWSS Inc.'s.

Director Bondy seeks confirmation on who developed the policies, whether it is committee members or administration. The CEO confirms that typically the administrative staff, along with legal counsel will develop any policies.

Chair DeYong asks if more policies will be coming through the Governance Committee in the future. She suggests a Social Media Policy be developed as well.

Motion No. GC-12-25

Moved by: Director Tofflemire

Seconded by: Director MacDonald

That the following policies are received and should be brought forward to the UWSS Inc. Board of Directors meeting, scheduled for September 24, 2025. The policies include:

- UW-A08-001 – Records Retention Policy
- UW-A15-001 – Privacy Policy
- UW-A21-001 – Accessibility Policy
- UW-B12-003 – Whistleblower Policy
- UW-H06-001 – Workplace Violence and Harassment Policy
- UW-H06-002 – Health and Safety Policy
- UW-H06-003 – Return to Work Policy – pages 75 - 82

Carried.

Comments, Announcements, and Other Business:

Director Bondy asks if committee information will be posted online. The Office Administrator confirms that the intent is to post committee information online and should be posted in the near future.

Adjournment:

Motion No. GC-13-25

Moved by: Director Kissner

Seconded by: Director Bondy

That the meeting be adjourned.

Carried.

Time of Adjournment: 9:27 am

Date of Next Meeting:

November 12, 2025 from 9:00 AM–11 am - Ruthven Water Treatment Plant – Board Room

**UWSS Inc.
Finance & Audit
Committee
Meeting**

Friday, October 17, 2025

9:00 am

1615 Union Ave, Ruthven WTP
Board Room



MINUTES

Directors Dennis Rogers
 Mike St. Amant
 Tom Kissner
 Wayne Wharram
 Lori Atkinson - absent

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: 9:00 am

Welcoming Remarks:

Chair Rogers calls the meeting and welcomes everyone and hopes they had a nice Thanksgiving Weekend.

Disclosures of Pecuniary Interest

There are none.

Adoption of the Minutes of July 16th, 2025

No. FAC-15-25

Moved by: Director Kissner

Seconded by: Director Wharram

That the Minutes of the Finance & Audit Committee of July 16th are approved and shall be brought forward on the next Board of Directors meeting

Carried

Business to Discuss

The CFO then takes over the meeting presenting the financial updates since the last meeting. She notes that UWSS is ahead of budget for the year, flows are coming in slightly lower than budgeted for. She reminds members that every budget cycle UWSS will be analyzing average flows, but as we move forward year over year this number will become closer to the actual flow information. She also notes that UWSS is sharing 4% of the water loss, but billing 3%. This item will then be trued up at the end of 2025.

She also notes that interest earned on the UWSS bank accounts has gone down slightly due to the reduction of the Prime Rate of Canada.

The CFO then discusses the operating budget and notes that UWSS is below budget in some areas, but feels that some year end adjustments might be forthcoming. One area that might be slightly over budget is in engineering costs.

With regard to UWSS general administration, there is a notable reduction in salaries spent so far this year. This is due to the delay in hiring additional staff. Board and conference spending is also lower than anticipated.

Director St. Amant seeks clarification on the recoverable HST. The CFO notes that UWSS will not be able to cover 100% of the HST but will be able to recover a large portion. She does indicate that this is something that will be looked at more closely going forward, however the biggest cost so far this year is related the Reservoir #3 project.

With respect to accounts receivable, she notes that because the municipalities are being billed on actuals now, there will be higher invoices in the summer months compared to other seasons, just due to the nature of the flow seasons.

The discussion moves over to the reserves. Director St. Amant asks for confirmation that the UWSS Reserves are entitled to interest from the financial institution and the CFO confirms they are receiving the same interest as the main bank account. The movement of separating out the reserves has been a recent occurrence. Director St. Amant asks if there is a written policy regarding the reserves. The CEO confirms there is not. Director St. Amant provides direction to the CEO and CFO to ensure that a reserve policy is created and formalized in writing.

