



**SPECIAL JOINT MEETING**  
**THE WINDSOR UTILITIES COMMISSION BOARD OF COMMISSIONERS**  
**AND UNION WATER SUPPLY SYSTEM JOINT BOARD OF MANAGEMENT**  
**PUBLIC SESSION**

Wednesday, June 15, 2022 @ 10:30 a.m.  
Ciociaro Club, Salon F  
3745 N Talbot Rd, Oldcastle

**WUC Commissioners**

**UWSS Board Members**

D. Dilkens (Chair)  
K. McKenzie  
M. Sonogo  
E. Sovran  
J. Hawkins  
D. Lawson  
J. Morrison  
J. Gill

N. Santos (Chair)  
L. Verbeke  
J. Hammond  
P. Tiessen  
L. Patterson  
K. Walsted  
H. MacDonald  
B. Dunn  
T. Jones  
G. Queen  
K. DeYong  
C. VanderDoelen

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1. **Call to Order & Declarations of Conflict of Interest**
  2. **Summary of Business**
  3. **Joint Consent Agenda**  
None noted.
  4. **Joint Communication Agenda**
    - 4.1 Union Water Supply System and Windsor Utilities Commission Water Supply Redundancy Study - Presentation *(to be provided at Special Joint Meeting)*
  5. **UWSS Executive Reports**
    - 5.1 [Union Water Supply System and Windsor Utilities Commission Water Supply Redundancy Study](#)

**6. WUC Executive Reports**

6.1 [Union Water Supply System and Windsor Utilities Commission Water Supply Redundancy Study](#)

**7. Joint In Camera Session**

None noted.

**8. Other Business**

**9. Conclude Meeting**

**SUMMARY OF BUSINESS**  
**WINDSOR UTILITIES COMMISSION AND**  
**UNION WATER SUPPLY SYSTEM**

**SPECIAL**  
**WEDNESDAY, JUNE 15, 2022**  
**PUBLIC SESSION**

Item	Pg #	Recommendation
1	N/A	Call to Order and Declarations of Conflicts of Interest
	N/A	THAT the agenda BE APPROVED.
<i>Consent Agenda</i>		
3	N/A	None noted.
<i>Communication Agenda</i>		
4	N/A	THAT the Union Water Supply System and Windsor Utilities Commission Water Supply Redundancy Study - Presentation BE RECEIVED as recommended.
<i>UWSS Executive Reports</i>		
5.1	6-10	<p>THAT the Union Water Supply System and Windsor Utilities Commission Water Supply Redundancy Study report BE RECEIVED for information.</p> <p>THAT Union Water Supply System (UWSS) Management BE AUTHORIZED to carry out the following recommendations as detailed in the report:</p> <ol style="list-style-type: none"> <li>1) Governance – That Management work with ENWIN to recommend a third-party Owner’s Representative to have oversight of the project. The Owner’s Representative would gather information from both utilities when making decisions related to the project implementation. A report will be brought to the Boards to approve the Owner’s Representative at a future meeting once we have selected the preferred construction model.</li> <li>2) Schedule – That Management be authorized to begin the conceptual design and financial assessment tasks of this project immediately to avoid any delays, or unnecessary effort and expenditures in regard to currently planned infrastructure works for 2023 and beyond.</li> </ol>

		<p>3) Budget – That management be authorized to continue with the 50/50 budget arrangement up to maximum of \$400K (UWSS commitment of \$200K and WUC commitment of \$200K) for completion of the preferred alternative conceptual design and financial assessment; UWSS management will work with ENWIN to recommend a Board approved joint financial consultant to review the project in regard to financial feasibility and attribution of costs to each water system.</p> <p>4) Operating Agreement – That Management be authorized to develop a preliminary Operating Agreement with ENWIN in regard to how to define both UWSS and WUC’s responsibilities related to many aspects of this joint infrastructure such as operating, maintenance, emergency actions and capital improvements related to this joint system. This Operating Agreement once drafted will be brought to the Board for approval prior to its execution.</p> <p>5) Financial - That Management be directed to undertake research and consultation in regard to grant opportunities for this joint project and report back to the UWSS in regard to financing options for its share of the project.</p>
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*WUC Executive Reports*

