



## **Water Utility Oversight Board – Compensation and Selection**

Executive Committee EC2026-0383

2026 May 05



# Recommendations

## That Executive Committee:

1. Forward this Report and Attachments to the 2026 May 12 Public Hearing Meeting of Council.

## That Executive Committee recommends that Council:

1. Approve the annual retainers of \$70,000 for the Board Chair and \$30,000 for Board Members and approve a meeting fee of \$1,000 per meeting when the number of meetings exceeds eight per year.
2. Pursuant to section 5.12.1 of the Council Policy on the Governance and Appointment of Boards, Commissions and Committees, exempt recruitment of the Water Utility Oversight Board Chair from the City Clerk's Office recruitment and advertising process;
3. Give three readings to the proposed Bylaw in Attachment 3 to establish the Water Utility Oversight Board Chair Selection Committee, to support recruitment of the Board Chair;
4. Appoint Members of Council to the Water Utility Oversight Board Chair Selection Committee, including a Chair;
5. Notwithstanding Part C of the Council Policy on the Governance and Appointments of Boards, Commissions and Committees, appoint the individual named in Confidential Attachment 4 as a Public Member of the Water Utility Oversight Board Chair Selection Committee;
6. Direct that Public Member appointment to the Water Utility Oversight Board Chair Selection Committee be released publicly following notification of Public Member appointee and their acceptance of the appointment; and
7. Direct that Closed Meeting discussions and Confidential Attachments remain confidential pursuant to Sections 20 (Disclosure harmful to personal privacy) and 22 (Confidential evaluations) of the Access to Information Act.