There is then a discussion regarding benefits for staff, and the line item presented. The CEO assures members that UWSS staff are completely under a separate UWSS insurance policy. The CEO notes that the number presented covers all aspects of benefits provided to staff. The CEO can break that out for better detail going forward for the committee. Director Wharram suggests that each year UWSS obtains insurance quotes for all aspects of insurance, as there could be potential savings. The CEO notes that as part of the Shareholders Agreement UWSS was required to increase the amount of insurance it carries. However, he will certainly obtain quotes going forward. Director Wharram does not think this needs to be policy, but perhaps just good office practice, with the decision to direct the CEO to obtain quotes for insurance each year going forward.

Director Kissner inquires about Lifecycle Reserves. The CEO explains that is an area that will require some work and appreciates the reminder.

No. FAC-16-25

Moved by: Director St. Amant

Seconded by: Director Wharram

That the financial results to August 31, 2025 are received; and

That the verbal updates on UWSS Inc. Reserves is received; and

That the CEO is directed to look into obtaining insurance quotes each year for savings comparisons.

Carried

There is some discussion on the reserves process and whether it will be completed by the end of 2025. The CFO and CEO feel that everything with the reserves should be completed by year end.

The CFO moves on to the 2026 Budget and notes that process for the budget season has started. The CEO notes that he met with the OCWA staff a day prior to begin reviewing budgets and the CFO notes that UWSS will be meeting the Financial Directors shortly, and reminds members that billings going forward will be to the actuals, as the budget now shows tracking to the actual flows. Her hope is to have a draft budget sometime in later November. The CEO also is hoping to have the HR adjustments completed, which will impact board and staff salaries.

There is a brief discussion on capital projects moving through the end of 2025 and into 2026 and how these items will impact the rates. Director St. Amant asks about the rate increases and how they are presented. The CEO confirms that the normal process has been to start any rate increase in the second quarter, or April 1st and run through March 31st. Any rate increase considers CPI component and capital requirements. The CEO's hope is to have the budget passed either December or early in the new year.

The CEO notes that the OCWA contract negotiations are nearing completion.

Director Wharram thanks the CFO for presenting material that is readable and streamlined.

There is a discussion on the next meeting, with a date of November 26th agreed to. The administrator will send out invitations.

Adjournment**No. FAC-17-25**

Moved by: Director Kissner

Seconded by: Director St. Amant

Time adjourned: 9:48 am

Date of Next Meeting: November 26th 9 am at the Ruthven Water Treatment Plant

**UWSS Inc.
Finance & Audit
Committee
Meeting**

Wednesday, November 26, 2025
9:00 am
1615 Union Ave, Ruthven WTP
Board Room



MINUTES

Directors Dennis Rogers
 Mike St. Amant
 Tom Kissner - absent
 Wayne Wharram
 Lori Atkinson

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: 8:58 am

Welcoming Remarks:

Chair Rogers calls the meeting and welcomes everyone.

Disclosures of Pecuniary Interest

There are none.

Adoption of the Minutes of October 17th, 2025

No. FAC-18-25

Moved by: Director Atkinson

Seconded by: Director St. Amant

That the Minutes of the Finance & Audit Committee of October 17th, 2025 are approved and shall be brought forward on the next Board of Directors meeting

Carried

Business to Discuss

The CFO then takes over the meeting presenting the financial updates since the last meeting. She reviews the items that will be discussed at this meeting. Noting that they are not seeking approval for the budget at this meeting, but a good review and discussion,

Minutes of Union Water Supply System Inc. Finance & Audit Committee

Date: November 26, 2025

Page 2

with the intent of presenting to the Board of Directors in January 2026. She indicates that another Finance & Audit Committee (FAC) meeting will most likely be required prior to bringing to the Board.

The CFO then reviews the Income Statement, noting that Leamington's flows are slightly higher than budgeted for, however most of the municipalities are on budget for 2025. She reminds members that the water loss is billed at 3%. She notes that income investment is lower than budgeted for, and that is due to fluctuating investment rates with the financial institution. Director Atkinson seeks clarification on this item, and there is confirmation that it is based on a variable rate.

