



Town of Blackfalds
Regular Council Meeting
5018 Waghorn Street, Council Chambers
August 24, 2021 at 7:00 p.m.

AGENDA

1. **Call to Order**
2. **Land Acknowledgement**
 - 2.1 [Treaty Six Land Acknowledgement](#)
3. **Adoption of Agenda**
 - 3.1 Agenda for August 24, 2021
4. **Delegation**
 - 4.1 ACI Architecture/Delnor Construction Ltd.- Eagle Builders Centre
5. **Public Hearing**

None
6. **Business Arising from Minutes**

None
7. **Business**
 - 7.1 CAO Report (*verbal*)
 - 7.2 [Request for Decision, Citizen Budget Questions](#)
 - 7.3 [Request for Decision, Panorama Drive/Parkwood Road Intersection Improvement Options](#)
8. **Action Correspondence**
 - 8.1 [Penhold Parade Invitation](#)
 - 8.2 [Childhood Cancer Awareness Month Proclamation - Make Canada Gold Campaign](#)
 - 8.3 [Pam Davidson – Senate Tour Invitation](#)
9. **Information**
 - 9.1 Eagle Builders Centre Project Update – Director Barnes (*verbal*)
 - 9.2 [Capital Project Update](#)
 - 9.3 [Red Deer River Water Services Commission](#)
 - 9.4 [Senate and Referendum Funding Letter](#)
 - 9.5 [City of Lacombe Council Highlights – August 9, 2021](#)
10. **Round Table Discussion**
 - 10.1 [Mayor Poole](#)
 - 10.2 [Deputy Mayor Svab](#)
 - 10.3 [Councillor Appel](#)
 - 10.4 [Councillor Hoover](#)
 - 10.5 [Councillor Olfert](#)
 - 10.6 [Councillor Stendie](#)
 - 10.7 [Councillor Taylor](#)
11. **Adoption of Minutes**
 - 11.1 [Minutes from the Regular Council Meeting on August 10, 2021](#)
 - 11.2 [Minutes from the Special Council Meeting on August 12, 2021](#)
12. **Notices of Motion**
 - 12.1 None
13. **Business for the Good of Council**

None
14. **Confidential**
 - 14.1 FOIP S. 23
15. **Adjournment** – Verbal



Treaty 6 Acknowledgement

Blackfalds Town Council acknowledges that we are on Treaty 6 territory, a traditional meeting ground, gathering place, and travelling route to the Cree, Saulteaux (So-toe), Blackfoot, Métis, Dene (De-nay) and Nakota Sioux (Sue). We acknowledge all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries.



**TOWN OF BLACKFALDS
REGULAR COUNCIL MEETING
REQUEST FOR DECISION**

MEETING DATE: August 24, 2021

PREPARED BY: Darolee Bouteiller, Corporate Services Manager

SUBJECT: Community Engagement Budget Survey and Open House

BACKGROUND:

On July 13, Council reviewed the procedures for the community engagement portion of the budget preparation process. It was determined that community engagement would be in the form of an in-house survey, along with holding an Open House during the Community Information Expo.

Council further directed Administration to bring back the survey for Council's review prior to releasing it for residents to complete. Attached is the survey for your review.

DISCUSSION:

The goal in conducting a survey is to enable citizens to provide feedback regarding their level of satisfaction with various services provided by the Town and to indicate their preferred process for tax changes. It gives residents an opportunity to let the Town know the concerns they have as citizens that may influence how resources are allocated during budget preparations.

The survey consists of nine questions designed to cover key activities of the Town. The questions ask the citizens to rate their level of satisfaction or dissatisfaction with the service based on their experience regarding: Enforcement, Environmental, Infrastructure, Communications, Facilities, Programs & Events, Parks & Playgrounds and FCSS. Citizens are also asked what process they prefer for balancing the budget with regards to taxation levels, and fee for service. Each question is followed by a comment box to allow the citizen to make further comments regarding the service in the question.

This survey was developed by staff and will be available August 30 – through to September 15. As an incentive to encourage participation in the survey there will be a draw from all completed surveys for a \$100 credit towards their utility account, and a Town of Blackfalds swag gift. The survey will be promoted through the Town of Blackfalds social media accounts and our website. A QR Code (Quick Response) will be posted at municipal facilities for people to take a photo and complete remotely. This will also be available at the Community Information Expo.

The Budget "Open House" will take place during the Community Information Expo held September 8, at the Community Centre. Town Council will have a display of budget boards, with informative data on operating and capital projects, plans and information. The display will help initiate conversations with residents. Additionally, there will be an iPad available for residents to complete the budget survey on site or use the QR Code to complete the budget on their phone.



**TOWN OF BLACKFALDS
REGULAR COUNCIL MEETING
REQUEST FOR DECISION**

Results from this survey will assist Council in setting priorities for budget considerations. The survey results will be finalized and presented to Council on September 28. The results will be incorporated into the budget binder as part of the 2022 – 2024 Budget.

FINANCIAL IMPLICATIONS:

The costs associated with the survey and Open House are staff time for preparing and promoting the survey, prize giveaways, and minimal amounts of office supplies to prepare for the display at the Open House.

ADMINISTRATIVE RECOMMENDATION:

1. That Council approve proceeding with the attached in-house budget survey.

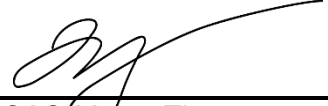
ALTERNATIVES:

- A) That Council does not accept the Budget Survey as presented.
- B) That Council refer the budget survey back to Administration for further review.

Attachments:

- Budget Survey

Approvals:



CAO Myron Thompson



Department Director/Author

This is in PREVIEW mode. No information will be sent. ✕



The Town of Blackfalds aims to deliver a balanced budget that maintains affordability for taxpayers while delivering services that residents value and expect.

By completing this budget survey you will help us understand your priorities and how well municipal services meet your expectations.

Protective Services includes policing, fire and emergency services, bylaws and municipal enforcement, and occupational health & safety.

These services account for approx. 11% of the Town's operating budget, provides a safe community and includes policing, emergency services, fire suppression, rescue, medical response, and many common concerns including excessive noise, unsightly premises, and support at public events.

*** 1. Based on your experience with Protective Services, how would you rate your level of satisfaction?**

- ☐ Well below expectation
- ☐ Below expectation
- ☐ Meets expectation
- ☐ Above expectation
- ☐ Exceeds expectation

Please provide additional comments regarding Protective Services

0/250

This is in PREVIEW mode. No information will be sent.



The environmental services budget accounts for 26% of the Town's operating budget. These services are self-funded by the revenue collected from utility bills and are designed to recover costs of utility services, maintain reliable infrastructure, and support future growth.

*** 2. Based on your experience with Environmental Services, how would you rate your level of satisfaction?**

- ☐ Well below expectation
- ☐ Below expectation
- ☐ Meets expectation
- ☐ Above expectation
- ☐ Exceeds expectation

Please provide additional comments regarding Environmental Services

0/250

Property Tax collected from residential and non-residential properties are one of the various revenue sources to pay for municipal services.

Generating approx. 40% of the total operating budget, most tax increases help to maintain service levels and are based on the **Consumer Price Index** (CPI).

*** 3. To cover the increased costs and balance the budget, what process would you prefer to see the Town undertake?**

- ☐ Decrease taxes = Reduced level of services
- ☐ No tax increase = Reduced level of services
- ☐ No tax increase + increased user fees = Same service levels
- ☐ Tax increase (equivalent to CPI) = Same service levels

Please provide additional comments regarding Property Taxes

0/250

Infrastructure Services consist of road and street maintenance.

Infrastructure Services account for 7% of operating budget and includes roads and street maintenance include repairs, street sweeping, snow removal, and signage.

*** 4. Based on your experience with Infrastructure Services, how would you rate your level of satisfaction?**

- ☐ Well below expectation
- ☐ Below expectation
- ☐ Meets expectation
- ☐ Above expectation

This is in PREVIEW mode. No information will be sent.



0/250

Marketing & Communications leads, coordinates and manages all activities that involve information sharing, promotions, and brand strategies for all departments in the Town.

The MarCom team spearheads the development of marketing goals and promotional activities and supports the organization's internal and external communications, including the Town's website, social media accounts, newsletters, media releases, events, and programs.

*** 5. Based on your experience with Marketing & Communications, how would you rate your level of satisfaction?**

- ☐ Well below expectation
- ☐ Below expectation
- ☐ Meets expectation
- ☐ Above expectation
- ☐ Exceeds expectation

Please provide additional comments regarding Marketing & Communications

0/250

Facility Services maintains all municipal buildings and recreational facilities.

As part of the Community Services Department (CSD), facility services include building maintenance and custodial services.

*** 6. Based on your experience with Town Facilities, how would you rate your level of satisfaction?**

- ☐ Well below expectation
- ☐ Below expectation
- ☐ Meets expectation
- ☐ Above expectation
- ☐ Exceeds expectation

Please provide additional comments regarding Town Facilities

0/250

This is in PREVIEW mode. No information will be sent.



As part of the Community Services Department (CSD), the Town facilitates and coordinates arts & culture, fitness, aquatic, intergenerational, youth and senior programs and events.

*** 7. Based on your experience with Programs & Events, how would you rate your level of satisfaction?**

- ☐ Well below expectation
- ☐ Below expectation
- ☐ Meets expectation
- ☐ Above expectation
- ☐ Exceeds expectation

Please provide additional comments regarding Programs and Events

0/250

Parks, Playgrounds and Green Spaces consist of playgrounds, parks, trails and open spaces.

As part of the Community Services Department (CSD), parks, playgrounds and green spaces includes floral beautification and tree planting and replacement initiatives.

*** 8. Based on your experience with Parks, Playgrounds and Green Spaces, how would you rate your level of satisfaction?**

- ☐ Well below expectation
- ☐ Below expectation
- ☐ Meets expectation
- ☐ Above expectation
- ☐ Exceeds expectation

Please provide additional comments regarding Parks, Playgrounds and Green Spaces

0/250

Family & Community Support Services (FCSS) provides support and social programs.

FCSS' mandate includes volunteerism, family life enrichment programming and community development.

*** 9. Based on your experience with FCSS, how would you rate your level of satisfaction?**

- ☐ Well below expectation
- ☐ Below expectation
- ☐ Meets expectation
- ☐ Above expectation
- ☐ Exceeds expectation

This is in PREVIEW mode. No information will be sent.



0/250

Please provide any additional comments regarding the Town's budget

0/250

**Enter the draw for a chance to win a \$100 credit
on your utility account and some Town of Blackfalds Swag!**

Email Address

0/50

Email addresses collected through this online survey will be used for the sole purpose of choosing the winner of the draw for participating in the Budget Survey with the Town of Blackfalds. This personal information is collected under the authority of Section 33 (c) of the Alberta Freedom of Information and Protection of Privacy Act (FOIP) and is protected under the FOIP Act. If you have questions regarding or concerns about the collection and use of this information, please contact the Town of Blackfalds FOIP Coordinator at 403.885.6370 or by email at foip@blackfalds.com.

Submit Survey

If you just opted in, you're consenting to receive marketing emails from: Town of Blackfalds, Box 200, 5018 Waghorn St, Blackfalds, T0M 0J0. You can revoke your consent to receive emails at any time by using the SafeUnsubscribe® link, found at the bottom of every email. [Emails are serviced by Constant Contact](#)



**TOWN OF BLACKFALDS
REGULAR COUNCIL MEETING
REQUEST FOR DECISION**

MEETING DATE: August 24, 2021

PREPARED BY: Preston Weran, Director of Infrastructure
and Property Services

SUBJECT: Panorama / Parkwood Drive Intersection Traffic Improvements

BACKGROUND:

During the 2021 budget deliberations, funds were allocated in the amount of \$5.66 million dollars to re-face the downtown area around the new twin arena facility plaza and parking lot. This Womacks Rd and Gregg St realignment/plaza project also included associated underground works, the closure of Broadway Avenue and CP Rail crossing, extending Gregg Street to Waghorn from Lawton Avenue, repaving Lawton and connection improvements to the intersection of Highway 2A and Gregg Street. This project is currently in construction and with the traffic being improved in this area, the Town has recognized that a small improvement to the adjacent intersection in front of FasGas and A&W; Panorama and Parkwood Drive needs to be reviewed for inclusion.

DISCUSSION:

The intersection of Panorama and Parkwood has seen an increased volume of traffic and pedestrians with the growth along the commercial corridor. In 2020/2021 we received two complaints from the public regarding the northern most crosswalk, which is currently the main route for pedestrian traffic. The concern is that drivers are not yielding to pedestrians.

The vehicles who turn off the Highway eastbound on Panorama quickly turn left (north) onto the Parkwood service roadway inside the intersection. As they are making this turning movement, the pedestrians crossing this intersection are sometimes being ignored or cut off by the vehicle, sometimes mid-road. There are also concerns with the speed of vehicles going eastbound, as they are driving quickly to make the green light from the residential area. This intersection is further impacted as the traffic coming southbound along Parkwood does not always stop at the stop sign. Although additional enforcement would remedy these concerns, Administration also recognizes that the areas infrastructure and traffic control could be improved and has been discussed with our engineering consultants. Through this process Administration has prepared the following two options presented tonight for discussion.

Note that both options would reduce the primary concern of pedestrian safety at the crosswalk, while option one would also provide traffic calming in the area and be more of the ultimate configuration until Highway 2A is widened. The major difference between these two options would be cost. Option 1 will help with additional pedestrian corridors and traffic calming, while option 2 is essentially the incorporation of pedestrian beacons and crosswalks. If Council agrees to either option or some other cost option, Administration would seek to add to the scope of the Womacks Rd and Gregg St realignment/plaza project anticipating utilizing contingency under the existing contract.



TOWN OF BLACKFALDS REGULAR COUNCIL MEETING REQUEST FOR DECISION

Should contingency not be available, the project could proceed by drawing on capital reserve funding or deferring the project until the 2022 construction season.

Separate from the options, as part of the 2021 Sidewalk Program, we are also planning to add an orphan curb line and improve the pedestrian movements with the west crosswalk on the intersection, in addition to adding a pararamp at the north end of the proposed crosswalk. These improvements were planned under the 2021 Sidewalk Repair and Replacement Program. Please see the attached sketch for reference.

With either option the Town will ensure ongoing monitoring of this area takes place to ensure the expected results are achieved.

FINANCIAL IMPLICATIONS:

Option 1 - Anticipated costs are in the range of \$125,000 and \$175,000.

Option 2 - Anticipated costs are in the range of \$30,000.

If Council moves forward with either option 1 or 2, the contingency funds for the Womacks Rd and Gregg St realignment /Plaza project may be allocated.

The remainder of the improvements were planned under the 2021 Sidewalk Repair and Replacement Program are already available under the 2021 operational budget.

ADMINISTRATIVE RECOMMENDATION:

1. That Council instruct administration to design and finalize option 2 for inclusion in the Womacks Rd and Gregg St realignment/plaza project. The costs shall not exceed \$30,000.

ALTERNATIVES:

- A. That Council instruct administration to design and finalize option 1 for inclusion in the Womacks Rd and Gregg St realignment /Plaza project. The costs shall not exceed \$175,000.
- B. Council does not award this work at this time and monitors the situation for 2022 budget discussions.
- C. That Council refer this item back to Administration for more information.

