Tri-County Water Board of Management Agenda

August 11, 2026, 7:00 p.m.
Rodney Recreation Centre
135 Queens Line
Rodney, ON

Zoom Link:
https://us02web.zoom.us/j/84467641938?pwd=CYEdzsVqpHt8bpWGV1sm6WzcnJq9ng.1

7. Closed Session

Recommendation:
That Tri-County Water Board hereby move into Closed Session to discuss matter pursuant to the Municipal Act, Section 239(3)(b), *an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act; And*

Section 239(2)(i), being *a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.*

8. Report from Closed Session

9. Staff Reports

9.1 A. Gubbles, Project Manager 17

Recommendation:
That the Tri-County Water Board:

1. Receive the report entitled *Tri-County Water System – Governance and Strategic Review Update* for information; and
2. Proceed with consideration of the confidential proposals received for consulting services associated with the approved governance and strategic review through the related closed-session agenda item.

10. Correspondence

10.1 Letter from West Elgin Resident A. Cammaert 20

11. Adjournment

A follow-up meeting has been scheduled for August 20, 2026, in consultation with the Chair, Vice-Chair and Ombudsman Office, to review the final Ombudsman report.

Recommendation:
That the Tri-County Water Board hereby adjourn at _____ pm, to meet again at 7:00pm, on Thursday, August 20, 2026 (Virtual Meeting), or at the Call of the Chair.

Tri-County Water Board of Management

Minutes

Date:	**July 8, 2026, 7:00 p.m.**
Location:	**Rodney Recreation Centre** **135 Queens Line** **Rodney, ON**

Present:	**Allan Mayhew, Southwest Middlesex** **Taraesa Tellier, West Elgin** **Mike Hentz, Dutton Dunwich** **Amarilis Drouillard, Dutton Dunwich** **Bill Denning, West Elgin** **Corey Pemberton, Dutton Dunwich** **Don McCallum, Southwest Middlesex** **Mike Sholdice, Southwest Middlesex** **Ryan Statham, West Elgin** **Philip Sousa, West Elgin**
Regrets:	**Kevin Derbyshire, Newbury** **Darren Galbraith, Chatham-Kent** **Richard Leatham, West Elgin**
Staff Present:	**Terri Towstiuc, Recording Secretary/Clerk, West Elgin** **Robin Greenall, CAO, West Elgin** **Amanda Gubbels, CAO, Southwest Middlesex** **Tony Houad, CAO, Dutton Dunwich**
Regrets:	**Cathy Case, Clerk/Treasurer, Newbury** **Emma Nilsson, Treasurer, West Elgin**

This meeting was held in a Hybrid format.

1. Call to Order

Chair Amarilis Droulliard called the meeting to order at 7:04 pm.

2. Adoption of Agenda

1

Moved: Allan Mayhew, Southwest Middlesex
Seconded: Philip Sousa, West Elgin

That Tri-County Water Board hereby adopts the Agenda for July 8, 2026, as presented.

Disposition: Carried

3. Disclosure of Pecuniary Interest

No disclosures

4. Adoption of Previous Meeting Minutes

Moved: Corey Pemberton, Dutton Dunwich
Seconded: Mike Hentz, Dutton Dunwich

That the Tri-County Water Board hereby adopts the minutes of March 17, 2026, as presented.

Disposition: Carried

5. Business Arising from Minutes

None.

6. Staff Reports

6.1 First Quarter Report presented by J. Daly, Ontario Clean Water Agency

Moved: Allan Mayhew, Southwest Middlesex
Seconded: Corey Pemberton, Dutton Dunwich

That Tri-County Water Board hereby receive and file the Tri-County Drinking Water System Operations Report, First Quarter 2026, as presented by Joe Daly, Sr. Operations Manager, Ontario Clean Water Agency.

Disposition: Carried

7. Communications

7.1 Chair Drouillard Re: Verbal Conversation, Project Manager

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Tri-County Water Board members participated in discussion, surrounding the proposed Project Manager, to provide the board with all governance options for the future of the board, and assess the current structure. The Board provided comment and concerns regarding the previous focus of the Municipal Service Corporation model, and noted municipalities who have moved forward with this model structure.

Boards members discussed the duties of the board, including accountability, transparency, financial risk, long term control of municipal assets, capacity, growth, good debt versus bad debt and the ability to borrow funding and municipal capacity to fund large projects.