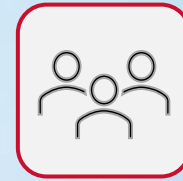
# Approach to WUOB compensation



**Independent,  
external analysis**

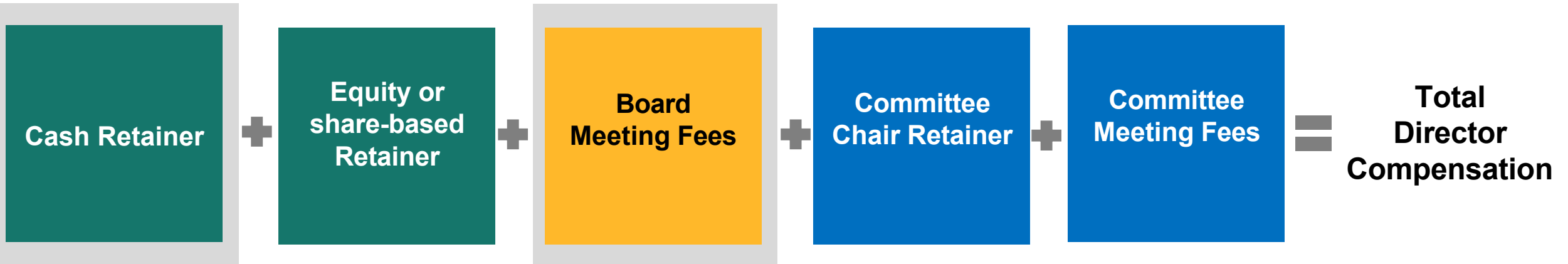


**Based on rigorous  
benchmarking**



**Positioned to  
attract expertise**

# Typical Board Compensation Methodology



# Benchmarking

	Public Sector (n=14)		Private Sector (n=12)	
	Crown Corporations	Municipally Owned Organizations	Private Companies Privately-Held	Private Companies Publicly-Traded
<b>Water Utilities</b>	<ul style="list-style-type: none"> <li>• Ontario Clean Water Agency</li> <li>• SaskWater</li> </ul>	<ul style="list-style-type: none"> <li>• <b>EPCOR</b></li> <li>• Halifax Water</li> </ul>	<ul style="list-style-type: none"> <li>• Nexus Water Group</li> </ul>	
<b>Other Utilities</b>	<ul style="list-style-type: none"> <li>▪ <b>Alberta Electric System Operator</b></li> <li>▪ BC Hydro</li> <li>▪ Manitoba Hydro</li> <li>▪ New Brunswick Power</li> <li>▪ Ontario Power Generation</li> <li>▪ SaskPower</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alectra Utilities</li> <li>▪ <b>ENMAX</b></li> <li>▪ Hydro Ottawa</li> <li>▪ Toronto Hydro</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AltaLink, L.P.</b></li> <li>• <b>FortisAlberta</b></li> <li>• FortisBC</li> <li>• Nova Scotia Power</li> <li>• <b>TriSummit Utilities</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>ATCO Ltd.</b></li> <li>• Boralex</li> <li>• Northland Power Inc.</li> <li>• <b>SECURE Waste Infrastructure</b></li> <li>• Superior Plus Corp.</li> <li>• <b>TransAlta</b></li> </ul>

# Summary of Findings

<b>Board Chair Compensation</b>	
<b>Cash Chair Retainer</b>	
<b>Meeting Fees (per meeting)</b>	
<b>Total Compensation</b>	

<b>Board Member Compensation</b>	
<b>Cash Member Retainer</b>	
<b>Meeting Fees (per meeting)</b>	
<b>Total Compensation</b>	

<b>Recommended Reference</b>			
<b>Public Sector</b>			
25th Percentile	50th Percentile	75th Percentile	
\$35,900	<b>\$62,500</b>	\$170,000	
\$600	<b>\$900</b>	\$1,500	
\$40,400	<b>\$62,500</b>	\$170,000	





<b>Public Sector</b>			
25th Percentile	50th Percentile	75th Percentile	
\$8,800	<b>\$21,100</b>	\$60,000	
\$800	<b>\$1,100</b>	\$1,500	
\$12,400	<b>\$24,600</b>	\$72,000	

**Private Sector Chair  
\$330K**

50<sup>th</sup> Percentile

**Private Sector Member  
\$175K**

# Key Considerations for WUOB Compensation

Consideration	WUOB	Impact on Compensation
<b>Level of autonomy</b>	Advisory in nature. Less autonomy than the boards of municipally-owned or private sector organizations.	
<b>Time commitment</b>	High, particularly in the initial stages of the WUOB.	
<b>Risk and complexity of role</b>	High-profile role with significant risk and complexity.	
<b>Public service</b>	Opportunity to apply expertise / stewardship for the benefit of residents of the City of Calgary.	
<b>Talent market</b>	Relative challenge in attracting expertise needed	TBD

# Potential WUOB Compensation Framework

Compensation Element	Board Chair	Board Member
Annual Retainer	\$50,000 to \$70,000	\$20,000 to \$30,000
Board Member Meeting Fee <i>(per meeting)</i>	Up to 8 per year: \$0 After 8 per year: \$1,000	Up to 8 per year: \$0 After 8 per year: \$1,000



# Recommended WUOB compensation

**Board Chair**  
**\$70K annually**

**Board Members**  
**\$30K annually**

**Meeting fee** (per meeting)  
**Up to 8 per year: \$0**  
**After 8 per year: \$1K**

# WUOB Chair and Member selection

## Board Chair selection:

- Selection Committee
  - ✓ Mayor
  - ✓ Two Council Members
  - ✓ Two Administration Members
  - ✓ One Public Member
- Recommends Board Chair to Nominations Committee

## Board Member selection:

- Board Chair works with recruitment firm
- Recommends Board Members to Nominations Committee





# Anticipated timeline

**Council decision:  
Compensation**

**MAY 2026**



**Nominations Committee  
recommends Board Chair**

**JUL 2026**

**JUN 2026**

**Selection Committee  
interviews Board Chair**

**Nominations Committee  
recommends Board Members**

**SEP 2026**

**JUL 2026**

**Council decision:  
Board Chair**

**OCT 2026**

**Council decision:  
Board Members**

**WUOB  
onboarding**

**OCT – DEC 2026**

**DEC 2026**

**First WUOB  
meeting**



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