ATTACHMENTS:

- Sketch options for discussion

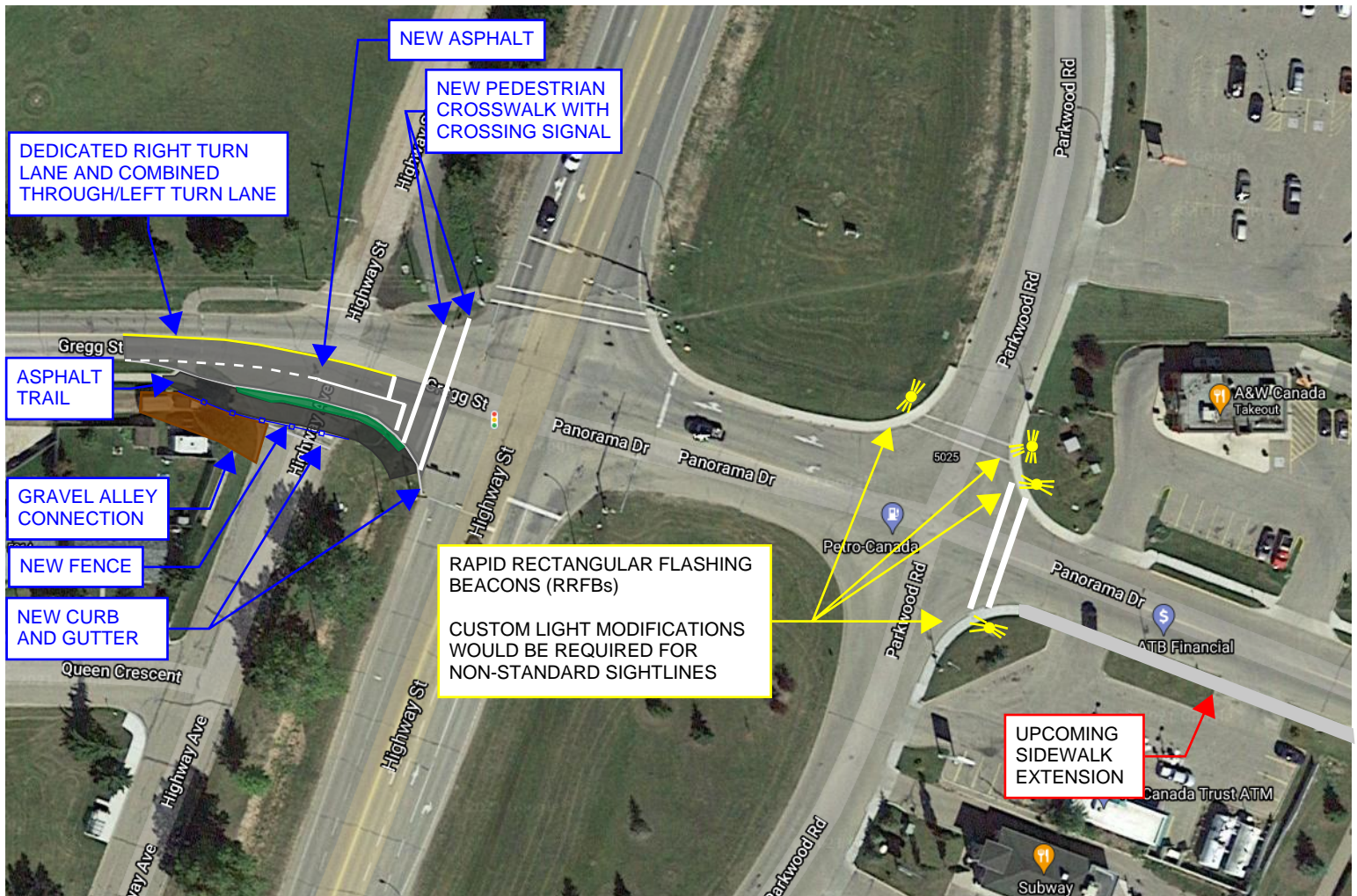
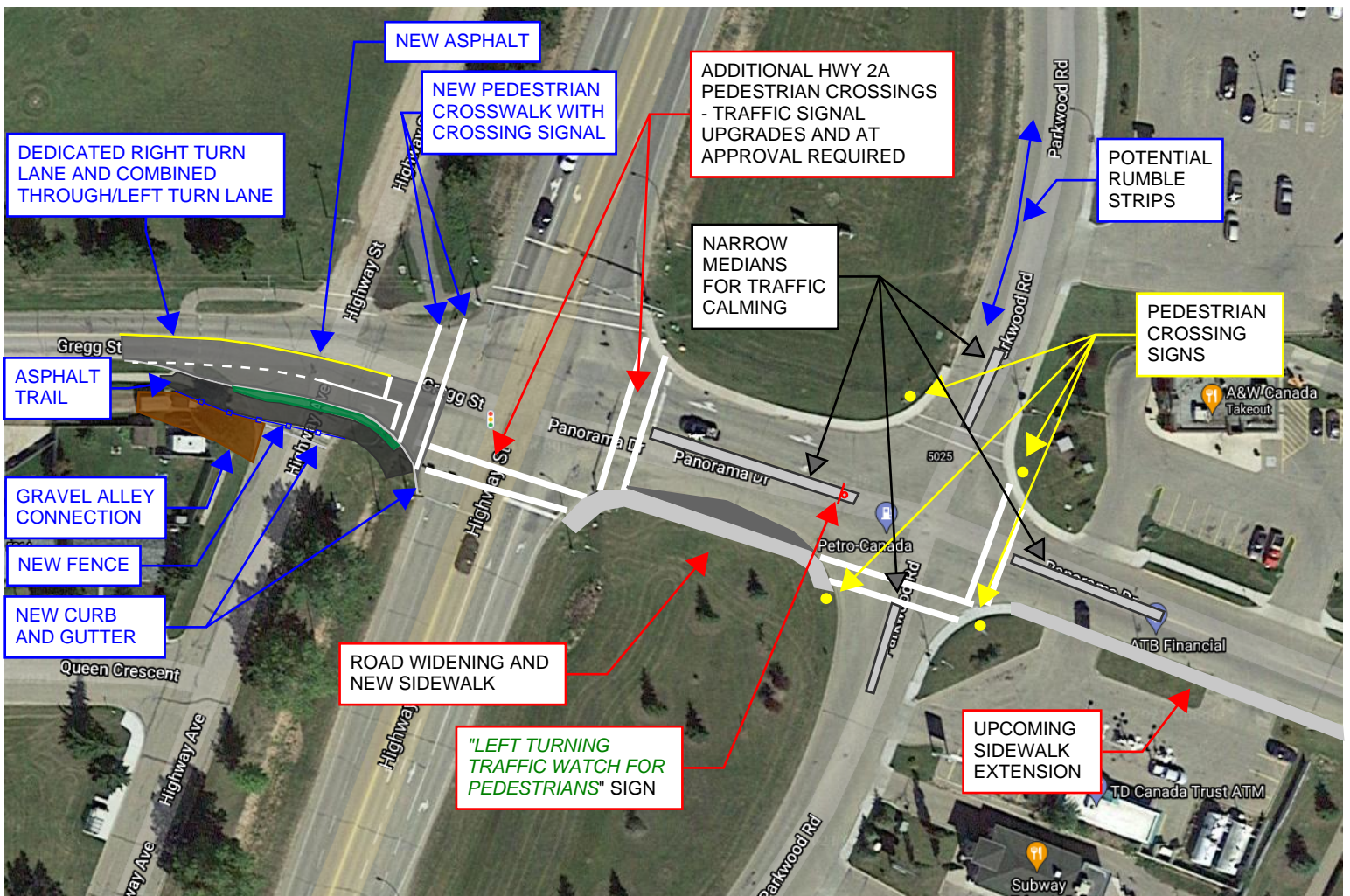
Approvals:



CAO Myron Thompson



Department Director/Author





OFFICE OF THE MAYOR

1 Waskasoo Avenue
P.O. Box 10
Penhold, AB T0M 1R0

PHONE: 403.886.4567

FAX: 403.886.4039

EMAIL: info@townofpenhold.ca

www.townofpenhold.ca

August 5, 2021

Mayor Richard Poole
PO Box 220
Blackfalds, AB T0M 0J0
Email: richard@blackfalds.com

RE: 2021 Town of Penhold Fall Festival Parade

Dear Richard:

We are so excited to see Alberta open up again and with these announcements we are proceeding with The Town of Penhold's annual Fall Festival on September 10th & 11th.

Considering all our communities have been through over the past 16 months, I invite you to come celebrate and represent your municipality and its everyday heroes by participating in our "Salute to Everyday Heroes" themed parade being led by Rich and staff, of the Penhold IGA, our Honourary Parade Marshalls.

All dignitaries will be provided with two tickets to our pancake breakfast and a small token of our appreciation. Please complete the attached Parade Registration form and send back as soon as possible. We encourage you to decorate your means of transportation however you see fit.

The parade is scheduled to begin at 11:00am on Saturday, September 11th and we would ask that you arrive between 9:30 and 10:00am, as judging begins shortly after 10:00am. Line up happens on Lincoln Street, in front of the Lincoln Street Recreation Center, please see attached map.

Please RSVP to bstearns@townofpenhold.ca by Thursday, August 26th, 2021.

If you have any questions please feel free to contact Bonnie Stearns directly at 403-886-3281.

We look forward to seeing you at our Fall Festival!

Sincerely,

Mayor Mike Yargeau

2021 PENHOLD FALL FESTIVAL PARADE REGISTRATION FORM

Town of Penhold, #1 Waskasoo Avenue (Penhold Regional Multiplex) Penhold, AB, T0M 1R0 Phone:
403-886-3287 Fax: 403-886-4039 Email: cblack@townofpenhold.ca

SATURDAY, SEPTEMBER 11, 2021

2021 THEME: Everyday Heroes

Fall Festival will showcase the best of Penhold and how we can work together! We want to promote community engagement and great neighbours.

Parade begins at Jessie Duncan School. Line Up will happen on Lincoln Street, NOT Newton Drive. Please arrive between 9:30 & 10:00 a.m. Judging will begin at 10:00 am. Parade starts at 11:00 am sharp.

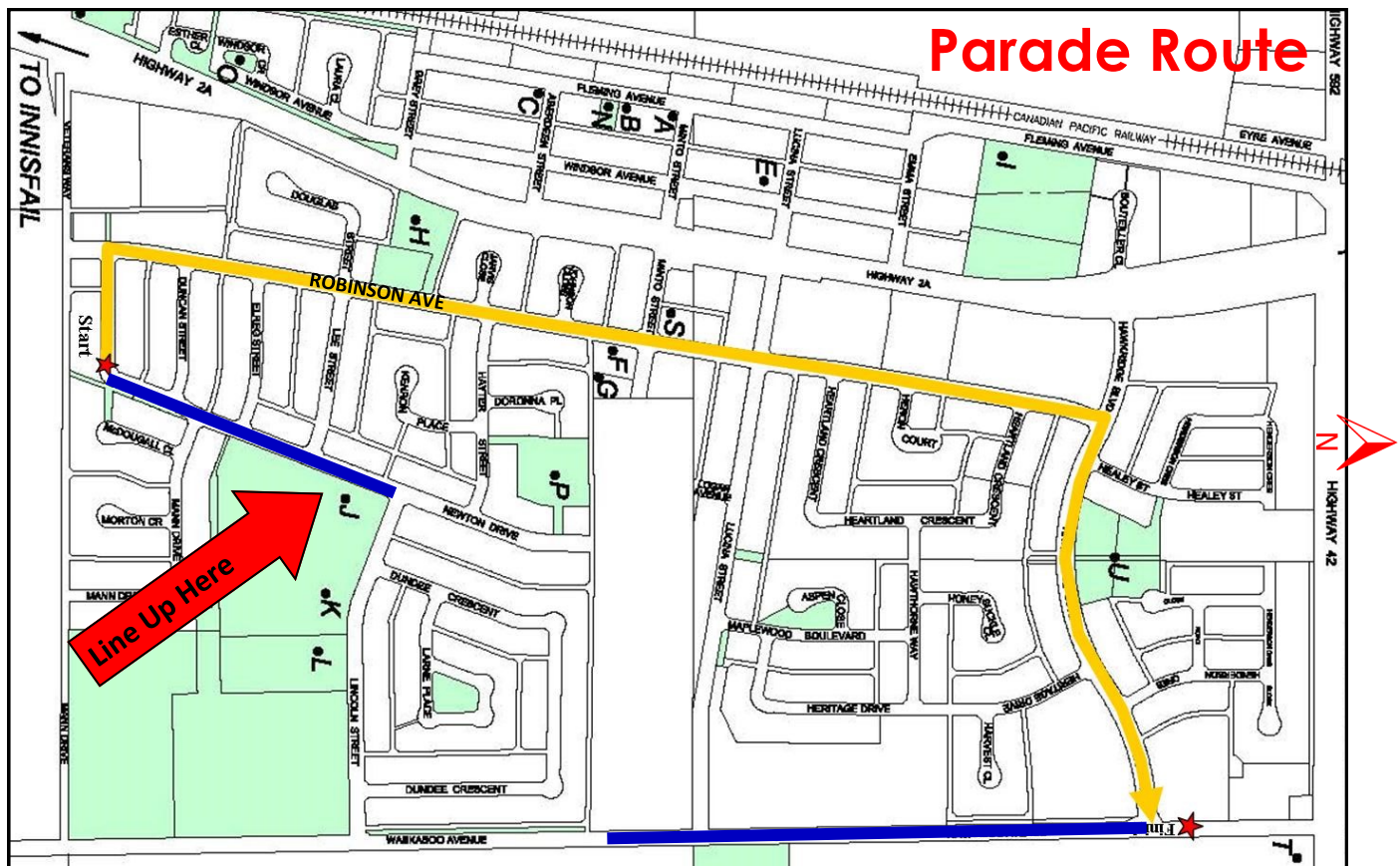
Name of organization/business/individual: _____

Contact person: _____ Phone: _____

Email: _____

Brief description of entry: _____

If your entry requires special placing, please advise us - ie: away from loud music, flags, etc. _____



For more information, please contact the Bonnie Stearns at 403-886-3281 or email bstearns@townofpenhold.ca.

2021 Penhold Fall Festival Parade

RULES AND REGULATIONS

In order to ensure a safe and rewarding Parade Day for both the participants and the audience, we will enforce the following rules and regulations. Please read the following documentation carefully and ensure that all members associated with your entry are familiar with these rules and regulations.