Director St. Amant asks why Lakeshore's revenues are down so much. The CFO explains that the budget was based on historical flows, however, over the last year, it has been determined a large number of leaks in Lakeshore have been repaired and therefore, the actual flows are determined to be much lower.

There is a small discussion on shares and how they are determined every four (4) years. Chair Rogers asks if this determination coincides with terms of council. The CEO indicates he will have to speak with legal counsel to see if this determination can occur in between terms of council.

The CFO then reviews the remaining operational expenses and where some items might be carried over into the new year, and where there could be variances.

The Chair asks for an update on the OCWA contract negotiations, the CEO notes that he has a scheduled meeting in two (2) days, they are working on several new items within this contract, including new reporting and other areas of interest. For those reasons, this process has taken longer than anticipated. He is hoping to have something in place in January or February 2026, with the contract being backdated to January 1st, 2026.

The CFO turns attention back to reports and notes that salaries and wages are lower than budgeted for and that is due to timing of potential new hires, wherein the additional employee was not realized in 2025. The CEO notes that the HR study is almost complete and will be presented to both the FAC and Governance Committee. The CEO does not anticipate any retroactive salaries to be paid out for 2025.

No. FAC-19-25

Moved by: Director Wharram

Seconded by: Director St. Amant

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

Carried

The CFO moves on to preliminary 2026 UWSS Inc. Budget. She notes that tracking is now by class indicators and this allows for more precise numbers. There is some discussion about breaking out some of the numbers to show a few more line items, to allow for a more granular appearance and more details.

The CFO notes that she can certainly do that for the FAC but feels that the consolidated numbers will be presented at the Board level. There is agreement with this sentiment.

She moves on to discuss cash funded vs debt funded projects. Director St. Amant seeks clarification on a few items, specifically the Reservoir #3 and the amount left to spend prior to year end. The CEO explains the invoicing schedule, and it is anticipated that \$11.5 million will be spent prior to year end.

There are further questions and discussions surrounding the preliminary budget and some key projects and capital upgrades are reviewed. The Chair asks for clarification and information on the County Rd 34 watermain project.

With that the discussion then turns to the UWSS-WUC Redundancy Project. The CEO notes that he will need to set up a meeting with the municipalities to discuss this item. Director Atkinson feels that the budget suggested at the last board meeting for this project should at least be included in the preliminary budget to allow for discussion to be had. The CEO then discusses the benefits and the third-party analysis.

Director St. Amant feels that a briefing note to the Board might be beneficial, with Director Wharram noting that UWSS Inc.'s mission statement should be reiterated at the same time.

Director St. Amant provides direction, regarding the UWSS - WUC Redundancy Study, to the CEO as follows:

- The CEO shall provide the incremental costs to the UWSS Inc. Board;
- The 3rd party financial analysis shall be completed by February or March 2026, with results brought back to the FAC for discussion and review;
- Following the detailed review and analysis at the FAC the CEO shall provide the Board of Directors with recommendations to potentially move forward;
- The CEO shall reach out to the Board of Directors to obtain their thoughts on this study.

The CFO notes that the carry forward items from 2025 will be moved into the 2026 budget presentation. There is a discussion on Lifecycle costs, treatment and transmission costs, CPI adjustment numbers, the new wholesale water rate for 2026 and the agriculture rate. The draft new wholesale water rate for 2026 is expected to be \$ 0.8555 m³

There is a brief discussion on how this will impact residents and the agricultural sector. However, it is noted that the increase came in less than anticipated and there is still room for growth when looking at the flows. The discussion turns to the five-year horizon and what can be expected in the coming years.

Director Atkinson was clarification on other income presented and why it drops so much in the years ahead. There is a discussion on the rental income and the farm property and the plans going forward. The CEO notes that UWSS Inc. is in the process of severing the property.

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Date: November 26, 2025

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Director Atkinson feels strongly that UWSS Inc. should be working on an Investment Policy. She provides Direction to the CEO to proceed with completing the Investment Policy for UWSS Inc.