A Motion moved by A. Mayhew, Seconded by C. Pemberton, directed administration to reach out to municipalities who have proceeded with an MSC model. Friendly Amendment moved by R. Statham, Seconded by P. Sousa.

Administration will work with board Chair Drouillard to schedule a follow-up meeting.

Moved: Allan Mayhew, Southwest Middlesex
Seconded: Corey Pemberton, Dutton Dunwich

That Tri-County Waterboard directs administration to contact other municipalities, who have chosen to move forward with Municipal Service Corporations, to provide full rationale.

Moved: Ryan Statham, West Elgin
Seconded: Philip Sousa, West Elgin

Amended:

That Tri-County Waterboard directs administration to contact other municipalities, who have chosen to move forward with Municipal Service Corporations, as well municipalities who have chosen not to move forward with a Municipal Service Corporation model, for a balanced approach.

For (7): Allan Mayhew, Southwest Middlesex, Amarilis Drouillard, Dutton Dunwich, Corey Pemberton, Dutton Dunwich, Don McCallum, Southwest Middlesex, Mike Sholdice, Southwest Middlesex, Ryan Statham, West Elgin, and Philip Sousa, West Elgin

Against (3): Taraesa Tellier, West Elgin, Mike Hentz, Dutton Dunwich, and Bill Denning, West Elgin

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Absent (3): Kevin Derbyshire, Newbury, Darren Galbraith, Chatham-Kent, and Richard Leatham, West Elgin

Voter Type: Majority (Present), Recorded

Disposition: Carried (7 to 3)

8. Adjournment

Moved: Corey Pemberton, Dutton Dunwich
Seconded: Mike Hentz, Dutton Dunwich

That the Tri-County Water Board hereby adjourn at 8:07 pm, to meet again at 7:00pm, on Tuesday, September 15, 2026, or at the Call of the Chair.

Disposition: Carried

Amarilis Drouillard, Chair	Terri Towstiuc, Recording Secretary

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TRI-COUNTY WATER BOARD

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

TRI-COUNTY WATER BOARD
FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2025

SCRIMGEOUR & COMPANY
CPA PROFESSIONAL CORPORATION

INDEPENDENT AUDITOR'S REPORT

To the Members of Board, Ratepayers and Inhabitants of the Tri-County Water Board

Opinion

We have audited the accompanying financial statements of Tri-County Water Board (the "Board"), which comprise the Statement of Financial Position as at December 31, 2025, and Statements of Operations and Accumulated Surplus, Cash Flows and Change in Net Financial Assets for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Tri-County Water Board as at December 31, 2025 and its financial performance and its changes in cash flows and net financial assets for the year then ended in accordance with Canadian public sector accounting standards.

Basis of Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

Suite 1706, 148 Fullarton Street London, ON N6A 5P3 • Phone: 519-672-6811 Fax: 519-672-9757

SCRIMGEOUR & COMPANY
CPA PROFESSIONAL CORPORATION

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

August 11, 2026
London, Canada

LICENSED PUBLIC ACCOUNTANT

Suite 1706, 148 Fullarton Street London, ON N6A 5P3 • Phone: 519-672-6811 Fax: 519-672-9757

TRI-COUNTY WATER BOARD
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2025

	2025	2024
FINANCIAL ASSETS		
Due from Municipality of West Elgin - operating (note 4)	**$ 413,928**	$ 365,601
NET FINANCIAL ASSETS	**413,928**	365,601
NON-FINANCIAL ASSETS		
Tangible capital assets - Schedule 1 (note 2.c)	**10,365,669**	10,582,909
	10,365,669	10,582,909
ACCUMULATED SURPLUS (NOTE 5)	**$ 10,779,597**	$ 10,948,510