1. Candy is permitted in the parade. For the safety of the children, please use a candy walker to throw the candy.
2. To ensure proper judging and space allotment, we require the completed application no later than 4:30 p.m. **August 26, 2021.**
3. All Entries wishing to be judged must be at the marshaling area (Jessie Duncan School) at 10:00 a.m. Please ensure that all facets of your entry are ready to be judged.
4. No parking will be allowed at the parade site. Please arrange to have your float decorated before arriving at the marshaling area. Parking is also not allowed on the parade route
5. If generators, lighting, or special effects are used, a fire extinguisher must accompany the float.
6. Protective equipment, especially helmets, must be worn for rollerblading, biking and skateboarding.
7. Ample supervision of children must be provided prior to, and during, the parade. The ratio being a minimum of 1 adult to 8 children.
8. To ensure the comfort and safety of all spectators viewing the parade, water guns or apparatus that shoot water or other material are strictly prohibited.
9. All vehicles must be clean and decorated to a minimum of 80%.
10. Noise must be kept at a reasonable level during the parade. The only time required for sirens, blowing of horns, or playing loud music is during the parade itself. Suitable noise levels will be determined by the members of the Fall Festival Committee and any requests to adjust sound levels must be obeyed.
11. All drivers must have a valid driver's license and may be asked to present their license when they arrive at the marshaling area. All entries must allow the driver a 180 degree view of the route at all times.
12. All units carrying people must be quipped with adequate restraining devices that can reasonably be considered capable of stopping anyone from falling from the unit.
13. The parade route has limited turning allowance so to ensure the safety of all spectators viewing the parade, no semi truck units will be allowed. Trucks pulling a flat deck trailer should not exceed a trailer length of 30 feet.
14. If at any time a member of the Fall Festival Committee has concerns regarding your entry such as safety, or any other reason that may seem unsuitable, the member has the right to remove your entry from the parade. Failure to comply in removal from the parade will be subject to a minimum 3 year suspension.
15. All applicants must assume all liability relating to or arising from their involvement in the Town of Penhold Fall Festival Parade. The applicant will hold the Town of Penhold and its volunteers harmless of any and all claims, actions or causes arising from their participation.
16. In case of any emergency with participants of the audience, parade participants must move to the right of the parade route to allow clear, unhindered access for Emergency vehicles which are normally located in the marshaling area.

Please email registration form to:
Bonnie Stearns, Legislative Assistant
Email: bstearns@townofpenhold.ca
F:403-886-4039 P:403-886-4567



His Worship Mayor Richard Poole
Office of the Mayor
Town of Blackfalds
5018 Waghorn Street
Blackfalds, AB T0M 0J0

July 7, 2021

ATTENTION: CITIZEN RECOGNITION & PROTOCOL ADVISOR

RE: PROCLAMATION OF CHILDHOOD CANCER AWARENESS IN SEPTEMBER

Your Worship,

September is **Childhood Cancer Awareness Month** and on behalf of the **Kids Cancer Care Foundation of Alberta, Childhood Cancer Canada**, and the children and families we serve, I respectfully invite you to join Alberta children in their fight against cancer by **declaring the month of September as Childhood Cancer Awareness Month** in Blackfalds.

During Childhood Cancer Awareness Month 2021, individuals and businesses are joining forces with Kids Cancer Care and Childhood Cancer Canada to host fundraising and awareness events in order to draw attention to the disease and its impact on young lives.

The Kids Cancer Care Foundation of Alberta is a registered charity dedicated to helping young people and their families affected by cancer survive and thrive in body, mind and spirit. Childhood Cancer Awareness Month invites all Albertans to learn more about the disease and how they can make a positive impact in the lives of children with cancer.

Whereas; each year, approximately 190 Alberta children will be diagnosed with cancer and approximately 30 of those children will not make it;

Whereas; childhood cancer is the number one cause of disease-related deaths in Canadian children;

Whereas; 83 per cent of children diagnosed with cancer will survive, but more than 75 per cent of those children will live with permanent side-effects, which may include, but are not limited to, deafness, blindness, growth issues, motor impairments, cognitive difficulties, heart, kidney and fertility issues, psychological, neurological or endocrine disorders; and

Whereas; September of each year is now officially recognized as Childhood Cancer Awareness Month in Alberta and across North America.

Thank you in advance for taking a stand with us during Childhood Cancer Awareness Month. If you require more information about Childhood Cancer Awareness Month, please visit us online at kidscancercare.ab.ca or contact me at 403-986-2675 or srradu@shaw.ca

Sincerely,

Stephen Radu

Pam Davidson

CANDIDATE FOR SENATE

Good afternoon,

My name is Pam Davidson, and I am running for Senate here in Alberta. I believe that to properly represent Albertan's, I need to visit municipalities across the province so I can learn about the unique needs of each community.

I am reaching out to you today because I am beginning my province wide tour and I want to meet with you. I am eager to learn about your community and the unique challenges it faces. I want to learn how I could best represent you as your senator.

Alberta needs strong advocates in government, and I believe I am the best candidate for the job.

To set up a meeting, please contact my campaign advisor Alexandra Carlile. Ph: 587-437-1339. Email: a.carlile@albertacounsel.com.

I look forward to meeting with you and discussing what can be done to help your municipality

Thank you,

Pam Davidson

About Me:



Pam Davidson is a long-time political activist, organizer, and volunteer. Residing in Red Deer County, the married mother of four owns and operates her own farm, raising livestock and producing various crops. Davidson is running to defend Alberta, protect small businesses, promote responsible natural resource development, uphold individual liberties, and stop anti-Alberta government overreach.



**TOWN OF BLACKFALDS
REGULAR COUNCIL MEETING
COUNCIL REPORT**

MEETING DATE: August 24, 2021

PREPARED BY: Preston Weran, Director of Infrastructure and Property Services

SUBJECT: Capital Roads Project Update - Womacks/Gregg and Duncan Avenue/Leung Extension

BACKGROUND

The Town roadways are being improved through two major capital projects with final construction to be completed this fall. Both projects have been in construction since the beginning of the summer and both are on track to be completed on time and on budget this fall. The new infrastructure will help with traffic and pedestrian flow in two busy areas of town, beside our new twin arena and adjacent to the new high school.

Womacks Road and Gregg Street Realignment and Plaza Parking Project

The Womacks Road and Gregg Street Realignment and Plaza Parking Project includes:

- the realignment of a portion of Gregg Street and connection to Womacks,
- the paving, electrical and deep underground services around the multiplex parking lot, including a major sanitary truck upgrade,
- the improvements to the Highway 2A and Gregg Street intersection connection, and
- the pre-grading of the centre feature area.

Complete/Ongoing Work:

- Maintaining Temporary Road and Pedestrian Detour
- Deep utilities on the west side of the railway
 - Replacement of the new storm sewer under Broadway Ave has yet to be completed and is awaiting TELUS pedestal removal/relocation
- Stanley Street and Westwood Drive Road base is complete
- Parking lot excavation ongoing
 - Awaiting conduit alignments for franchise shallow utility services for EBC to be installed
- Building up road on the east side of the railway to property line
- Lawton Avenue concrete work (C&G, sidewalk) and milling of existing ACP
- Parking lot lighting and conduit on west side of Broadway Avenue

Work to be Completed:

- Franchise shallow utility relocations (Fortis, Shaw, TELUS)
- Paving of Lawton Avenue and all other project locations
- Highway 2A and Gregg Street improvements



TOWN OF BLACKFALDS REGULAR COUNCIL MEETING COUNCIL REPORT

- Gregg Street and Waghorn Street intersection improvements
- Miscellaneous removals
- Landscaping
- Concrete work (C&G, sidewalk, aprons) and asphalt trails
- Deep utilities on the east side of the railway have not yet started
 - Awaiting Fortis/Shaw relocations
- Parking lot lighting and conduit for remainder of parking lot (east of Broadway Avenue)
- CP roadway crossing and pedestrian crossing – to be completed by CP
 - Border completing work within CP ROW at this time as well

Based on works complete to date (PPC #1), \$126k of the construction contract budget has been spent. PPC #2, which is currently being reviewed, is expected to be \$376k, but this is to be confirmed. After PPC #2 is executed (covering work from June 26 to July 25), there is \$3.2M of construction work left to be completed in the construction contract (\$3.72M construction value, including contingency).

Construction is anticipated to be completed at the end of October but will be subject to franchise shallow utility work and CP Rail work. The opening of the road and pedestrian crossing will also be pending CP's ability to complete their work, which is subject to CP crews being able to remain on site given the emergencies happening in Western Canada and it is looking as though the road will be open sometime in the middle to end of September.

Ph. 1 - Duncan Avenue Extension and Leung Roadway Improvements Project

Project work involves underground improvements for the future facilities and local improvements adjacent to the high school site south of the existing middle school on Leung Road. Leung Road will be upgraded to a semi-urban roadway with a bus pull off adjacent to the high school site to accommodate the increase in traffic use in the area. Future phase 2 improvements would include the remaining southern and northern portion of Leung Road, to be upgraded to a semi urban roadway. This future phase is planned and already designed for the 2022 construction year.

Complete/Ongoing Work:

- Underground deep utilities (storm, water, sanitary) have all been installed
 - Water main has been tested and passed
 - Storm and sanitary sewer still to be completed
- Roadway gravels placed
- Pouring concrete for the curb and gutter started August 17 and it is expected that concrete work (C&G and sidewalk) will be completed in 1 ½ weeks granted no setbacks are encountered (i.e. no concrete plan issues are experienced) or inclement weather

Work to be Completed:

- Franchise shallow utilities were advised of the concrete schedule in order to complete their utility work
- Paving to follow concrete work



TOWN OF BLACKFALDS REGULAR COUNCIL MEETING COUNCIL REPORT


- Currently it is unknown if bottom lift paving will be completed before school starts based on subcontractor work on other projects
- If paving is not complete when school starts, the road will be in a gravel state
- Asphalt trail
- Landscaping – tree planting, topsoil placement/seeding, fencing
- Signage and Pavement Markings

Based on works complete to date (PPC #1), \$170k of the construction contract budget has been spent. PPC #2, which is currently being reviewed, is expected to be \$500k but is still being confirmed. After PPC #2 is executed (covering work from June 26 to July 25), there is \$1.1M of construction work left to be completed in the construction contract (\$1.78M construction value, excluding contingency).

In discussion with DB Bobcat it was indicated that construction is anticipated to be completed in the second/third week in September with the finalization of landscaping subject to franchise shallow utility work completion. Local and school access will be maintained throughout construction.

Administration welcomes any questions or comments on these, or on any other project under the Infrastructure and Property Services department.

Approvals:



CAO Myron Thompson

Department Director/Author



**TOWN OF BLACKFALDS
REGULAR COUNCIL MEETING
COUNCIL REPORT**

MEETING DATE: August 24, 2021

PREPARED BY: Preston Weran, Director of Infrastructure and Property Services

SUBJECT: Water Rate Information RE: NRDRWSC Bylaw 1 Amendments

BACKGROUND:

The North Red Deer Regional Water Services Commission, through consultation and collaboration with the member municipalities has drafted changes to the Commission's Bylaw 1. The Bylaw, being the Commission Constitution Bylaw, sets out the provisions for the governance, management, administration and financial administration of the Commission. At the June 21, 2021 Commission Meeting the proposed changes to the Bylaw were presented.

"Mr. Jenkins, the commission's consultant, presented to the Commission Bylaw 1 revisions, addressing the four initial issues of changes to the *Municipal Government Act*, contemplation of extension of the system to Maskwacis, the need to address financial considerations that arose during the review, and a review of voting provisions. Section 10 required rewording and additional information, as well as adding new sections to address not addressed, which include the share of accumulated surpluses or obligations for existing liabilities, disposal of assets, and disestablishment."

Further; at the same meeting;

"Mr. Jenkins presented an enhanced model of the current Financial and Rate Model. The first year of the model would be implemented for the 2022 Operating Budget and 2022 Capital Budget. The model would integrate the Asset Management Plan projected capital investment forecast for 2020-2121. Modelling of operating revenue, expense and rate projections have been extended to 2040. Future consumption volumes have been reduced based on the final sales volumes for 2020. Target operating surplus is set and projected rates have been calculated beginning in 2022. Capital reserves would fund the capital requirements for the asset management plan expenses, renewal of Lateral 9 and for SCADA renewal. A version of the Financial Plans for the Maskwacis extension was provided with no significant changes in operating expenses or revenue presumptuous to the extension being fully funded by others with Ermineskin Cree Nations' cash contribution of \$3.4 million, no impact on capital, obligations for renewal or replacement of any new infrastructure, and a phase-in to cost of service rates remaining unchanged until 2030".

This email serves as "notice" to Commission members of pending changes to Bylaw 1 per section 11.2:

Written notice of a proposed amendment to the Bylaw shall be provided to each Director and each Member not less than thirty (30) days in advance of the meeting at which the amendment is to be considered.



TOWN OF BLACKFALDS REGULAR COUNCIL MEETING COUNCIL REPORT

Notice was also provided to Commission Directors at the May 17th Special Meeting where it was resolved:

THAT the Commission receive the Notice of Pending Changes to Bylaw 1 as information.

Bylaw 1 is, essentially, the constitution for the Commission. Recent changes to the *Municipal Government Act (MGA)* respecting Regional Services Commissions necessitates an update to this Bylaw. At the same time, the Board wants to:

- simplify the Commission's voting method to be a simple majority in all day-to-day matters.
- facilitate the Commission's transition to a Cost of Service (Utility) rate model and,
- incorporate modernization and housekeeping updates

The detailed report on the forthcoming Bylaw changes, along with a side-by-side comparison of current and proposed revisions."

DISCUSSION:

The attached Commission's Report provides detailed information on the analysis, the Asset Management Plan and the governance portion of the Bylaw amendments. The first reading of Bylaw 1 has been completed and the second reading will occur in the first meeting in September. The Town, through the commission, has reviewed the planned amendments and is in agreeance with the Bylaw changes as noted above. Further details are contained under the attached Water Commission Report, along with the consultant's draft reports for information.

FINANCIAL IMPLICATIONS:

The Commission's water rates will remain at approximately the current rate of \$2.14 per cubic meter until the year 2031, when the next projected rate increase would be. This certainty will assist our rate model analysis inputs regarding regional water costs. However, our Town's utility rate analysis will be updated once the water network analysis and other planning documents are updated in future years. Our Town's 2022 utility rate for water will be discussed further in the 2022 budget deliberations.

ADMINISTRATIVE RECOMMENDATION:

1. That Council accepts this report as information.



**TOWN OF BLACKFALDS
REGULAR COUNCIL MEETING
COUNCIL REPORT**

ALTERNATIVES:

- A. That Council refer this item back to Administration for more information.

Attachments:

- *Commission Report*

Approvals:

A handwritten signature in black ink, appearing to be "S. Barnes".

Acting CAO Sean Barnes

A handwritten signature in black ink, appearing to be "P. Newman".