6.1	6-10	<p>THAT the Union Water Supply System and Windsor Utilities Commission Water Study report BE RECEIVED for information.</p> <p>THAT Management BE AUTHORIZED to carry out the following recommendations as detailed in the report:</p> <p>1) Governance – That Management work with ENWIN to recommend a third-party Owner’s representative to have oversight of the project. The Owner’s representative would gather information from both utilities when making decisions related to the project implementation. A report will be brought to the Boards to approve the Owner’s Representative at a future meeting once we have selected the preferred construction model.</p> <p>2) Schedule – That Management be authorized to begin the conceptual design and financial assessment tasks of this project immediately to avoid any delays, or unnecessary effort and expenditures in regard to currently planned infrastructure works for 2023 and beyond.</p> <p>3) Budget – That management be authorized to continue with the 50/50 budget arrangement up to maximum of \$400K (UWSS commitment of \$200K and WUC commitment of \$200K) for completion of the preferred alternative conceptual design and financial assessment; UWSS management will work with ENWIN to recommend a Board approved joint financial consultant to review</p>
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		<p>the project in regard to financial feasibility and attribution of costs to each water system.</p> <p>4) Operating Agreement – That Management be authorized to develop a preliminary Operating Agreement with ENWIN in regard to how to define both UWSS and WUC’s responsibilities related to many aspects of this joint infrastructure such as operating, maintenance, emergency actions and capital improvements related to this joint system. This Operating Agreement once drafted will be brought to the Board for approval prior to its execution.</p> <p>5) Financial - That Management be directed to undertake research and consultation in regard to grant opportunities for this joint project and report back to the UWSS in regard to financing options for its share of the project.</p>
<i>In Camera</i>		
7	N/A	None noted.
<i>Termination</i>		
9	N/A	THAT the meeting BE TERMINATED.



## AGENDA SUBMISSION

**To:** UWSS Joint Board of Management  
WUC Board of Commissioners  
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2022 06 01  
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**From:** Garry Rossi – Vice-President Water Operations, ENWIN Utilities  
Rodney Bouchard – General Manager, Union Water Supply System  
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**Re:** Union Water Supply System and Windsor Utilities Commission Water Supply  
Redundancy Study

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### **BACKGROUND**

Protection against threats to our drinking water raw water sources and water treatment infrastructure such as blue-green algae, fuel / chemical spills and natural disasters are top concerns of both water systems. As directed by Union Water Supply System (UWSS) and Windsor Utilities Commission (WUC) Boards, Union and ENWIN management has been working on identifying solutions to address these concerns and has developed an action plan focused on a shared solution. In 2020, both Boards approved to proceed with a joint study and commissioned C3 Water, in collaboration with Stantec consultants, to collect information and report on potential alternatives to UWSS and WUC, to reduce risk of water supply shortages in the event of a source water or water treatment plant emergency.

In 2021, UWSS and ENWIN management provided a report to their respective Boards outlining the results of that study, including viable alternatives, opportunities and constraints, and prioritized recommendations with high level budgetary estimates and risk analysis. The report highlighted many items requiring UWSS and WUC to consider in future meetings such as funding strategies, viability of the recommended solution in relation to their current long term water system asset plans and whether it met the needs of both systems. After receiving these reports, it was agreed to continue with a joint meeting of both Boards to discuss next steps.

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## **DISCUSSION**

Both UWSS and ENWIN management teams have worked together on a presentation to review the outcome and recommendations from the study and to evaluate how the preferred solution will affect each drinking water system. It is important to highlight that the solution would ensure that water supply to priority end users, such as health care facilities, fire water supply and residential, have water above the minimum pressure requirements as regulated by the Ministry of Environment Conservation and Parks (MECP). Conversely, industrial, and commercial customers would likely be without water flow during an emergency event. Although not ideal, it should be noted that if either system had a major water supply issue today, neither would be able to provide water to **any** of their respective end users. Both UWSS and ENWIN Management agree that a reduced supply and prioritizing end users was an acceptable risk to achieve a redundant supply for both systems.

As previously presented to both UWSS and WUC Boards, the summary of alternatives as identified during the joint study includes:

1. Connection between UWSS WTP and WUC Cook Station
2. Connection between UWSS Cottam Station and WUC Cook Station
3. New Central Reservoir and Pump Station
4. Additional Local Storage Reservoirs

Based on several factors, both UWSS management and ENWIN management identified Alternative #3, the New Central Reservoir and Pump Station option, at a cost of \$120M, as the preferred solution, as it addresses emergency supply, feasibility of implementation, maintainability, and support of future growth in both systems.