Approved by: ______________________

Approved by: ______________________

The accompanying notes are an integral part of the financial statements

TRI-COUNTY WATER BOARD
STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEAR ENDED DECEMBER 31, 2025

	Budget 2025	Actual 2025	Actual 2024
REVENUES			
Current interest	**$ 25,000**	**$ 23,629**	$ 44,341
Water billings	**1,691,806**	**1,851,636**	1,509,886
Municipal capital contributions	**150,000**	**150,000**	150,000
Other revenue	**-**	**-**	11,400
	1,866,806	**2,025,265**	1,715,627
EXPENDITURES			
Amortization	**-**	**898,641**	840,242
Minor capital expenditures	**1,046,125**	**99,200**	94,121
OCWA contract and callouts	**501,825**	**616,182**	491,985
Operating and maintenance	**542,799**	**580,155**	523,288
	2,090,749	**2,194,178**	1,949,636
EXCESS OF REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE)	**(223,943)**	**(168,913)**	(234,009)
ACCUMULATED SURPLUS, BEGINNING OF YEAR	**10,948,510**	**10,948,510**	11,182,519
ACCUMULATED SURPLUS, END OF YEAR	**$ 10,724,567**	**$ 10,779,597**	$ 10,948,510

The accompanying notes are an integral part of the financial statements

TRI-COUNTY WATER BOARD
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2025

	2025	2024
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:		
OPERATING ACTIVITIES		
Excess of revenue over expenditures (expenditures over revenue) (page 4)	**$ (168,913)**	$ (234,009)
Non-cash charges to operations		
Amortization	**898,641**	840,242
Decrease (increase) in due from Municipality of West Elgin	**(48,327)**	345,726
	681,401	951,959
INVESTING ACTIVITIES		
Acquisition of capital assets	**(681,401)**	(951,959)
	(681,401)	(951,959)
Cash provided by operating and investing transactions	**-**	-
Cash, beginning of year	**-**	-
CASH, END OF YEAR	**$ -**	$ -

The accompanying notes are an integral part of the financial statements

TRI-COUNTY WATER BOARD
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2025

	Budget 2025	Actual 2025	Actual 2024
Excess of revenue over expenditures (expenditures over revenue) (page 4)	$ (223,943)	$ (168,913)	$ (234,009)
Amortization of tangible capital assets	-	898,641	840,242
Acquisition of tangible capital assets	(1,120,125)	(681,401)	(951,959)
Increase (decrease) in net financial assets	(1,344,068)	48,327	(345,726)
NET FINANCIAL ASSETS, BEGINNING OF YEAR	365,601	365,601	711,327
NET FINANCIAL ASSETS, END OF YEAR	$ (978,467)	$ 413,928	$ 365,601

The accompanying notes are an integral part of the financial statements

1. Description of the Board

The Tri-County Water Board (the Board) is a Joint Municipal Service Board in the Province of Ontario, Canada. It conducts its operations guided by the provisions of provincial statutes such as the Municipal Act, Municipal Affairs Act and related legislation. On January 21, 2022, the member municipalities signed a Master Agreement to govern the management of the System. The participating municipalities of the Board are the Municipalities of Dutton-Dunwich, Southwest Middlesex, Chatham-Kent, Newbury and West Elgin. The Municipality of West Elgin is the Administering Municipality. The System was previously operated under a Purchase Capacity Agreement and Management Agreement which were signed in 1991 between the same parties. The Board is currently reviewing its governance model.

2. Significant accounting policies

The financial statements of the Tri-County Water Board have been prepared by management in accordance with Canadian public sector accounting standards. The significant accounting policies are summarized as follows:

a. Revenue recognition

Revenue is recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Government grants and transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made.

b. Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures during the period. Actual results could differ from these estimates. During 2024, based on a consultant's report issued in 2024, a net adjustment was made to the Board's financial system for revised estimates of flow consumptions from 2021 to 2024. This resulted in a reduction to revenue to the system of $122,696 and has been recorded in 2024 as a change in estimate.

c. Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The costs, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Land improvements	15 years
Buildings	50 years
Infrastructure and equipment	25 years
Waterlines	75 years

2. Significant accounting policies continued

d. Budget

The Board set a budget based on the accounting policies adopted previous to PSAB Handbook policy for tangible capital assets.

e. Deferred revenue

Revenue received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the Statement of Financial Position. The revenue is recognized in the Statement of Operations and Accumulated Surplus in the year in which it is used for the specified purpose.

f. Asset retirement obligations

An asset retirement obligation is recognized when as at the financial reporting date, all of the following criteria are met:

- there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- the past transaction or event giving rise to the liability has occurred;
- it is expected that the future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

Buildings and underground pipes containing asbestos, are estimated and recognized as a liability and an increase in the cost of the asset at the time of acquisition. The liability is discounted annually over the same useful life as the asset's annual amortization expense, calculated in accordance with the Board's amortization policies. Management has evaluated its tangible capital assets and determined that there is only a short portion of the underground pipe that may contain asbestos and therefore, has not recorded any asset retirement obligation.