Department Director/Author

North Red Deer River Water Services Commission



Regular Meeting Agenda

Date:	May 17, 2021	Time:	9:00am
Location:	COUNCIL CHAMBERS LACOMBE AB		
Invitees:	<p>Members: Mayor Grant Creasey, City of Lacombe – Chairperson Councillor Ken Wigmore, Lacombe County - Vice Chairperson Mayor Richard Poole, Town of Blackfalds – Director Councillor Mark Matejka, Ponoka County – Director Councillor Clayton Nelson, Town of Ponoka– Director</p> <p>Others: Jordan Thompson, NRDRWSC Administrator Sandra Lund, CAO, Town of Ponoka Myron Thompson, CAO, Town of Blackfalds Matthew Goudy, CAO, City of Lacombe Tim Timmons, County Manager Lacombe County Preston Weran, Director, Town of Blackfalds Amber Mitchell, Manager, City of Lacombe Chris Huston, Manager, City of Lacombe</p> <p>Guests: Joel Sawatzky, Stantec Consulting Ltd. Todd Simenson, Stantec Consulting Ltd Robert Jenkins, R. Jenkins Consulting</p>		
Recorded by:	Denise Bellabono - Administrative Assistant NRDRWSC		
1. Call to Order by Chair			
2. Adoption of Agenda			
3. Adoption of Minutes			
3.1 Regular Meeting Minutes – March 29, 2021			
4. Presentations			
4.1 Asset Management Deliverables – Stantec			
4.2 Proposed Changes to Bylaw 1 – R. Jenkins			
4.3 2022-2024 Financial Plan Preliminary – R. Jenkins			
5. Reports			
6. Old Business:			
6.1 Final Asset Management Deliverables – CAO Thompson			

6.2	Notice of Pending Changes to Bylaw 1 – CAO Thompson
6.3	2022-2024 Budget Options – CAO Thompson
6.4	Waterline Extension Project Plan – CAO Thompson
7.	New Business / Emergent Items:
7.1	Capital Budget Request: Isolation Valve Replacement – CAO Thompson
8.	Correspondence
9.	Next Meeting Date: June 21, 2021 in the Lacombe County Council Chamber at 9:00am
10.	Adjournment

NORTH RED DEER RIVER WATER SERVICES COMMISSION
MEETING MINUTES
March 29, 2021

- In Attendance:** Mayor Grant Creasey, City of Lacombe
Councillor Ken Wigmore, Lacombe County Councillor
Councillor Mark Matejka, Ponoka County
Mayor Richard Poole, Town of Blackfalds
Councillor Clayton Nelson, Town of Ponoka (Remote)
Denise Bellabono, Administrative Assistant
- Others Present:** Jordan Thompson, NRDRWSC Administrator
Matthew Goudy, CAO, City of Lacombe
Tim Timmons, County Manager, Lacombe County
Preston Weran, Director of Infrastructure, Town of Blackfalds
- Guest:** Alan Lister, BDO Canada LLP
Ryan Wachter, BDO Canada LLP
Mauricio Reyes, Contracted Finance Manager, City of Lacombe
Joel Sawatzky, Stantec Consulting Ltd.
Todd Simenson, Stantec Consulting Ltd.
- Regrets:** Myron Thompson, CAO, Town of Blackfalds
Michael Minchin, Director of Corporate Services, Lacombe County
Sandra Lund, CAO, Town of Ponoka
Charlie Cutforth, CAO, Ponoka County

1. Call to Order:

Chair Creasey called the meeting to order at 9:06 am.

2. Adoption of the Agenda:

MOVED by Mayor Poole that the agenda for March 29, 2021, be adopted as amended.

CARRIED UNANIMOUSLY

3. Adoption of the Minutes:

MOVED by Mayor Poole that the minutes for November 9, 2020, be adopted as presented.

CARRIED UNANIMOUSLY

MOVED by Councillor Matejka that the minutes for February 1, 2021, be adopted as presented.

CARRIED UNANIMOUSLY

MOVED by Councillor Wigmore that the minutes for March 1, 2021, be adopted as amended to change the next meeting location to the Lacombe County Council Chambers.

CARRIED UNANIMOUSLY

4. Presentation

4.1. 2020 Audit Statement – BDO Canada LLP

Mr. Litster and Mr. Wachter of BDO Canada LLP, reviewed the Auditor's Report and the 2020 Audited Financial Statements, comprising of the financial position as of December 31, 2020.

In summary:

- Financial statements presented fair in all respect as a “clean audit”
- Increase in investments of \$2.8 million, decrease in cash, trades and other receivables balancing out financial assets like the previous year.
- Long-term debt payments for 2021 will be \$805,389.
- The non-financial assets book value is \$27.5 million.
- Statement of Operations was close to budgeted amounts, with the main change of the amortization being less than budgeted.

5. Reports

5.1. Administrator

- CAO Thompson informed the Commission of an introduction meeting between the Chair and Ermineskin Cree Nation (ECN) representatives, with updates provided to ECN on the Commissions' March 1, 2021 meeting decision regarding the waterline expansion project.
- Financials were provided with water volumes for January and February, with both revenue and expenses coming in 14 percent lower than budgeted.
- Mr. Reyes will be attending his last Commission meeting March 29, 2021 due to his departure from his position at the City of Lacombe.

MOVED by Councillor Matejka to accept the March 29, 2021 Administration Report as information.

CARRIED UNANIMOUSLY

5.2. Chair

Chair Creasey gave a verbal report of his communications with ECN representatives in respect to the waterline extension of the pipeline to the Four First Nations and the direction given to administration to move forward with the project plans.

6. Old Business

6.1. Red Deer River Municipal Users Group Membership

CAO Thompson presented Red Deer River Municipal Users Group Membership (RDRMUG) options to the Commission. The membership comprises of municipalities within the Red Deer River Basin and communities that receive water from the Red Deer River. Historical and current information of the group was provided along with two reports from RDRMUG that highlighted importance of the Red Deer River to municipalities. The meetings are held in Drumheller and there are currently 36 active members, including the Town of Blackfalds and Lacombe County. Each member municipality membership fee is approximately \$12,500, for the population served (approximately 50,000). The Town of Blackfalds intends to continue their municipal membership regardless of the Commissions' decision to join. The Commission has the legislative ability to engage in membership with advocacy or stewardship agencies like RDRMUG and the respective Councils of the NRDRWSC's municipal members do have the ability to join the RDRMUG independently.

MOVED by Mayor Poole

WHEREAS the Commission recognizes the commission's vital responsibility to the citizens it serves that depend on the Red Deer River do its part to ensure an enduring healthy Red Deer River system with sufficient flows through all seasons to sustain communities, the economy and healthy aquatic environments today and into the future and

WHEREAS the Commission recognizes the unique and important contribution provided by the RDRMUG on behalf of all municipalities in the Red Deer river sub basin to make this goal a reality:

BE IT RESOLVED THAT the Commission direct the CAO to send a strongly worded letter to all member municipalities strongly encouraging them to either become or continue to be active contributing members of the Red Deer River Municipal Users Group.

CARRIED UNANIMOUSLY

7. New Business / Emergent Items:

7.1. 2020 Financial Audit

Mr. Reyes presented the highlights of the operating surplus and capital surplus from the audit report, informing the Commission the surplus' have been left there to be used when the new rate model is adopted. The difference between the actual and budgeted surplus is primarily due to higher water sales to members and higher investment revenue during the year.

MOVED by Councillor Wigmore that the Commission approve the North Red Deer River Water Services Commission 2020 Audited Financial Statement as amended to update and add the following statements:

(Note 5)

Replace 'Total debt limit (exceeded)' with 'Total standing debt limit (exceeded)' and replace 'Total debt servicing limit' with 'Total standing debt servicing limit.'

(Note 10)

During the year, the Town of Blackfalds purchased 37,722 m³ (2019 - 36,109 m³) of water from the Commission and resold the water to Lacombe County to service the Aspelund Business Park. The cost of water attributed to the Town of Blackfalds, above, includes the water it resold to Lacombe County.

CARRIED UNANIMOUSLY

7.2. 2020 Surplus Allocation

Mr. Reyes presented the 2020 surplus allocation to reserves in accordance with clauses 2 and 4 of the Commissions' Policy 7. The 2020 audited financial statement reported an operating surplus of \$162,808 and annual amortization expense of \$442,103. A transfer to reserves would be reflected in the 2021 reserves leaving a balance of \$899,351 with no immediate impact to the 2020 operating budget.

MOVED by Mayor Poole that the Commission approve an amount equal to the 2020 amortization in the amount of \$442,103 be transferred to the Capital Reserve.

CARRIED UNANIMOUSLY

MOVED by Councillor Wigmore that the Commission approve the 2020 operating surplus in the amount of \$162,808 be transferred to the Operating Reserve.

CARRIED UNANIMOUSLY

7.3. Cellular Modem Upgrade Phase 2

CAO Thompson proposed to move into the cellular modem upgrade phase 2 by replacing the remaining seven LTE cellular communication modems at the Commission's sites in 2021, which were initially installed in 2006. The replacements would resolve the cause of regular outages and communication glitches in the new SCADA system. If policy allows, cellular modem replacements will be incorporated in future budget proposals.

MOVED by Councillor Wigmore that the Commission approves the replacement of the remaining seven modems in 2021 at a cost of \$17,347.99 funded from the capital reserve.

CARRIED UNANIMOUSLY

7.4. Interim Alternative Appointed Official to CAO

CAO Thompson informed the Commission of the recently vacated position of the alternative appointed official to CAO and requested that the Commission appoint an alternative appointed official in the event that the CAO is unavailable in order to allow for efficiency on administrations processing of cheques, documents and to act in his absence for the Commission.

MOVED by Mayor Poole that the Commission appoint Matthew Goudy as the interim alternative appointed official with signing authority for Commission cheques and documents in the absence of the CAO.

CARRIED UNANIMOUSLY

7.5. Commission Meeting Addition/Changes

CAO Thompson proposed the scheduling of an addition meeting to be held May 17, 2021, to discuss the following items:

- Final Asset Management Plan Deliverables
- 2022-2024 Budget Options (Mr. Jenkins)
- Bylaw 1 and Financial Policy amendments (Mr. Jenkins)
- Waterline Extension Project Plan

Rescheduling of the Commissions' regular meeting on September 20, 2021 was requested due to conflicts with the Municipal Elections Nomination Day, explicitly the unavailability of facilities to hold the meeting.

MOVED by Councillor Matejka that the Commission approve the additional meeting on May 17, 2021 in the Lacombe County Office, Council Chambers at 9:00 a.m.

CARRIED UNANIMOUSLY

MOVED by Mayor Poole that the Commission approve the rescheduling of the September 20, 2021 Commission meeting to September 13, 2021 at 9:00 a.m.

CARRIED UNANIMOUSLY

8. Correspondence

8.1. ECN Waterline Extension Grant Agreement

The Commission discussed and recommended the Board authorize Administration to enter into the Waterline Extension Grant Agreement with Alberta Transportation subject to conditions being confirmed in writing, namely:

(a) that the NRDRWSC obtain explicit confirmation that if estimated eligible capital costs for the project exceed the amount listed in schedule 'A', the Province will act reasonably, and approve requests from NRDRWSC for additional funding.

(b) that signing off on the grant agreement does not obligate the Commission to make any decisions on the project.

MOVED by Councillor Wigmore that the Board direct administration send a letter to the agency of government outlining our concerns and clarification of the signing of the grant agreement and the Commissions' commitment.

CARRIED UNANIMOUSLY

9. Next Meeting:

Monday, May 17, 2021 at 9:00 am, Lacombe County Council Chambers

CARRIED UNANIMOUSLY

4. Adjournment:

MOVED by Councillor Matejka to adjourn the meeting at 10:30 am.

CARRIED UNANIMOUSLY

Chairperson

Administrator

STANTEC

ASSET MANAGEMENT
DELIVERABLES

THE PRESENTATION DOCUMENT WILL BE
AVAILABLE AT THE MEETING WITH HARD
COPIES PROVIDED

North Red Deer River Water Services Commission

Review of Bylaw No 1
May 17, 2021

Bylaw 1

- Bylaw 1 sets out the provisions for the governance, management, administration and financial administration of the Commission
- Essentially the constitution of the Commission
- Adopted in June 2004.
- No Amendments since that time

May 17, 2021

NRDRWSC Bylaw 1 Review

2

Review

- Prompted by:
 - Changes to *Municipal Government Act*
 - Contemplation of extension of System to Maskwacis
 - Need to address financial considerations that arose during the review financial impact and rates
 - A desire to review of Voting Provisions
- Opportunity to update, house clean
- Opportunity to address other provisions

May 17, 2021

NRDRWSC Bylaw 1 Review

3

Review Process

- Report has been prepared
 - Addresses the 4 initial issues
 - Identifies an issue which the Board will need to address at some point
 - Provides possible textual changes to the Bylaw
- Possible Changes also set out in side by side comparison of Bylaw 1
- Possible Bylaw 1.1, the amending bylaw has been prepared

May 17, 2021

NRDRWSC Bylaw 1 Review

4

Municipal Government Act Changes

- Regional Services Commissions no longer governed by Provincial Regulations.
- Role of Minister of Municipal Affairs reduced
- Matters that were addressed in the Regulation now must be included in Commission Bylaws.
- Bylaws need to address 7 specific areas. Provisions to be in place September 1, 2021
- Commission Bylaws already address 4 of these and to some extent a 5th.

May 17, 2021

NRDRWSC Bylaw 1 Review

5

Process for Adding or Removing Members

- Already addressed in Section 10. Some enhancement may be warranted
 - 10.1 *The Board may agree to the addition of a municipality as a Member of the Commission if sufficient capacity for the supply of water can be made available **or if the long term interests of the existing Members are not adversely affected***
- Would provide Board a bit more discretion in deciding on a new Member

May 17, 2021

NRDRWSC Bylaw 1 Review

6

Membership Fee

- Section 10.2 (a) requires new Member to pay a one time membership fee
 - *“reflecting a proportionate share of the formation costs of the Commission plus applicable interest.”*
- Determination of amount somewhat difficult
- Options:
 - Set a flat fee or sliding scale fee
 - Remove the requirement altogether
 - Leave as is
- Recommended Flat Fee of \$10,000

May 17, 2021

NRDRWSC Bylaw 1 Review

7

Capital Contribution

- Section 10.2 (b) requires new Member to pay a contribution toward existing capital infrastructure
- Currently based on depreciated replacement cost
- If to be used then some wording changes needed
- **Alternative** – based on proportionate share
 - of debenture payments made to date and
 - Accumulated capital reserves
- Would generate a similar amount of money
- Would put the New Member into the Commission in the same financial position as the Existing Members. This alternative is recommended

May 17, 2021

NRDRWSC Bylaw 1 Review

8

Capital Contribution

- Bylaw currently does not address the costs of providing service to a New Member.
- New Section 10.3 could be
 - *A New Member may be required to contribute to the Commission all or a portion of the cost incurred by the Commission in extending or enhancing the System that is required to provide water services to a New Member.*

May 17, 2021

NRDRWSC Bylaw 1 Review

9

Capital Contribution

- The alternative – be less specific in defining the contribution
- An alternative wording could be:
 - *10.2 A new Member may be required to pay an amount to be calculated at the time of application, which may include but shall not be limited to contributions for existing or new capital or capital or other reserve contributions.*

May 17, 2021

NRDRWSC Bylaw 1 Review

10

Withdrawal of Member

- Currently addressed in Section 10.4. Would suggest moving to its own Section 11
- Current Provisions
 - Member may withdraw on two (2) years notice
 - No claim for compensation for equity in System but Commission cannot use withdrawing Member's volume allocation without "fair compensation"
 - Commission or Member may buyout allocation

May 17, 2021

NRDRWSC Bylaw 1 Review

11

Withdrawal of Member

- Existing Bylaw does not address:
 - share of accumulated surpluses
 - Obligation for existing liabilities
- Additional provisions may be warranted to state that:
 - The Commission has no obligation to compensate Withdrawing Member for a share of restricted and unrestricted surpluses
 - The Withdrawing Member remains responsible for share of long term debt and net financial obligations

May 17, 2021

NRDRWSC Bylaw 1 Review

12

Disposal of Assets – New Section 12

- Board may dispose of any land, buildings, equipment not required presently or in the future to supply water or the disposal of which would not have any significant adverse effect on the Commission Services.
- Assets for sale over \$25,000 shall be by public process with the most favorable chosen unless exceptional circumstances as determined by the Board,
- Minimum 30 days notice of the intent to Members
- Proceeds from the sale directed firstly to the repayment of any grant from the Government of Alberta if required. Remaining funds to Capital Reserves.