Management of both UWSS and ENWIN recommend the undertaking of a preliminary design, including full cost analysis, for the preferred solution. Necessary items need to be addressed to ensure the success of the joint project and are described below:

- 1) Governance – UWSS and ENWIN Management recommend that both systems would be represented by a third-party Owner's Representative to have oversight of the project. The Owner's representative would gather information from both utilities when making decisions related to the project implementation. A report will be brought to the Boards to approve the Owner's Representative at a future meeting.
- 2) Schedule – UWSS and ENWIN Management recommend beginning the project as soon as possible, as delaying a year or two would reduce the effectiveness of the solution. It is to be noted that both water systems are planning upgrades to infrastructure in the next few years that would need to be modified to accommodate the preferred solution, should it be fully implemented.
- 3) Budget – UWSS and ENWIN Management would continue with a 50/50 budget arrangement until the completion of the preliminary design and cost analysis. A Board (UWSS and WUC) approved financial consultant would be retained to complete the cost analysis and provide conclusions and recommendations on 1) the financial feasibility of the preliminary design and 2) project costs attributed to each water system. As of now, the proposed joint reservoir likely fits the 50/50 cost share model;

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however, infrastructure upgrades, specifically feeder mains, would likely fall to which system they lie within.

- 4) Regional Support – Support from all stakeholders is important for the success of the project.
- 5) Operating Agreement – Should the UWSS and WUC Boards agree to proceed with the project, UWSS and ENWIN management recommends the development of an Operating Agreement with respect to how to handle many aspects such as operation, maintenance, emergency actions and capital improvements related to this joint system.

**Timeline**



The timeline presented above identifies the proposed steps to be undertaken to complete the project by December 2026. This timeline is aggressive and is dependent on necessary approvals by the Boards and local, provincial and federal authorities.

As previously indicated, both UWSS and WUC have planned infrastructure upgrades in the next 2-5+ years that would need to be modified in light of this project. As such, it is important that the conceptual design and financial assessment aspects of this project be initiated promptly to avoid any unnecessary effort and expenditures in regard to currently planned infrastructure works.

If acceptable and approved by both Boards to move forward with the initial phase of this project, UWSS and ENWIN management would work together to begin the necessary design work and provide regular updates to the Boards. Once the conceptual design is complete, the project team can begin to secure necessary funding and start the final detailed design and Environmental Assessment (EA) process. The remaining timeline will then be updated to reflect the work required to complete. There are many levels of approval required for a project of this size and complexity, which could further slow the progress of implementation. An early start improves the chances for success.

**RISK ANALYSIS**

A project of this size and complexity inherently involves a number of risks. These can be technical, financial, organizational, and regulatory in nature. Most of these risks can be mitigated with detailed planning and appropriate contingencies. However, it needs to be emphasized that the UWSS and WUC water systems currently face significant risk associated with not having water supply redundancy should an emergency occur that results in partial or complete shutdown in one of the water systems’ raw water intake or treatment facilities.



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Should this project not move forward, WUC and UWSS would need to look at other alternatives, albeit at likely greater complexity and cost to the rate payers, or simply to have no solution and accept the future risk.

### **FINANCIAL MATTERS**

Financial implications and financing alternatives will be considered by each Board as to their individual cost sharing once this is determined. Government grants will be researched and reviewed for applicability which may require UWSS and WUC Board involvement. Financial consideration is extremely important due to the size and cost of such a significant project. Both Boards will need to evaluate and approve future funding options once the final design is completed.

### **RECOMMENDATION:**

#### **UWSS Joint Board of Management**

THAT the Union Water Supply System and Windsor Utilities Commission Water Supply Redundancy Study report BE RECEIVED for information.

THAT Union Water Supply System (UWSS) Management be authorized to carry out the following recommendations as detailed in the report:

- 1) Governance – That Management work with ENWIN to recommend a third-party Owner’s Representative to have oversight of the project. The Owner’s Representative would gather information from both utilities when making decisions related to the project implementation. A report will be brought to the Boards to approve the Owner’s Representative at a future meeting once we have selected the preferred construction model.
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- 5) Financial - That Management be directed to undertake research and consultation in regard to grant opportunities for this joint project and report back to the UWSS in regard to financing options for its share of the project.

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**WUC Board of Commissioners**

THAT the Union Water Supply System and Windsor Utilities Commission Water Study report BE RECEIVED for information.

THAT Management be authorized to carry out the following recommendations as detailed in the report:

- 1) Governance – That Management work with ENWIN to recommend a third-party Owner’s representative to have oversight of the project. The Owner’s representative would gather information from both utilities when making decisions related to the project implementation. A report will be brought to the Boards to approve the Owner’s Representative at a future meeting once we have selected the preferred construction model.
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Garry Rossi  
Vice President, Water Operations



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Rodney Bouchard  
General Manager, Union Water Supply System