3. Public Sector Accounting Standards (PSAS)

There are two new PSAS that will be implemented for the year ended December 31, 2027.

PS 1100 will replace PS 1000. This standard provides a new Conceptual Framework providing guidance for the application of accounting policies where no standard exists and will guide future new standards.

PS 1202 will result in a new Financial Statement Presentation Model. The changes will result in the following:

a. Restructured Statement of Financial Position with liabilities classified as financial or non-financial.
b. New statements disclosing the change in net assets and net debt as well as debt indicators.
c. Isolated financing transactions in the Statement of Cash Flows.

Management is currently assessing the impact of these new standards on future financial statements.

4. Continuing operations

All banking activities are administered by the Municipality of West Elgin, on behalf of the Board's activities. The amount due from the Municipality of West Elgin represents the net working capital position between the Municipality and the Board after adding or deducting payments made to or received from the Municipality of West Elgin.

5. Accumulated Surplus

Accumulated surplus consists of the following surplus balance:

	2025	2024
Reserve for future operations	**$ 872,999**	$ 824,649
Invested in tangible capital assets	**9,906,598**	10,123,861
	$ 10,779,597	$ 10,948,510

6. Commitment

The Board, through the Municipality of West Elgin, has contracted with OCWA to operate and maintain the System. The annual cost for 2025 was $506,745 (2024 - $491,985). Additional costs, agreed to by both parties, are permitted under the agreement.

TRI-COUNTY WATER BOARD
SCHEDULE 1 - SCHEDULE OF TANGIBLE CAPITAL ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2025

	Land and Land Improvements	Buildings	Equipment	Waterlines	2025 Total	2024 Total
COST						
Balance, beginning of year	$ 211,080	$ 4,716,880	$ 16,071,438	$ 1,471,992	$ 22,471,390	21,519,431
Add:						
Additions during the year	-	-	681,401	-	681,401	951,959
Less:						
Disposals during the year	-	-	-	-	-	-
BALANCE, END OF YEAR	211,080	4,716,880	16,752,839	1,471,992	23,152,791	22,471,390
ACCUMULATED AMORTIZATION						
Balance, beginning of year	408	1,928,526	9,086,163	873,384	11,888,481	11,048,239
Add:						
Amortization during the year	4,894	99,397	774,723	19,627	898,641	840,242
Less:						
Disposals during the year	-	-	-	-	-	-
BALANCE, END OF YEAR	5,302	2,027,923	9,860,886	893,011	12,787,122	11,888,481
NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS	205,778	$ 2,688,957	$ 6,891,953	$ 578,981	$ 10,365,669	10,582,909

This schedule is provided for information purposes only

Tri-County Water Board

TO: Tri-County Water Board Members
FROM: Robin Greenall, CAO, Municipality of West Elgin and Amanda Gubbels, CAO, Municipality of Southwest Middlesex
DATE: August 11, 2026
SUBJECT: Tri-County Water System – Governance and Strategic Review Update
STATUS: Open Session

Recommendation

That the Tri-County Water Board:

1. Receive the report entitled *Tri-County Water System – Governance and Strategic Review Update* for information; and
2. Proceed with consideration of the confidential proposals received for consulting services associated with the approved governance and strategic review through the related closed-session agenda item.

Background

The Tri-County Water Board has been considering opportunities to strengthen the long-term sustainability of the Tri-County Water System.

The system provides treated water to West Elgin, Dutton Dunwich, Southwest Middlesex, Newbury, and the community of Bothwell in Chatham-Kent. The system has significant available treatment capacity, presenting potential opportunities to support future municipal growth, additional customers, and regional servicing.

At the same time, the system faces future infrastructure and financial requirements. These considerations reinforce the importance of reviewing the system's governance, financial capacity, infrastructure needs, and future servicing opportunities together.

At its January 13, 2026, meeting, the Board directed Administration to hire a Project Manager to evaluate governance options for the Tri-County Water System and return with options and clear deliverables for the proposed work.

The Board's direction supports a comprehensive review of the system and its future, providing a better understanding of its current position, future needs, and available options before determining a preferred path forward.