May 17, 2021

NRDRWSC Bylaw 1 Review

13

Disestablishment – New Section 13

Remote possibility that System would shut down. More likely scenario would be a transfer to another entity

Provisions could be:

- Board may disestablish Commission on $\frac{3}{4}$ majority of Directors.
- Notice of intent to Members no less than 90 days
- Plan to be in place to address timeline, collection and disposal of assets, how to handle contingent liabilities and discharge, assignment or transfer of obligations
- Distribution of residual assets to Members on basis of proportionate historical payments to the Commission

May 17, 2021

NRDRWSC Bylaw 1 Review

14

Voting

- Distinction in Wording:
 - Majority of Directors Present
 - Majority of Directors
- Bylaw Presently – Financial

	Operational Matters		Capital Matters	
	2021 Sales Volume (m3)	%	Volume Allocation (m3)	%
Town of Ponoka	693,024	22%	2,097,000	22%
City of Lacombe	1,475,215	47%	4,862,000	50%
Town of Blackfalds	927,417	29%	1,903,000	20%
Lacombe County	39,725	1%	400,000	4%
Ponoka County	9,623	0%	400,000	4%
	3,145,004	100%	9,662,000	100%

May 17, 2021

NRDRWSC Bylaw 1 Review

15

Voting

- Bylaw Presently
 - Amendment of Bylaw 1 – $\frac{3}{4}$ majority of Directors
 - All other resolutions and motions – simple majority of Directors present
- What Others are doing? – Looked at 7 commissions, 1 corporation
 - All but one commission require super majority on organization bylaw amendment
 - Only 1 uses a weighted vote on financial decisions
 - ACE Water Corporation – weighted voting on all major decisions based number of voting shares

May 17, 2021

NRDRWSC Bylaw 1 Review

16

Voting

- Changes for Consideration
 - Remove weighted voting for financial decisions
 - Supermajority of $\frac{3}{4}$ of Directors required for amendment to this Bylaw and disestablishment.
 - All other decisions by simple majority of Directors present
 - *A Director attending a Board meeting shall vote on all matters before the Board unless a Director is required or permitted to abstain from voting under any bylaw of the Commission or provision of the Act.*

May 17, 2021

NRDRWSC Bylaw 1 Review

17

Financial – Reserve Restrictions

- Currently restrictions in amount of surplus that the Commission may have. The Commission exceeds those limits now.
- To remove restrictions Clause 8.3 could be amended to allow the *Commission to establish and maintain restricted surpluses for operating and capital purposes* (reserves)

May 17, 2021

NRDRWSC Bylaw 1 Review

18

Financial – Cost of Service Rate

- Bylaw currently requires rates to be determined on Cost of Service Basis. A couple of additional provisions may provide additional flexibility for the Commission:
 - Cost of Service rates may include a capital surcharge for *“demonstrated long term capital renewal of the System.”*
 - Ability to phase in from current rate magnitude to Cost of Service rate *“in the interests of rate and revenue stability”*

May 17, 2021

NRDRWSC Bylaw 1 Review

19

Maskwacis Extension

- Clarity in Clause 10.1 that *“Indian Reserve”* is eligible to be a New Member. Term *“Indian Reserve”* is used rather than *“First Nation”* to be consistent with Section 602.02 (1) of the *Act*
- When the time comes Bylaw 1 would be amended to add the name of the Indian Reserve to Clause 1.11 and identify the volume of water allocated in Clause 7.1.

May 17, 2021

NRDRWSC Bylaw 1 Review

20

Allocation of Volume

- Section 7 sets out minimum annual allocations to Members

[Index](#)

	Projected Volume		Bylaw No 1			2045 Volume as % of Bylaw 1
	2033	2045	Allocations	Existing %	Revised %	
Existing Members						
Town of Ponoka	761,917	858,547	2,097,000	21.7%	21.7%	40.9%
City of Lacombe	1,717,286	2,229,735	4,862,000	50.3%	50.3%	45.9%
Town of Blackfalds	1,696,535	2,782,999	1,903,000	19.7%	19.7%	146.2%
Lacombe County	51,327	51,327	400,000	4.1%	4.1%	12.8%
Ponoka County	13,162	13,162	400,000	4.1%	4.1%	3.3%
Total Existing	4,240,226	5,935,770	9,662,000	100.0%	100.0%	61.4%

May 17, 2021 NRDRWSC Bylaw 1 Review 21

Allocation of Volume

- The trend in respective volumes to the Members is diverging from the initial assumptions and allocations
- Blackfalds will likely exceed allocation in about 10 years
- Will become a more immediate issue if allocations are to be given to First Nations
- Two other processes are on the horizon
 - Renewal of the City of Red Deer Supply Agreement by August 31, 2030
 - Renewal of Water License in 2031

May 17, 2021 NRDRWSC Bylaw 1 Review 22

Allocation of Volume

- Issue is raised for your awareness. Not intended that the Commission necessarily address this issue now.
- The alternative to specifying volumes is to simply undertake to meet the Members' water needs whatever they may be.
- Of the eight entities surveyed for voting, 3 specify the allocations available to Members. The other 5 do not.

May 17, 2021 NRDRWSC Bylaw 1 Review 23

Next Steps

- These potential bylaw amendments are introduced at this time.
- Depending on the indication during discussion there may need to be:
 - further time for the Board to review these
 - Alternatives to some of the proposals considered
 - Additional issues to be explored while the Bylaw is open for amendment
- Or the Board may be comfortable with what has been proposed and agreed during this meeting to proceed to first reading of the amending Bylaw 1.1.

May 17, 2021 NRDRWSC Bylaw 1 Review 24

North Red Deer River Water Services Commission

2022 – 2024 Financial Plan
May 17, 2021

Financial and Rate Modelling

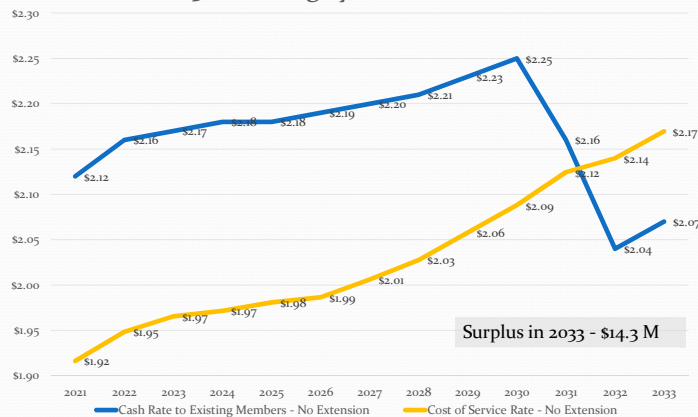
- At the March 1 meeting the Board reviewed a number of different financial and rate scenarios which addressed:
 - Financial and Rate implications of extending the System to Maskwacis and adding Ermineskin initially and the other First Nations subsequently as Members.
 - Financial and Rate implications of moving from the current Cash Needs rate to a Cost of Service rate.

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

2

Rates / m³ - Existing System with No Extension



March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

3

Enhancement of the Model

- Building on that initial rate model, a more extensive model has been prepared which can become the overall financial model for the Commission.
- The first 3 years of the model essentially become the 2022 – 2024 Financial Plan with the first year becoming the 2022 Operating Budget and 2022 Capital Budget.

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

4

Asset Management Plan

- A draft Asset Management Plan prepared by Stantec Consulting Ltd. was presented last meeting.
- The projected capital investment forecast emerging from that Plan for years 2020 – 2121 has been integrated into the financial model and has been factored for inflation
- The financial model in Excel spreadsheet format is comprehensive and allows many variables to be adjusted to reflect different assumptions.
- It is intended as a tool for the Commission

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

5

Modelling Highlights

- Modelling of operating revenue, expense and rate projections have been extended a further 10 years to 2040.
- A similar operating approach to the present continues to be assumed.
- The number of annual cost escalators have been expanded in reflection of the Stantec model to include:
 - General – 2%
 - Utilities – 5%
 - Maintenance and Repairs – 3%
 - Materials – 3%
 - Contract – 2%

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

6

Modelling Highlights

- Based on the final sales volumes for 2020, the projected future consumption volumes for the Members have been reduced from what was included in the initial financial model.
 - Town of Ponoka is reduced slightly from 250 litres per person per day (lcd) to 247 lcd
 - City of Lacombe is reduced from 277 lcd to 254 lcd
 - Town of Blackfalds is reduced from 225 lcd to 220 lcd with a more gradual escalation to 250 lcd by 2040 rather than the earlier 275 lcd.

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

7

Modelling Highlights

- The target operating surplus is set at \$20,000 per year.
 - operating surplus as a percentage of sales declines from 48% in 2022 to 46% in 2024.
 - This remains well above the target of 25% for optimum liquidity.

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

8

Projected Rates

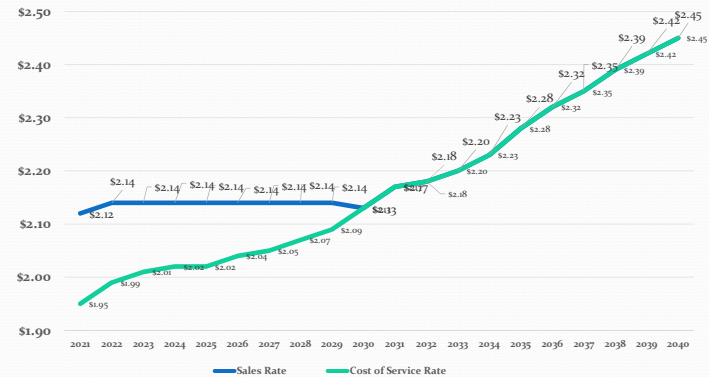
- Rates have been calculated on a Cost of Service basis with a phase-in from present.
- Cost of Service rate for 2022 is \$1.99 / m3 rising to \$2.14 in 2030.
- Sales Rate beginning in 2022 is held at \$2.14 until 2030 after which the Cost of Service Rate becomes the Sales Rate.
- Sales Rate in 2040 projected at **\$2.45** or **\$1.68** in 2021 dollars

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

9

2021 - 2040 Projected Rates / m3



March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

10

Capital Requirements

- Based on the Asset Management Plan, there is only about \$220,000 in expense identified from 2022 – 2030, \$100,000 for meter replacements in 2025 and 2027 and a SCADA upgrading in 2030 for \$120,000.
- Looking beyond 2030, \$1.75 Million is identified in 2035 for renewal of Lateral 9 - Lucas Heights Reservoir (North) and \$730,000 for major SCADA renewal in 2040-2041.
- All of these would be funded by Capital Reserves

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

11

Capital Reserves

- Primary Question – Is enough being put away?
- The Asset Management Plan identifies the total capital cost estimates for the period 2022 – 2046 at \$5 Million or a yearly average of \$200,000.
- Over that same period the financial plan identifies transfers from operating revenue to the capital reserve fund of \$14.6 Million or \$554,000 each year.
- Yearly amortization in that same period is about \$460,000

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

12

Overall Financial Position

- The Commission continues in a strong financial position over the next 20 years.
- Original debentures for \$19 Million paid off by 2031. Reserve balances in 2040 are:
 - Operating Reserve - \$765,000
 - Capital Reserves - \$10.9 Million
 - Unrestricted Surplus - \$3.2 Million
- The lowest balance in the Capital Reserve occurs in 2022 at \$4.7 Million.

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

13

Maskwacis Extension

- A version of the Financial Plan has been prepared including the Maskwacis Extension
- No significant changes in operating expenses and revenue.
 - Board Expense increase slightly for addition of another Director
 - Operating expenses affected by volume and size of the System have been increased by 15%.
 - Revenue increases with additional sales volumes but is partially offset by increased treated water costs from the City.

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

14

Maskwacis Extension

- No impact on capital - assumption that Extension is fully funded by others. Ermineskin cash contribution of \$3.4 Million would be added to capital reserves.
- Obligation arises for renewal or replacement of the new infrastructure but those costs are far into the future.
- Phase-in to Cost of Service rates would remain unchanged with a \$2.14 rate held until 2030. The changes in revenue and expenses result in a cost of service rate being \$0.02 lower than the cost of service rate for just the present system.

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

15

Next Steps

- 2022 – 2024 Financial Plan presented for information at this time.
- Unless there is some specific modelling in which the Board would like to explore, the Plan will return to the Board in the fall as part of the annual budget cycle.

March 1, 2021

NRDRWSC Rate Projections - Various Scenarios

16

Request For Decision

Asset Management Plan – Final Deliverables

Date: May 17th, 2021

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO



PURPOSE:

Mr. Dorian Wandzura (Stantec) will present a brief summary of the final asset management plan final report.

ACTION/RECOMMENDATION:

THAT the Board accepts the Asset Management Plan as information.

ISSUE ANALYSIS:

Stantec's asset management plan for the Board is comprehensive, covering:

- an inventory and condition assessment of NRDRWSC infrastructure (including the lateral connections),
- long term financial replacement forecasts
- a review and assessment of service levels and risks,
- asset management governance and oversight support tools.

"The purpose of this Plan is to serve as a comprehensive record of the assets the Commission owns and operates, the levels of service which support the operation of those assets, and the risk exposure facing the NRDRWSC because of those assets and services." -page 9, NRDRWSC Asset Management Plan

The Asset Management Plan provides an updated benchmark on the current "state of affairs" respecting the Commission's infrastructure. It provides an intergenerational perspective on the lifecycle of its mains, laterals, and other supporting components. Stantec's long term replacement forecasts are incorporated into the Commission's new 20-year utility model.

The plan, for the first time, consolidates the NRDRWSC's current service levels and risks profile. Although the service levels and the risk profile are, for the first time, documented and ranked, the practices have been in place and relatively unchanged for the life of the regional water system. It is best practice for the Board to formally review, and confirm the strategic service level and high ranked risks. Administration suggests revisiting the service levels and risks early at the start of a new Board term in 2022.