The CFO moves back to the reports and finishes up her discussion on the budgetary items which include the operating costs. She then moves on to briefly discuss the remuneration for the Board of Directors and how that might look moving forward. This item will also be presented to the Governance Committee.

Director St. Amant seeks clarification on insurance for UWSS. The CEO describes insurance UWSS carries and some that OCWA carries.

No. FAC-20-25

Moved by: Director Atkinson

Seconded by: Director St. Amant

That the UWSS Inc. 2026 Preliminary Budget is received;

Carried

No. FAC-21-25

Moved by: Director Wharram

Seconded by: Director Atkinson

That the comparison of 2025/2026 Budget is received;

Carried

Reserve Policy

Due to time constraints the CFO suggests that she share with the FAC members the Reserve Policy and seek comments back to discuss at the next meeting. Director Wharram suggests that the Investment Policy should be completed first. Director St. Amant asks if there is any urgency, from the Auditors, to complete either policy. The CFO confirms that there have been no instructions from the auditors.

Adjournment**No. FAC-22-25**

Moved by: Director Atkinson

Seconded by: Director Wharram

Time adjourned: 11:01 am

Date of Next Meeting: January 14, 2025 at the Ruthven Water Treatment Plant

UWSS/07/26

To: UWSS Inc. Board of Directors

From: Rodney Bouchard, UWSS Inc. CEO

Date: February 19, 2026

Re: Proposal for Renewal of Operations & Maintenance Services for UWSS Inc.



RECOMMENDATION

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

BACKGROUND

UWSS Inc. retains the Ontario Clean Water Agency (OCWA) as its accredited operating authority, under the Safe Drinking Water Act, 2002, to operate and maintain the Union Water Supply System facilities. OCWA has been providing these services to UWSS Inc. and its predecessor, Union Water Supply System Joint Board of Management (UWSS JBM), since 2001. The existing operations and maintenance (O&M) agreement between UWSS Inc. and OCWA is a Cost-Plus Fixed Management Fee agreement that took effect on July 1, 2019.

UWSS Inc. was incorporated in February 2023 and took over management of UWSS facilities from the UWSS JBM on January 1, 2024. The transition of UWSS from the Joint Board of Management structure to a Joint Municipal Services Corporation (MSC) provided a timely opportunity for the undertaking of a review of UWSS internal capital and operational program delivery, and contracted Operations and Maintenance services provided by OCWA. The intent of the Service Level Review was to identify the best option for delivery of internal and contracted O&M services for UWSS facilities under the new UWSS Inc. corporate structure.

UWSS Inc. retained Deloitte to complete the service level review and OCWA Vendor Assessment. As part of this assessment, Deloitte was tasked with the following:

- Evaluate the O&M services currently provided by OCWA as per the existing O&M agreement.
- Identify O&M service delivery options for external contracted service delivery and internal “in-house” service delivery.
- Review of O&M service delivery at other water utilities and municipalities with including some that are under contract with OCWA, under contract with a third-party entity other than OCWA, or complete these services in-house
- Evaluate and compare O&M service delivery options using a risk assessment approach (e.g. operational and financial risks, etc).
- Determine the best “value for money” option for O&M services at UWSS facilities.
- Identify high-level approach and key considerations on how to proceed with the recommended option

Re: UWSS/07/24 - Proposal for Renewal of Operations & Agreement Maintenance Services for UWSS Inc.

Deloitte prepared the OCWA Vendor Assessment Report, dated May 27, 2024, which recommended that a renegotiation with OCWA for O&M services was identified as the best alternative for UWSS Inc. This renegotiation would result in a new O&M agreement with OCWA as opposed to an update of existing agreement. The new agreement would include Key Performance Indicators (KPIs) to evaluate performance, increased and improved reporting requirements, possible incentives, and re-evaluation of risk sharing. Deloitte also developed the “OCWA Contract Support Phase 2 Final Deliverable” report in November 2024 to guide the renegotiation of the UWSS Inc.-OCWA O&M agreement.