Discussion

The proposed review will provide the Board with an independent assessment of the Tri-County Water System and the feasibility of potential future models and opportunities. The work will consider:

- **Governance and Administration:** The existing structure and potential alternatives, including a Municipal Services Corporation (MSC);
- **Financial Sustainability:** Future capital requirements, financing considerations, and opportunities to strengthen the system's long-term financial position; and
- **Growth and Servicing:** Existing system capacity and opportunities to support growth, additional customers, and potential regional partnerships.

These matters are interconnected and important to understanding the future of the system. No decision has been made to change the governance structure or establish an MSC. The purpose of the review is to complete the necessary due diligence and provide the Board and participating municipalities with an informed basis for future decisions.

Proceeding with the review at this time will also establish a strong foundation for the next term of Council. It does not predetermine future decisions but ensures that the current and incoming Boards have independent information available to support consideration of the system's long-term needs and opportunities.

In accordance with the Board's direction and applicable procurement process, Administration solicited proposals from qualified consultants to undertake the work. Two proposals have been received.

The proposals contain detailed commercial, financial, and technical information supplied in confidence through the procurement process. Accordingly, the detailed proposals and comparative evaluation will be considered through the related closed-session report pursuant to section 239(2)(i) of the *Municipal Act, 2001*, respecting:

> *"a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization."*

The use of separate open and closed reports provides public information regarding the purpose and scope of the review while protecting the confidential commercial information submitted by the proponents.

Subject to Board direction following consideration of the proposals, Administration will proceed with selection of a consultant and commencement of the comprehensive review. As directed by the Board. Any resulting contract award, including the successful consultant and contract value, will subsequently be reported publicly in open session.

Financial Implications

The Tri-County Water Board has included $75,000 in its approved 2026 budget for consulting services associated with this review. Funding has therefore been identified to support the planned work.

Detailed pricing and commercially sensitive information contained within the proposals will be considered through the related confidential report. Following the Board's consideration and direction, the successful consultant and approved contract value will be reported publicly in open session.

The review represents an investment in informed long-term planning for an essential municipally owned service and will support future decisions related to governance, infrastructure, financial sustainability, and growth.

Conclusion

The Tri-County Water System faces important future considerations related to infrastructure, financial sustainability, available capacity, growth, and governance.

The comprehensive review will provide independent analysis to assess these matters and the feasibility of available options. The objective at this stage is not to select a future governance model, but to ensure the Board has the information necessary to make informed decisions about the long-term sustainability and future of the Tri-County Water System.

Angela Cammaert
[redacted]
West Lorne ON N0L 2P0

August 1, 2026

Chair Amarilis Drouillard and
Members of the Tri-County Water Board
c/o Administrative Body of the Tri-County Water Board
Attention: Terri Towstiuc, Clerk
Corporation of the Municipality of West Elgin
West Elgin Municipal Office

Re: Request for answers and public record inclusion for the August 11, 2026 Tri-County Water Board meeting respecting the governance and MSC review (Schedules attached)

Dear Chair Drouillard and Members of the Board:

As a resident of the Municipality of West Elgin, one of the five participating municipalities in the Tri-County Water Board arrangement, this letter is submitted in advance of the Board's August 11, 2026 meeting.

It asks that the matters set out below be addressed publicly and that this correspondence be included in the official correspondence package and public record for that meeting.

This request is also made within the applicable legislative and procedural framework governing municipal service delivery, procurement, public accountability, and long-range infrastructure planning.

The matters raised below engage provincial legislation respecting municipal powers, joint service structures, procurement and asset management planning, along with the applicable procedural by-law and approved meeting schedule of the administrative municipality.

Clarification is therefore requested not only as a matter of public interest, but also to ensure that any governance review, procurement step, or proposed Municipal Services Corporation process is supported by the authorizations, policies, studies, consultation, and public record contemplated by that framework.

Context and public record review

The public record reviewed for the period from January 2025 to July 2026 shows a continuing discussion about governance options, procurement steps, and a possible Municipal Services Corporation structure. It also shows several points where the record does not clearly identify the Board's direction, the procurement method, the role of participating councils, or the status of related studies.

For ease of reference, the supporting documents are listed in Schedule A.

Meeting schedule and procedural considerations

A further concern is the meeting schedule itself. The August 11, 2026 meeting appears to fall outside the Board's approved 2026 meeting schedule and follows shortly after the July 8, 2026 meeting.