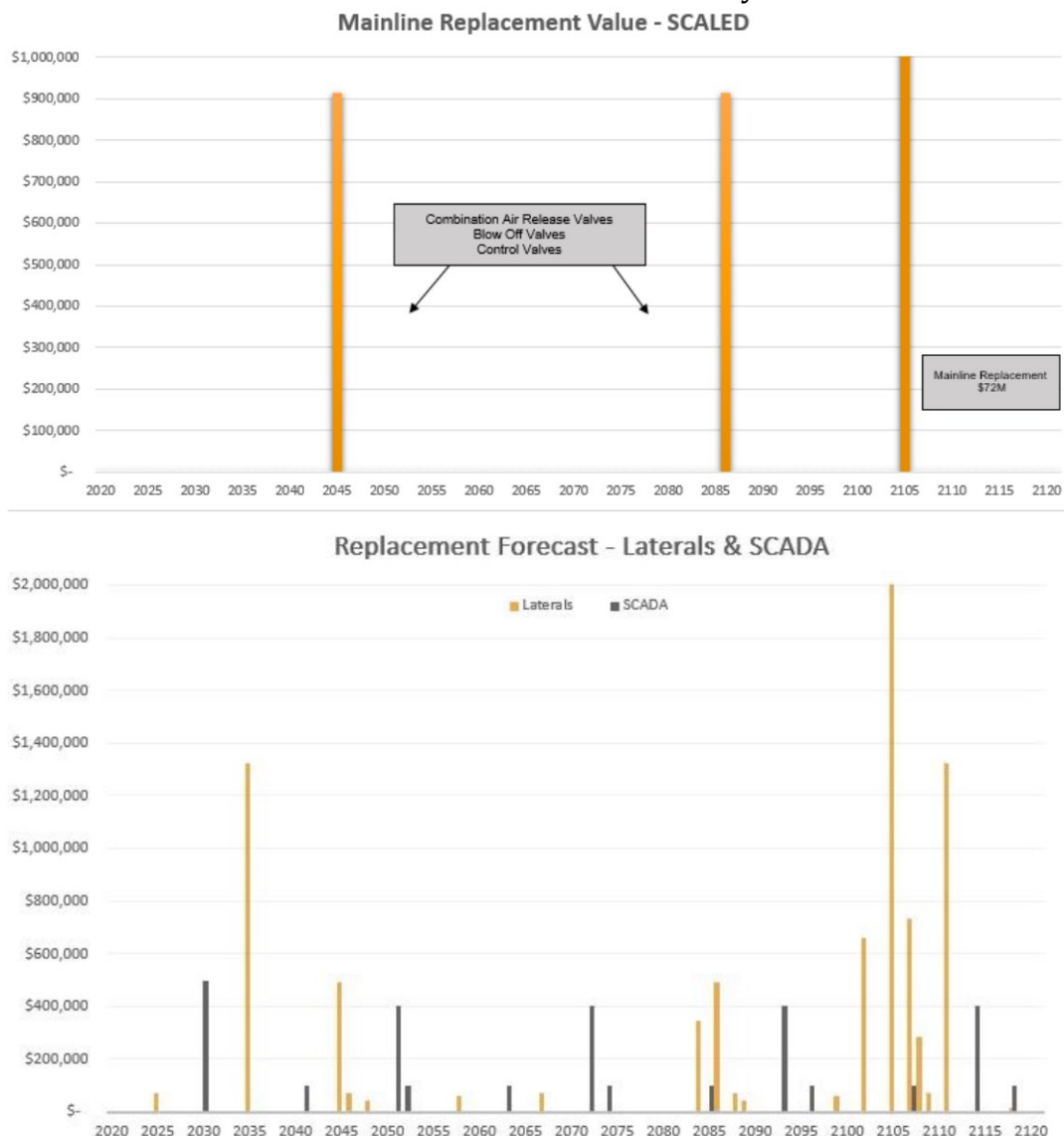
Overall Asset Summary

Overall, as expected, the Commission's assets are in good condition with significant life remaining. The asset portfolio of NRDRWSC totals \$88.5M, in 2021 dollars. Based on the current performance and condition of the mainlines and laterals, there are no immediate issues or concerns to be mindful of. The mainline (constructed in 2005) has a forecast lifecycle of 100 year, with a forecast renewal window in 2105 at a nominal cost of \$78M.

The 9 lateral connections have various lifecycles, with the Lucas Heights (Ponoka) and Pumphouse B (Lacombe) being the oldest, and the remaining 7 laterals constructed at the time of the mainline. These laterals have renewal windows based on life cycles at 2035, 2084 and 2102-05, respectively and a total nominal replacement cost of \$9M.

The SCADA control system has a life expectancy of 10 years for control system software and 20 years for equipment and hardware. Each upgrade/renewal/replacement is estimated to cost approximately \$100,000 and \$400,000 respectively.

The following figures illustrates the anticipated replacement cycles for the mainline in 2080 and for individual lateral connections and the SCADA system renewals.



Stantec's long term replacement forecasts included in the figures above are incorporated into the Commission's 20-year utility model.

Request For Decision



The Lucas Heights (town of Ponoka) lateral connection

The Lucas Heights (town of Ponoka) lateral connection (Lateral 9) was constructed in 1960 and is a 150mm diameter line of Asbestos Cement (AC) and PVC material. With a 75-year anticipated life span, the AC pipe material has an anticipated end of life in 2035. To date, there have been no prevalent issues that would suggest the AC portion of the line is failing to perform as anticipated, however with a nominal replacement cost of \$1,300,000 Stantec recommends the NRDRWSC assess the optimum time, with the Town of Ponoka to plan a scheduled replacement of the line before it presents itself as an issue. Stantec, and Administration in the 20-year utility model, placed the replacement of this lateral connection in 2035 corresponding with its estimated end of life.

Missing agreements for laterals located in municipal road allowances

Stantec conducted a historical and land titles document search to confirm the lateral connections' easement status. Also, Administration reviewed the Commission's historical records. Unfortunately, the Commission does not appear to have road allowance agreements in place between the Commission and the following members: Town of Blackfalds, City of Lacombe, Town of Ponoka, and Ponoka County.

In 2021-2022, NRDRWSC Administration will coordinate with the member Administrations to secure the missing road allowance agreements.

Service Levels and Risks

The service level and risk analysis lead by Stantec was completed with the input of the NRDRWSC staff. Detailed information on the analysis approach is included in Stantec's report and highlighted below.

The analysis methods use several sources of reference (including the NRDRWSC staff experience, the Alberta Environment and Parks Regulatory Requirements, AWWA Standards and professional judgement based on the experience of Alberta regional water systems).

Service levels were defined on a 1 to 4 scale (1 being lowest service level, 3 being best practice and 4 being highest service level). Risks were ranked on a low-high scale factoring in the likelihood of an issue occurring and the estimated impact the issue would have should it occur.

Service Levels		#	%
1	Low	2	9%
2	Below best practice	3	13%
3	Best practice	7	30%
4	Above best practice	11	48%

TOTAL 23

Full service level list included in Appendix C

Risk		#	%
High		1	3%
Medium		15	50%
Low		14	43%

TOTAL 30

Full risk register included in Appendix D

Although the service levels and the risk profile are, for the first time, documented and ranked, the practices have been in place and relatively unchanged for the whole life of the regional water system.

The one “high” risk pertains to a known installation issue of mainline valves that may affect their ability to isolate a section of pipe to conduct a mainline repair. To mitigate the impact to members, an emergency isolation valve replacement package was developed in 2015 to reduce the onboarding time for a contractor to replace an inoperable in-line isolation valve and bring the main back into operation. The Commission operators also have a spare mainline isolation valve in inventory. However, because the system downtime will still likely be greater than 48 hours, it is ranked a high risk.

Administration and operators identify opportunities for continuous improvement regularly so we are not raising any short term concerns regarding the 5 service levels ranked below best practice (summarized in Table 3 on page 17) nor the 16 risks labelled medium/high (summarized in Table 5 on page 21). Administration suggests revisiting the service levels and risks early at the start of a new Board term in 2022.

FINANCIAL IMPLICATIONS:

Stantec’s long term capital replacement forecasts are incorporated into the Commission’s 20-year utility model.

ALTERNATIVES:

The Commission may choose to:

- A. Accept this report as information, OR
- B. Direct administration present a report on options to improve the service levels below best practice and reduce high risks in 2021.

ATTACHMENTS:

- North Red Deer River Water Services Commission: Asset Management Plan



North Red Deer River Water Services Commission

Asset Management Plan

Prepared for: North Red Deer River Water Services Commission
Attn: Jordan Thompson, CET, PMP

Prepared by: Stantec Consulting Ltd.
Contact: Joel Sawatzky, P.Eng., ENV SP

Table of Contents

Executive Summary.....	2
Introduction and Historical Perspective.....	5
<i>Regional Service Commissions</i>	<i>5</i>
<i>North Red Deer River Water Services Commission.....</i>	<i>5</i>
<i>Asset Management.....</i>	<i>7</i>
<i>Plan Organization</i>	<i>7</i>
NRDRWSC Infrastructure	8
Level of Service	12
<i>Strategic Levels of Service</i>	<i>14</i>
<i>Technical Levels of Service</i>	<i>14</i>
<i>Key Performance Indicators.....</i>	<i>15</i>
<i>Current LOS Register</i>	<i>15</i>
<i>Observations on Level of Service</i>	<i>16</i>
Risk Profile.....	18
<i>Current Risk Register.....</i>	<i>20</i>
<i>Considerations for Future Risk Changes</i>	<i>21</i>
<i>Management Approach.....</i>	<i>21</i>
<i>Service Characteristic</i>	<i>23</i>
Financial Model & Long-Term Financial Plans	28
<i>100 Year Replacement Forecast</i>	<i>28</i>
<i>20 Year Utility Model.....</i>	<i>31</i>
<i>Key Policy Considerations</i>	<i>31</i>
Governance Best Practices.....	32
Appendix A – Inventory & Condition Data	35

Appendix B – Lateral Line Map Book	36
Appendix C – Level of Service Table.....	37
Appendix D – Risk Table	38

Figure 1: NRDRWSC System.....	6
Figure 2: NRDRWSC Asset by Category	9
Figure 3: Replacement Forecast Mainline.....	29
Figure 4: Replacement Forecast Mainline (Scaled)	30
Figure 5: Replacement Forecast Laterals & SCADA.....	30

Table 1: NRDRWSC Asset Components.....	8
Table 2: NRDRWSC Mainline/lateral Inventory & Useful Life	9
Table 3: Services Identified as Below Best Practices or Recommended Standard	16
Table 4: Risk Table	19
Table 5: High & Medium Identified Risks	20
Table 6: Levels of Service with Risks	23
Table 7: Unit Rate Costs of System Components.....	28

Executive Summary

In order to more fully understand and manage the North Red Deer River Water Services Commission (NRDRWSC) assets in a holistic and forward-looking manner, this report was commissioned to create a comprehensive strategy that can help ensure a continued high-quality service to its members and customers.

Land Ownership and Easement Control

To prepare an accurate assessment of the inventory, condition and location of the NRDRWSC's mainlines and laterals, a historical and land titles document search was undertaken to confirm the land ownership or easement control that the pipelines were located in. Hydrovac excavations were undertaken on one Ponoka lateral line between the 39th Street Reservoir and the Lucas Heights Reservoir to confirm the alignment and routing. Electronic record drawings were prepared, and the shapefiles have been provided to the Commission.

RECOMMENDATIONS: The NRDRWSC should incorporate the ownership/easement records into the GIS database and secure access agreements in locations where the Commission does not have full control of the easement. Locations are noted in Appendix A where action is required.

Pipeline/Lateral Condition & Performance

Based on the historical records available and a desktop assessment of condition, an opinion of remaining useful life was created. Of the pipeline assets in the NRDRWSC inventory, the only asset that would be reaching an end-of-life state within the next 20 years would be the Ponoka Lateral line between the 39th Street Reservoir and the Lucas Heights Reservoir. This line was originally constructed in 1960 of asbestos cement (AC) pipe which has a nominal life expectancy of 75 years. There are reportedly segments of the line that have been replaced with PVC material, but there are limited record drawings confirming specific locations or segments.

Based on the data collected this pipe appears to be meeting this expected performance with no indications of premature failure. The expected 75 year service life will be reached in the year 2035, and barring any reasons to accelerate this plan, the NRDRWSC should anticipate replacing the line at or slightly before that time.

The mechanical components of the system such as valves and meters may require replacement within the 20 year window, and SCADA system upgrades will be required on an ongoing basis. The frequency of these replacements/upgrades are discussed in the report.

RECOMMENDATION: The NRDRWSC should continue monitoring the condition and performance of all assets, with specific attention to the aging laterals, mechanical components (valves, meters, etc.) and the SCADA system to adequately plan for renewal as their end of life is approached.

Levels of Service

Working collaboratively with the NRDRWSC staff, the range of services that the Commission provides was described and assessed to create a singular Level of Service register. The primary service objective (e.g. Strategic/Customer Level of Service) was defined through the workshops as:

“Operate in a way that:

- *Ensures the system meets the requirements and industry standards (**regulatory**);*
- *Ensures that potable water is **available** at the reservoir of member municipalities;*
- *Provides **affordable** potable water for member municipalities at the lowest reasonable cost.”*

Several other services were described and documented to create a Level of Service register that captures the key activities that support the above goal and will allow the NRDRWSC to view the full range of services that it delivers in support of this objective. Each of the services were identified and rated on a range from ‘Low Level of Service’ to ‘High Level of Service’, which will allow the NRDRWSC to view how it deploys resources in an objective manner.

RECOMMENDATION: The NRDRWSC Board should adopt a resolution to confirm the Strategic Level of Service statement such as:

The NRDRWSC shall operate in a way that:

- (1) Ensures the system meets requirements and industry standards (**regulatory**);*
- (2) Ensures that potable water is **available** at the reservoir of member municipalities;*
- (3) Provides **affordable** potable water for member municipalities at the lowest reasonable cost.*

RECOMMENDATION: The NRDRWSC Board should review Levels of Service that are identified as below the typical standard for water utilities (LOS Level 1 and 2 in Table 3) and determine what action (if any) may be appropriate based on the current state.

Risk Assessment

Risk was assessed through the lens of likelihood and consequence across a number of dimensions to create a risk register based on the Alberta Environment and Parks Drinking Water Safety Plan (DWSP). This register identified a singular risk categorized as “High” (described as “*Failure to meet demand as a result of insufficient valves to isolate area affected by break (break has happened)*”). The NRDRWSC Board should review the strategies currently in place to mitigate this risk and determine if this risk level is acceptable.

RECOMMENDATIONS: The NRDRWSC Board should review the single ‘High’ risk in the near future and confirm that the existing risk level is acceptable with the mitigating strategies currently in place, or direct that the risk exposure be reduced through additional actions. The NRDRWSC Board should review the risk register on a regular basis commencing in the Fall/Winter of 2021.

Long Term Financial Plan & Governance Best Practices

Using the opinion of remaining useful life, a Long-Term Financial Plan (LTFP) was created spanning a 100 year timeline. Given the largely uniform construction of the NRDRWSC system (significant portions constructed in 2005 with a 100 year expected life) the most significant renewal of the system occurs in 2105, when a \$85M (in 2021 dollars) reinvestment would be anticipated. Within the mid-term (20 year) window, the Ponoka lateral line between the 39th Street Reservoir and the Lucas Heights Reservoir should be planned for replacement at an estimated cost of \$1,300,000 (in 2021 dollars). The recently installed SCADA system will also require regular updating of the hardware and equipment, and this system also appears within the first 20-year window and repeats regularly throughout the LTFP.

As with all long life (multi-generational) assets, care must be taken to ensure that the costs of ownership and operations are spread equitably across all users of system receiving benefits from it. The NRDRWSC should give consideration as to how best to answer the question of intergenerational equity for long life utility assets.

Lastly, to ensure that the principles of risk, level of service and long-term financial planning are integrated into the governance culture of the NRDRWSC, a rhythm of annual reporting to the Board is recommended. By creating a regular cycle where the Board intentionally reviews the risk register, provides guidance on the levels of service, and understands the long-term financial forecast, the Commission can be best positioned into the future.

RECOMMENDATIONS: The NRDRWSC Board review the long-term financial plan on a regular basis commencing in the fall/winter of 2021 and implement a recurring cycle of level of service and risk reviews.