Renegotiation of the UWSS-OCWA O&M Agreement was approved by the Board of Directors as part of the 2025 UWSS Inc. Operations and Capital Budget Approval.

DISCUSSION

Discussions and meetings as part of negotiations of a new O&M agreement were undertaken in 2025 between the UWSS Inc. CEO and OCWA Vice-President, Operations.

As a result of these discussions, OCWA submitted a proposal document to UWSS Inc., dated December 30th, 2025 for the continuation of Operation and Maintenance Services for the UWSS facilities under a new agreement.

Under this proposal, OCWA proposes an agreement based on cost plus percentage for a term of 5 years with a 5 -year renewable option. As part of the cost-plus percentage agreement, OCWA’s direct operating costs will be invoiced monthly as actual costs. The direct costs include labour, chemicals, supplies and equipment required for operating and maintaining UWSS facilities.

For the first year of the agreement, direct costs for chemicals will be marked up by eleven (11) percent for overhead/administrative costs. This overhead charge will remain the same for the duration of the term. Other direct services such as labour and supplies & equipment will be subject to a thirteen (13) percent overhead/administrative charge. This overhead charge will increase over the term to a maximum of 15% at Year 5.

Annual Price

The cost-plus fee estimate for the first year is as follows:

- O&M Services with Administrative fee of 13%: \$4,021,733.31
- Chemicals Fee with Administrative fee of 11%: \$1,314,240.00
- **Total Cost-Plus Price:** **\$5,335,973.31**

OCWA’s annual fee estimate for 2026 is based on cost realized for O&M services at UWSS facilities in 2024 and 2025. It is noted that annual amounts for operational expenditures can change based on need. Details regarding explanation of costs for overhead/administrative costs and other cost increases for O&M services are provided in OCWA’s December 30th, 2025 Proposal, which has been provided to the UWSS Inc. Board of Directors under a separate cover.

Re: UWSS/07/24 - Proposal for Renewal of Operations & Agreement Maintenance Services for UWSS Inc.

OCWA Staffing

There are currently 20 OCWA staff members working at the Union Water treatment plant facility. The proposal from OCWA includes the addition of key staff to ensure proper support for the O&M services.

In 2026, OCWA proposes to add a new process instrumentation technician at the UWSS facilities to support maintenance requirements for the SCADA system and increasing amount of instrumentation that is being implemented as part of the construction of new systems and processes at UWSS such as the new dechlorination system, reservoir #3 and lift station, and Dissolved Air Flotation #2. Future planned capital works including the new filtration building and UV disinfection facilities will also require additional O&M support.

OCWA's proposal also includes the collaboration with UWSS Inc. to establish an OCWA-employed distribution team to oversee the operation and maintenance of UWSS Inc.'s approximately 100 km of transmission/distribution system pipes. This team will be responsible for the following:

- Preventative maintenance and regular exercising of the 400+ valves in the UWSS Inc. transmission mains.
- Maintenance of the distribution pressure monitoring system that includes 54 smart hydrant devices.
- Maintenance of equipment within the 16 metering chambers and at the 4 water towers.
- Maintenance of the 90+ sampling stations within the larger distribution system network.
- Coordinating and collaborating with municipal staff during water main breaks, repairs, etc.

It is anticipated that this team will be fully established in the 2nd year of the O&M agreement.

Key Performance Indicators (KPIs) and Reporting

The OCWA proposal includes Quarterly Reporting on Key Performance Indicators (KPIs). This KPI reporting is new to the UWSS-OCWA O&M Agreement and is based on KPIs that were recommended in the Deloitte service delivery review reports issued in May and November 2024. The Quarterly reporting will include information and tracking of KPIs associated with the following categories:

- Water Quality – Including compliance with Drinking Water Quality Standards, sampling and testing, audits and inspections
- Water Availability: - Including measurement on water supply reliability

Re: UWSS/07/24 - Proposal for Renewal of Operations & Agreement Maintenance Services for UWSS Inc.