The public record should explain why this additional meeting was called and whether the matter is urgent.

No Board-specific procedure for public correspondence could be located. Accordingly, this letter is submitted as formal correspondence to be received and placed on the public record, with Schedule A attached as part of the submission.

Scope of governance and servicing review

The record also raises a question about scope.

In April 2025, the Board appears to have directed a broader review that included governance options, system capacity and servicing, and outreach to neighbouring municipalities.

Later records appear to focus more narrowly on an MSC model and a Project Manager process.

The public record does not clearly show when or how that change in emphasis was formally approved.

Procurement process and authorizations

The record further suggests that procurement steps remain unclear. Based on the meeting record reviewed, no publicly available resolution has been identified that sets out a Terms of Reference, authorizes an RFP or RFQ, or approves sole-sourcing for the proposed Project Manager engagement. The record should clearly identify whether any of these steps have now occurred.

Role of participating Municipal councils

The role of participating municipal councils also remains unclear. Statements recorded at the January 13, 2026 Board meeting appear to indicate that council resolutions had not yet been obtained at that time.

If council approvals or consents have since been received, the Board should identify each one by municipality, date, and resolution number.

Requested clarifications

For clarity and accountability, answers are requested to the following:

1. Confirm whether the August 11, 2026 agenda and all supporting reports will be published before the meeting.

2. Confirm whether the governance or MSC review and the Project Manager procurement are before the Board on August 11, 2026.

3. Confirm whether further to the Board's discussions at its meetings on November 18, 2025 and December 9, 2025, a Terms of Reference, RFP, RFQ, shortlist, or sole-source decision has been made respecting the proposed Project Manager procurement and provide the related record.

4. Confirm whether any of the five participating municipal councils have passed resolutions respecting this matter, and identify each resolution by municipality, date, and number.

5. Clarify whether the Board met on or around June 16, 2026, and if not, explain why the approved schedule changed.

6. Explain why the August 11, 2026 meeting was called outside the approved schedule and identify the authority relied on.

7. Confirm the status of the broader capacity and servicing review directed at the April 15, 2025 Tri-County Water Board meeting, and whether growth projections from participating municipalities will be considered.

8. Confirm whether the Board's mandate remains the broader review originally discussed or has narrowed to an MSC-specific approach.

9. Confirm whether the Board intends to adopt its own procedure for public correspondence and transparency.

These requests are made to support a complete and understandable public record.

Please place this letter and Schedule A on the public agenda as correspondence for the August 11, 2026 Tri-County Water Board meeting and ensure both form part of the public record.

Thank you for your attention to this matter.

Respectfully submitted,

[redacted]

Angela Cammaert

cc: Council, Corporation of the Municipality of West Elgin; Clerk, Municipality of Dutton/Dunwich

Schedule A -- Sources and Record References

1. Tri-County Water Board minutes, April 15, 2025.

2. Tri-County Water Board agenda package, November 18, 2025.

3. Tri-County Water Board minutes, December 9, 2025.

4. Tri-County Water Board minutes, January 13, 2026.

5. Tri-County Water Board meeting recording, January 13, 2026.

6. Tri-County Water Board agenda package or minutes, March 17, 2026.

7. Tri-County Water Board agenda and meeting recording, July 8, 2026.

8. Municipality of West Elgin Procedural By-law 2024-05.

9. Municipal Act, 2001, including sections 198, 202, 203, and 270(1)5.

10. Ontario Regulation 599/06.

11. Ontario Regulation 588/17.

12. Tri-County Water Board approved 2026 meeting schedule as shown in the November 18, 2025 agenda package.

13. 2025 Drinking Water System Annual Report and any related operations update cited in the correspondence.

14. West Elgin development charges or growth study materials referred to in the correspondence.

15. Middlesex County growth analysis referred to in the correspondence.

Legislative references and notes

16. Legislative framework note – Municipal Act, 2001 provisions respecting water services, joint service arrangements, and municipal procurement policy (s. 198, 202, 203, 270(1)5).

17. Legislative framework note – Requirements for business case, asset transfer policy, public consultation, and governance conditions for Municipal Services Corporations under Ontario Regulation 599/06.

18. Legislative framework note – Requirements for strategic asset management policy, asset management plans, levels of service, lifecycle and financial strategy, and growth-related planning under Ontario Regulation 588/17.