Introduction and Historical Perspective

Regional Service Commissions

Regional Services Commissions (RSCs) are established under the authority of Part 15.1 of the MGA. If two or more municipalities, First Nations Reserves, Métis Settlements, and/or armed forces bases agree to provide services together, they can establish an RSC through the passing of a council or band resolution.

The intent of the RSC is to provide services to Albertans at the lowest cost and operate on a non-profit, full cost-recovery basis. Commissions are prohibited from operating with the intention of making a profit and any financial surplus may not be distributed back to the member municipalities as dividends or earnings. Rates charged by commissions must be established by bylaw.

Services are provided on a regional basis, and members do not have to be adjacent to one another to form a regional services commission and can provide services outside the boundaries of its members. If services are provided to outside the boundaries of its members, approval must be given by the jurisdiction (municipal, provincial, or territorial) the services are provided in¹.

Commissions have their own distinct legal status separate from the municipal authorities that create them. This means the service commissions can:

- hire staff;
- administer their own payrolls;
- own property in their own name;
- raise capital.

Like municipalities, commissions have natural person powers and can enter contracts, negotiate easements and undertake other such agreements. The commission is governed by a board of directors who are appointed according to the commission's bylaws.

North Red Deer River Water Services Commission

The North Red Deer River Water services Commission was formed in 2004 and began operations in 2006 supplying potable water from the City of Red Deer to the Town of Blackfalds, the City of Lacombe, the Town of Ponoka and the Wolf Creek Subdivision in Ponoka County.

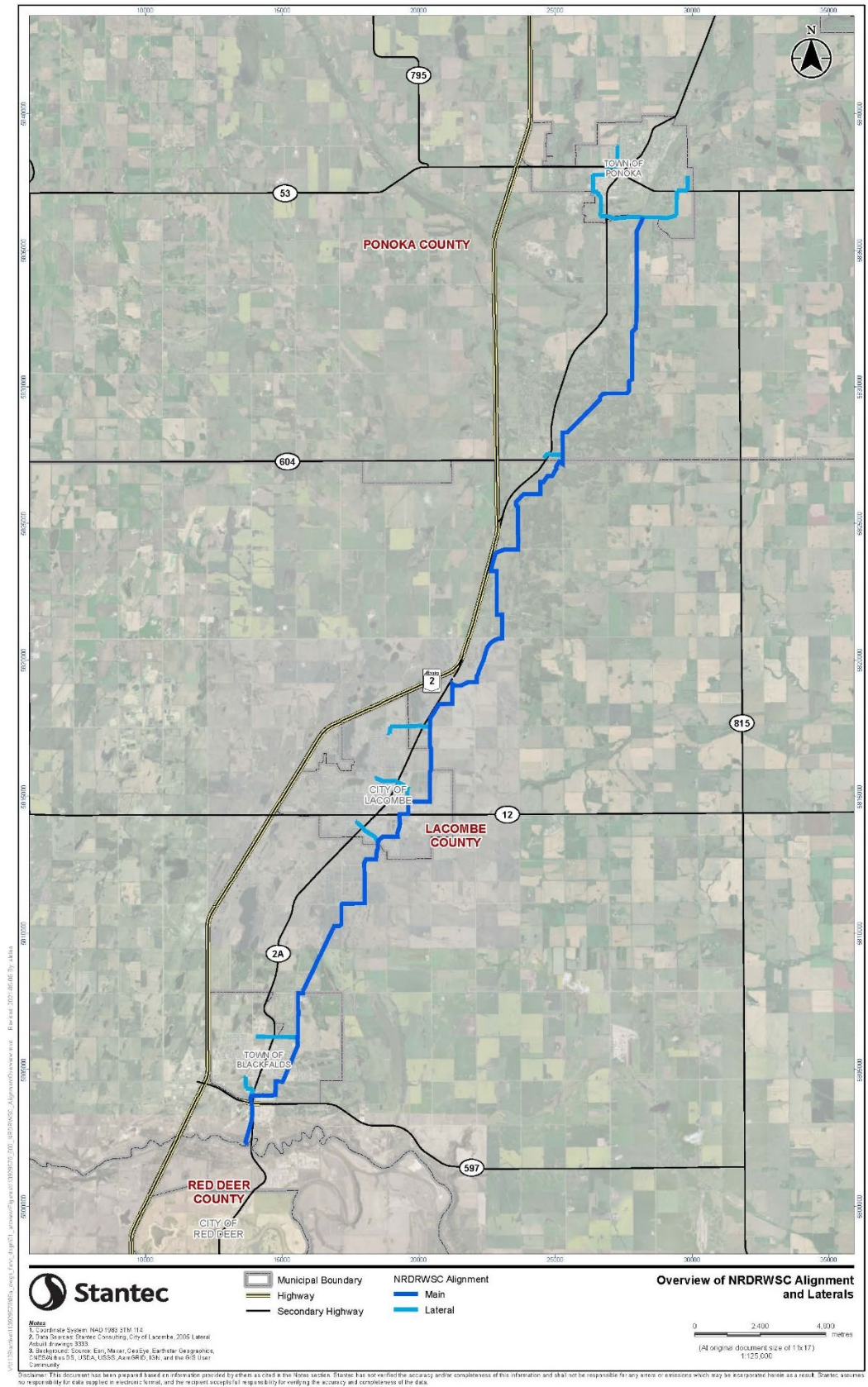
In total, the Commission supplies potable water to approximately 30,000 residents, businesses and a golf course development, and has a geographic reach of approximately 46 km from the connection point at the City of Red Deer to the northernmost extents of the transmission system.

The NRDRWSC operates and maintains a variety of infrastructure assets which support regional water transmission. These assets are expected to function efficiently and effectively for many years.

These assets have a defined service life as they age and deteriorate, and the issue the Commission faces is how to manage them to ensure that the full-service life is reached and also to have in place a mechanism to enable adequate replacement.

¹ Municipal Government Act s602.14, RSA 2000, c M-26, 2021/03/31

FIGURE 1: NRDRWSC SYSTEM



This project was initiated to support the NRDRWSC in fully understanding the mid and long-term costs facing the Commission, and to create a framework from which it can continue to monitor and adjust its activities related to assets and services.

Asset Management

Asset management planning is a comprehensive process to ensure the delivery of services from infrastructure is provided in a financially sustainable way. This Plan can be considered a first step in the journey towards a fully comprehensive asset management system. Asset Management Plans are intended to be living documents evolving continually and informing operating and capital decisions and to aid in long term financial planning.

The term asset management, as used in this document, is defined as **“the application of sound technical, social and economic principles that considers present and future needs of users, and the service from the asset”**.

Asset management is more than a report or a plan – it is an organizational culture of continuous improvement to know the condition, value, and remaining life of the organization’s assets, to assess the risks to the services provided, to identify the needs (human, material, and financial resources) to maintain and improve the quality of services provided by the assets, and to plan for the future.

The primary objectives of this assignment are:

1. **Inventory and Condition Assessment** – Document, locate, map, and perform a desktop condition assessment of the Commissions key assets.
2. **Level of Service and Risk Registers** – Develop a comprehensive Level of Service register and a risk register that the Commission staff can use to communicate their anticipated service levels, the residual risks, and the resultant costs.
3. **Financial Modelling** – Develop a Long-Term Financial Plan for the Commission’s assets recognizing the typically long-life cycle of buried linear assets. Create a 20-year utility model and a 100-year replacement forecast that will allow the NRDRWSC to adequately forecast future investment requirements and model the near and mid term financial implications.
4. **Commission Decision Support Tools** -- Develop tools the Commission can use to model best in class governance practices. An annual cycle of risk reviews, Level of Service reviews and financial reviews will help support the Commission’s governance and oversight roles.

Plan Organization

This Plan has been compiled using the best available information, although some data (such as pipe condition) could not be obtained. It includes information on the North Red Deer River Water Services Commission assets and services. Annual review, on a continuous basis, should be undertaken to refine and enhance the contents of this report, and further refine the information available to support sustainable decision making.

The information contained within this Plan is:

- a) NRDRWSC Infrastructure – A summary of existing assets in a spreadsheet format including:
 - a. an inventory of assets, including age and remaining useful life;
 - b. a valuation based on the capital replacement cost of all funded assets;
- b) Level of Service Register - A register of services and levels of service that the NRDRWSC delivers;

- c) Risk Register - A register of identified risks by NRDRWSC Administration;
- d) Long Term Financial Plan - summary of the capital investment needs based on lifecycle analysis of the identified assets;
- e) Best Practices related to governance and oversight of infrastructure and services.

The purpose of this Plan is to serve as a comprehensive record of the assets the Commission owns and operates, the levels of service which support the operation of those assets, and the risk exposure facing the NRDRWSC because of those assets and services.

NRDRWSC Infrastructure

The bulk of the NRDRWSC's infrastructure was constructed in 2005 just after the origin of the Commission. They operate a considerable inventory of infrastructure which has a large scale long term financial obligation placed on the Commission. The original mainline was constructed as part of a Government of Alberta financial grant to enable the project.

The NRDRWSC water transmission system includes approximately 46 km of PVC water transmission main comprised of both 750mm and 500mm diameters. Associated with the main transmission line, there are several related components such as combination air release valve assemblies, blow-off assemblies and isolation valves.

The NRDRWSC also owns and operates approximately 17 km of laterals that connect the transmission main to the member communities. There are 9 laterals in total and in some cases existing infrastructure was reused or repurposed to serve as the connection.

In addition to the physical location and condition of the assets, the Commission desires to confirm access agreements and ROW details related to the location of the assets to ensure they have rightful access to their infrastructure.

While the infrastructure in many cases has a long remaining useful life, it is finite and will ultimately require renewal and replacement. The following table outlines the typically observed life cycles for assets in Alberta regional water systems. Recent academic studies have estimated that the PVC pipe can be expected to provide reliable service in excess of 100 years.²

As with all infrastructure systems, the actual service life may vary based on actual operating conditions.

TABLE 1: NRDRWSC ASSET COMPONENTS

Component	Estimated Life
Mainline (PVC)	100 years
Lateral Lines (PVC)	100 years
Lateral Lines (HDPE)	100 years
Lateral Lines (AC)	75 years
Combination Air Release Valves	40 years
Blow Off Assembly	40 years
Isolation Valves	40 years
Internal Reservoir Components (Meters / Valves and Piping)	20/40 years
SCADA System (Hardware / Software)	20/10 years

² Folkman, Steven, "PVC Pipe Longevity Report: Affordability and the 100+ Year Benchmark Standard" (2014). *Mechanical and Aerospace Engineering Faculty Publications*. Paper 170.
https://digitalcommons.usu.edu/mae_facpub/170

Based on the information available, NRDRWSC owns and operates a total of \$83,000,000 in constructed assets (based on original construction cost), largely distributed in the two broad asset categories of mainlines and lateral lines.

FIGURE 2: NRDRWSC ASSET BY CATEGORY

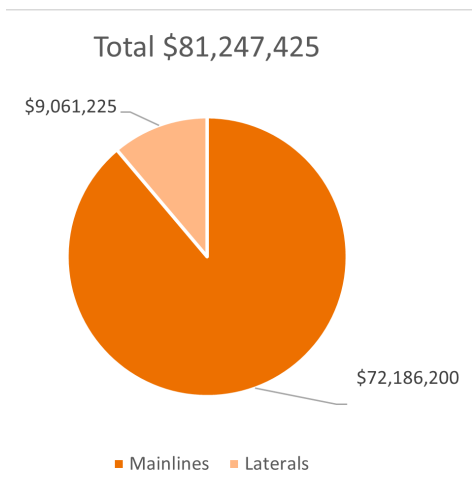


Figure 2 shows the percentage of assets owned and operated by the NRDRWSC by category.

As infrastructure ages, renewal and replacement investments will be required. Renewals and replacements are activities which do not upgrade the original level of service but seek to return the asset to a functional level that meets the original level of service for which the asset was intended. For the purposes of asset management, the componentized replacement of systems to original functional levels as well as complete capital replacements of assets would be considered “renewals.”

In the preliminary stages of an Asset Management Plan, assets identified as already having exceeded their useful life will appear as requiring renewal in the first year. While these assets and components should be reviewed for required replacement, it is not generally feasible or necessary to

replace all assets in the next capital year. Prioritization is required and can be done by considering the risks that a failure of these assets or critical components would pose to consumers and stakeholders (e.g., health, safety, environmental). In the case of the NRDRWSC, there are no assets that have been identified to be outside of their expected life cycle. Table 2 below lists the anticipated lifecycle of the mainlines, laterals and associated appurtenances (Combination Air Release Valves, Blow-Off Assemblies, etc).

Information on the condition and remaining service life of these assets was based on the installation date and anticipated lifecycle of the assets using industry experience. Continued monitoring of the performance of these long-life assets is key to refining the analytical results for future iterations of this manual, and for effective long-term management of the infrastructure.

TABLE 2: NRDRWSC MAINLINE/LATERAL INVENTORY & USEFUL LIFE

NRDRWSC - Regional Waterline from the City of Red Deer to the Town of Ponoka 100-Year Expenditure Forecast (to 2120)			
Components	Construction Year	Approximate Useful Life (Years)	Estimated Remaining Useful Life (Years)
MAINLINE 1: Blindman River to Blackfalds Old East Railway Reservoir			
Mainline - 750 mm dia. PVC	2005	100	85
1 Combination Air Release Valve	2005	40	25
1 Mainline Isolation Valve (1x750mm)	2005	40	25
1 Blow-Off Assembly	2005	40	25
LATERAL 1: Blackfalds - Old East Railway Reservoir (WTP) Connection (Southern Lateral)			
1050 m - 250 mm dia. PVC DR 25	2005	100	85

Combination Air Release Valve L1	2005	40	25
1 Mainline Isolation Valve (1x250mm)	2005	40	25
MAINLINE 2: Blackfalds Old East Railway Reservoir to Blackfalds Broadway Avenue New Reservoir			
Mainline - 750 mm dia. PVC	2005	100	85
2 Combination Air Release Valves	2005	40	25
2 Mainline Isolation Valves (2x750mm)	2005	40	25
2 Tee Valves (1x200mm, 1x250mm)	2005	40	25
LATERAL 2: Blackfalds - Broadway Avenue New Reservoir			
1610 m - 250 mm dia. PVC DR 18	2007	100	85
MAINLINE 3: Blackfalds Broadway Avenue New Reservoir to Lacombe Pumphouse B			
Mainline - 750 mm dia. PVC	2005	100	85
1 Combination Air Release Valve	2005	40	25
1 Mainline Isolation Valve (750mm)	2005	40	25
1 Tee Valve (400mm)	2005	40	25
1 Blow-Off Assembly	2005	40	25
LATERAL 3: Lacombe - Pumphouse B Connection (Well #9)			
208 m - 150 mm dia. PVC DR 25	2005	100	85
986 m - 150 mm dia. PVC	1984	100	64
2 Control Valves (2x 150mm)	2005	40	25
MAINLINE 4: Lacombe Pumphouse B to Lacombe Pumphouse A			
Mainline - 750 mm dia. PVC	2005	100	85
1 Combination Air Release Valve	2005	40	25
1 Mainline Isolation Valves	2005	40	25
1 Tee Valve (400mm)	2005	40	25
1 Blow-Off Assembly	2005	40	25
LATERAL 4: Lacombe - Pumphouse A Connection			
1450 m - 250 mm dia. PVC DR 25	2005	100	85
345 m - 250 mm dia. HDPE DR 11	2005	100	85
110 m - 200 mm dia. PVC DR 25	2005	100	85
30 m - 250 mm dia. PVC DR 25	2018	100	98
3 Control Valves (2x250mm, 1x150mm)	2005	40	25
MAINLINE 5: Lacombe Pumphouse A to Lacombe Pumphouse C			
Mainline - 750 mm dia. PVC	2005	100	85
2 Combination Air Release Valves	2005	40	25
3 Mainline Isolation Valves (500mm)	2005	40	25
3 Tee Valves (1x250mm, 2 unknown)	2005	40	25
2 Blow-Off Assemblies	2005	40	25
LATERAL 5: Lacombe - Pumphouse C Connection			
340 m - 250 mm dia. PVC DR 25	2005	100	85
1450 m - 250 mm dia. PVC DR 18	2002	100	82
MAINLINE 6: Lacombe Pumphouse C to Wolf Creek Ponoka County Connection Point			
Mainline - 500 mm dia. PVC	2005	100	85
3 Combination Air Release Valves	2005	40	25