- Service Availability: - Ensuring that the required number of certified operators and trained staff are available; Emergency response time for Non-Regular hours, employee retention
- Infrastructure Maintenance: - Such as reporting on preventative maintenance completion rate, facility cleanliness
- Compliance & Regulatory Matter: - Such as MECP inspection preparedness, internal audits and inspections
- Invoicing: - Including invoice accuracy and invoice completion time

This Quarterly KPI reporting will ensure that UWSS Inc. administration and the Board of Directors are kept informed on key issues associated with the operation and maintenance of the UWSS facilities.

Maintenance Management System Visibility

OCWA utilizes Maximo maintenance management software for purposes of asset management and work order scheduling and tracking at all of the facilities that it operates, including UWSS Inc. facilities. As part of the OCWA O&M proposal, UWSS Inc. staff will be provided with restricted “read and review” access to the OCWA Maximo management system for UWSS facilities. This will allow UWSS Inc. the ability to create reports for asset management and workflow maintenance activities for UWSS facilities.

Financial Management, Invoicing and Reporting

The OCWA proposal also includes a change to the financial management and invoicing process associated with the O&M agreement. Historically, OCWA has invoiced UWSS monthly on the estimated annual total cost for O&M and management fee. Thus, each of the 12 monthly invoices were the same and reconciliation of actual direct costs would be completed at year end. Since OCWA’s year end is March 31st of every year, UWSS would not have full reconciliation of costs until April or May of each year.

To improve financial management for both UWSS Inc. and OCWA in regards the O&M agreement, OCWA will issue monthly invoices based on actual services rendered for each month plus the overhead/administration fee. This will allow UWSS Inc. to reconcile costs with OCWA in a more efficient and expedient manner and will allow UWSS Inc. and OCWA to identify and address any financial challenges or issues more quickly than in the past.

Draft O&M Agreement

UWSS Inc. received a draft O&M Agreement from OCWA on February 10th, 2026. An updated draft was received on February 18th, 2026. The draft agreement received is based on the scope of services and fees identified in OCWA’s December 30th proposal for O&M services for UWSS Inc. facilities. The draft O&M agreement has been reviewed by UWSS Inc. management and legal counsel. A revised version of the draft O&M

Re: UWSS/07/24 - Proposal for Renewal of Operations & Agreement Maintenance Services for UWSS Inc.

agreement with UWSS Inc.'s comments and requested edits was submitted via email on February 19, 2026 to the OCWA Essex Region Business Development Manager and Vice President of Operations. This latest revised draft will be presented to UWSS Inc. Board of Directors during an in-camera session at the February 25th, 2026 UWSS Inc. Board meeting to allow legal counsel to advise the Board of Directors on the draft O&M Agreement.

COMMENTS

The OCWA O&M Services proposal and associated agreement provides several key benefits to UWSS Inc. Such benefits include but are not limited to:

- Existing relationship with OCWA will continue to build on a long history of sound operational performance.
- A 5 year plus 5-year renewable option provides stability to UWSS Inc. regarding O&M services and allows for easier continuation of services at the 5-year mark without the need of a full renegotiation.
- The 5-year renewable option also provides UWSS Inc. with an opportunity to fully renegotiate or terminate services if needed with less encumbrances.
- Risk is equitably and strategically shared by the entity that is best positioned to take on the risk.
- The KPI measurement and reporting requirements provides increased transparency and accountability between OCWA and UWSS Inc.
- Enhanced maintenance for asset protection will ensure UWSS assets are in a good state of repair.
- OCWA is the only water O&M operator in Ontario that is considered an essential service. In the event of a strike, OCWA can provide continuous operation UWSS facilities with minimal decrease in their staff complement.
- Facilities enhancement provisions mean more attention will be paid to the appearance of the facilities which tells the public that the facilities are well maintained.
- During periods of major maintenance and renewals, UWSS Inc. can leverage OCWA's Engineering Services staff for support.
- OCWA has better purchasing power than UWSS Inc. for commodities such as process chemicals.

Respectfully submitted,



Rodney Bouchard, CEO
Union Water Supply System Inc.

/kmj