2 Mainline Isolation Valves (2x500mm)	2005	40	25
1 Tee Valve (200mm)	2005	40	25
1 Blow-Off Assembly	2005	40	25
LATERAL 6: Ponoka County - Morningside Subdivision to Wolf Creek Subdivision Reservoir			
630 m - 250 mm dia. PVC	2008	100	85
General Valves	2008	40	28
MAINLINE 7: Wolf Creek Ponoka County Connection Point to Ponoka Connection Point			
Mainline - 500 mm dia. PVC	2005	100	85
2 Combination Air Release Valve	2005	40	25
2 Mainline Isolation Valves (2x300mm)	2005	40	25
1 Tee Valve (300mm)	2005	40	25
1 Blow-Off Assembly	2005	40	25
LATERAL 7: Ponoka - Riverside Booster Station (East)			
100 m - 500 mm dia. PVC	2005	100	85
560 m - 300 mm dia. PVC	2005	100	85
780 m - 400 mm dia. HDPE	2005	100	85
1810 m - 300 mm dia. PVC	2005	100	85
Combination Air Release Valve L (x2)	2005	40	25
3 Control Valves (2x200mm, 1 unknown size and type)	2005	40	25
LATERAL 8: Ponoka - 39th Avenue Reservoir West (old WTP)			
2850 m - 300 mm dia. PVC DR 18	2005	100	85
LATERAL 9: Ponoka - Lucas Heights Reservoir (North)			
2410 m - 150 mm PVC / AC Pipe	1960	100	85
Internal Reservoir Components			
Meters (9 – 1 at each reservoir)	2005	20	5
Piping and Valves (typical at each reservoir)	2005	40	25
SCADA System			
SCADA System (System Hardware)	2020	20	20
SCADA System (System Software)	2020	10	10

Evaluating the estimated remaining life, most of the Commission assets have significant remaining useful life before replacement needs to be considered.

The Lucas Heights lateral connection (Lateral 9) was constructed in 1960 and is a 150mm diameter line of Asbestos Cement and PVC material. With a 75-year anticipated life span, the Asbestos Cement pipe material has an anticipated end of life in 2035. To date, there have been no prevalent issues that would suggest the line is failing to perform as anticipated, however with a nominal replacement cost of \$1,300,000 the NRDRWSC should be assessing the optimum time to plan a scheduled replacement of the line before it presents itself as an issue.

Beyond the Lucas Heights lateral connection, the remaining linear assets have life expectancies outside of a 20-year replacement window.

In addition to an opinion on the probable remaining useful life, a historical and legal search was undertaken to identify the physical location and legal ownership of the ROW that the NRDRWSC main/lateral lines are located in. This information is contained in **Appendix A**.

At the direction of the NRDRWSC a physical search was conducted via hydrovac excavations to confirm the location of the line for record purposes. The line was physically located through four spot excavations, and the location has been updated on the electronic record drawings. The physical locations are contained in **Appendix B**.

Electronic drawing records have been provided directly to the Commission directly as part of this project.

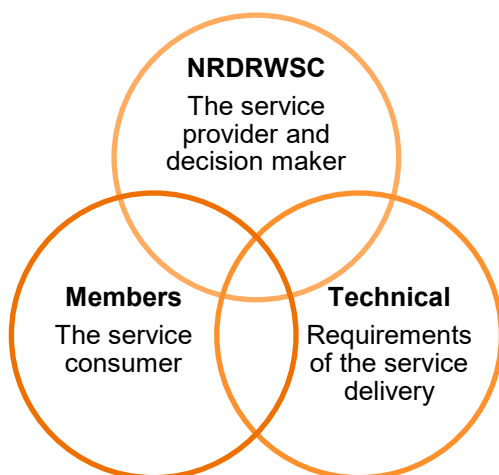
The Supervisory Control and Data Acquisition (SCADA) System is an important component of the system that was recently upgraded in 2020 and has a useful life of approximately 10 years for the hardware systems. Due to this, the Commission should budget for a replacement / update of this infrastructure at this frequency.

Level of Service

The goal in managing NRDRWSC's infrastructure assets is to meet a series of defined levels of service, that may develop over time, in the most cost-effective manner for the members and stakeholders.

A Level of Service (LOS) is driven by the expectations of the NRDRWSC's customers while at the same time meeting legislative and technical requirements. There is a direct relationship between the level of service and the cost of the service as financial constraints, and the availability of resources provides a degree of limitation. Determining the level of service requires finding a balance between three different factors.

The service provider factor is represented by an elected body ("the governing body" - in this case the Board of the NRDRWSC). Staff and elected officials within local government organizations have a variety of responsibilities and motivations when providing a service: the health and wellbeing of residents; regulatory requirements, policies, and laws; short and long-term budget constraints; and local interests and concerns. They must balance these considerations with the technical requirements and costs of service delivery.



1. *What are the NRDRWSC's strategic goals and what are they willing and financially able to provide?*
2. *What are the NRDRWSC's Members and Consumers' expectations?*
3. *What are the technical and safety requirements of delivering these levels of service?*

In order to determine long term service goals and direction, the following are reviewed and assessed:

1. *What is currently provided?*
2. *Where are the gaps between current service levels and expected service levels?*
3. *How can we balance expected LOS against cost in a long-term financial plan with service and consequence risks?*



A Level of Service (LOS) analysis is a component of asset management planning that is significant and has a great deal of impact. The NRDRWSC's core purpose is to provide safe drinking water to members and customers with a quality, quantity, and reliability they expect. Assets are used to provide those services and most of the resources devoted to asset management planning are spent on infrastructure. In this respect, physical assets are simply a portion of what is required to deliver the various levels of service as determined by the Commission. The NRDRWSC needs to ensure the infrastructure performs to meet the level of service goals at an affordable and sustainable cost. An objective of a LOS analysis is to find a balance between the expected level of service and the cost of providing that level of service.

Additionally, as the Level of Service changes, there may be a corresponding change in the risk that is facing the organization. This will be explored later in Plan.

A Level of Service analysis typically includes:

- Service identification with the identification of assets involved in providing the services and the stakeholders impacted;
- Determination of expectations with respect to services;
- Determination of strategic levels of service;
- Determination of technical levels of service for each strategic level of service;
- Comparison of existing levels of service to expected strategic/technical levels of service;
- Use of Key Performance Indicators (KPIs) to assist in comparing existing service levels to expected levels; and
- An assessment of the lifecycle cost implications of moving from existing levels of service to expected (desired) levels of service over a forecast period.

Typically, an Asset Management Plan will be further defined in advancing levels of detail as more information becomes available and stakeholder expectations are further refined. The LOS analysis has been completed with the input of the NRDRWSC staff. Workshops were held with staff along with follow up discussions to identify:

- Qualitative descriptions of services and service levels;
- Identifications of programs, procedures, and/or activities that are required to achieve defined service levels; and
- KPIs that can illustrate the efficient delivery of service levels (i.e., through trending analysis) and an ultimate objective or target performance measure/KPI for which to strive.

As this is the first time the NRDRWSC has documented its LOS in an Asset Management Plan, revisions are expected as more information becomes available and stakeholder expectation are further refined.

Strategic Levels of Service

Strategic levels of service are defined to align with the organization and stakeholder's vision and will help guide the infrastructure investment required to meet these goals.

Working with the NRDRWSC staff, the following Strategic Level of Service for the Commission has been defined based on the working knowledge of the Board's priorities:

Operate in a way that:

- *Ensures the system meets requirements and industry standards (**regulatory**);*
- *Ensures that potable water is **available** at the reservoir of member municipalities;*
- *Provides **affordable** potable water for member municipalities at the lowest reasonable cost.*

While this describes the NRDRWSC staff's interpretation of the Board's priorities, it is the highest level statement from the Commission about its service intentions. As such, it should be confirmed by the Board through resolution.

Technical Levels of Service

Each service can be delivered at varying degrees of acceptable performance - for example, proactively inspecting for mainline leaks is an important part of leakage/integrity management and the frequency that the inspections are conducted defines the Technical Level of Service. In this example, a leakage inspection program conducted annually may be considered a 'low' Level of Service, while the same inspection program conducted on a weekly basis may be considered a 'high' Level of Service. Each example (low vs. high) has its own cost to operate, as well as residual risks that may be present. Residual risks are discussed later in this report.

This Plan organizes the Commission's Technical Services into the following categories:

- Regulatory Compliance Testing Program
- Line Flushing
- Cross Connection Control
- Staff Training & Operator Certification
- Operational Communications between the NRDRWSC & the City of Red Deer
- Ground Strike Prevention
- Inspection and Maintenance Programs for valves, meters, pressure relief valves, air valves and monitoring equipment
- Contractor Qualification Assurance
- Leakage Monitoring and Condition Monitoring
- Crossing Agreements

Key Performance Indicators

Key Performance Indicators (KPIs) are the performance measures that provide an indication of the efficacy or efficiency of the operational program in terms of unit costing or program outputs. KPIs are valuable to trend over time and can give valuable insight into program operations and asset health. The balance is that KPIs must be efficient to capture and utilize, otherwise the effort to collect and assess the data can outweigh the benefit to having it. Through the workshop, the following KPIs were identified as being both readily available and supporting the Strategic Levels of Service. By being mindful of these KPIs, the Board can be kept apprised of the Commission's performance against the Strategic Levels of Service.

Currently the NRDRWSC staff have identified three KPI level measures that are used to track the effectiveness of Strategic and Technical Levels of Service.

- Number of contraventions reported to AEP
- Number and frequency of unplanned interruptions
- Duration of planned interruptions.

As the NRDRWSC explores the use of KPIs further, additional dimensions that could be considered may be:

- Unit cost performance for regulatory compliance testing (efficiency measure and to determine the relative value of changing the testing frequency vis a vis risk)
- Cost per km of visual waterline inspection (efficiency measure and to determine relative value of inspection activities vis a vis risk)
- Unit cost of air valve inspection and valve exercise program (efficiency measure and to determine relative value of the program vis a vis risk)
- Measures of asset reliability and performance to serve as indicators of asset condition.

Current LOS Register

Levels of Service were described in terms of Strategic, Technical and KPIs along with current services, activities, and objectives were defined on a 1 to 4 scale (1 being lowest service level and 4 being highest service level).

Using several sources of reference (including the NRDRWSC staff experience, the Alberta Environment and Parks Regulatory Requirements, AWWA Standards and professional judgement based on the experience of Alberta regional water systems), Level 3 was identified as a best or recommended practice, with the NRDRWSCs current activities placed in relation to those practices.

If the NRDRWSC provided a level of service or conducted activities that exceeded the Level 3 practice, the level of service was identified as a Level 4. If the NRDRWSC provided a level of service of below the Level 3 description, the level of service was identified as a Level 1 or Level 2.

While there is no absolute answer for what is the 'right' level of service, each program decision carries with it a unique cost and risk residual. By understanding what the current level of service provided is, and what the related costs and risks are, the NRDRWSC can make informed decisions about what resources are required. Following the methodology outlined above, an assessment was conducted with staff and identified 24 unique Levels of Service and evaluated them on a scale of "Low" to "High".

The full Table of NRDRWSC services and service levels is shown in **Appendix C** and are grouped into their corresponding Service Characteristic (Regulatory, Capacity/Availability, Affordability & Function).

Observations on Level of Service

Following the Level of Service workshop, the following observations have been made. There are 5 Services that are currently identified at a below the identified best or recommended practices (I.e. Level of Service = 1 or 2). The NRDRWSC should review these services and develop an approach to assess the gaps between current and recommended practices and take any sets determined necessary to close those gaps

These services are identified in Table 4.

TABLE 3: SERVICES IDENTIFIED BELOW BEST PRACTICES OR RECOMMENDED STANDARD

Service Characteristic	Objective	Service Description	Indicator	NOTES	LOS Level	LOS Description
Regulatory	Develop a comprehensive plan for potential flushing in case of mandated pipe clean out due to failed test. This would be a reactive plan to meet compliance. This plan would include every step, e.g. where the flushing water gets dumped, etc.	Develop a comprehensive plan for potential flushing in case of mandated pipe clean out due to failed test. This would be a reactive plan to meet compliance. This plan would include every step, e.g. where the flushing water gets dumped, etc.	A documented Flushing Plan is in place.	The AWWA Management Standard G200-15 (Distribution Systems Operation and Management) identifies that a systematic flushing program should be in place that meets the needs of the water utility to maintain water quality. The Drinking Water Safety Plan identifies a number of Risks related to Source Supply or Treatment that could result in contaminated water entering the NRDRWSC transmission line, requiring a system flush.	1	No Flushing Plan
Regulatory	Drinking water quality complies with statutory requirements	Line Flushing Program using Uni-Directional approach wherever possible.	Drinking water quality complies with statutory requirements	The AWWA Management Standard G200-15 (Distribution Systems Operation and Management) identifies that a systematic flushing program should be in place that meets the needs of the water utility to maintain water quality. The Drinking Water Safety Plan also identifies a Network Risk as a result of buildup of deposits within the network (physical deposits of biofilm generation). Based on the local experience with the Supply Water Quality and the experience with Alberta Regional systems, regular line flushing to remove sedimentation or manage biofilm growth has not been observed as a requirement to maintain water quality.	1	Line Flushing does not occur
Regulatory	No Regulatory Compliance Breaches	A Cross Connection Program is in place and active	Drinking water quality complies with statutory requirements	The AWWA Manual of Water Supply Practices M14 (Backflow Prevention and Cross Control) provides guidance on the recommended procedures and practices for developing, operating, and maintaining an efficient and effective cross-connection control program.	2	A Cross Connection Program is in place and is below the M14 recommended practices.
Capacity / Availability	Upon notice of an unplanned supply interruption, Temporary mitigations measures are to be put in place within 2 hours.	With robust communication protocols (between operators, administrative staff, and the City of Red Deer, a notice of interruption and diagnosis of the issue is to be obtained by the Commission within an hour of occurrence. Action is to be in place immediate and temporary mitigation acts are to be put in place within 2 hours.	Temporary mitigation acts put in place for unplanned interruptions within 2 hours	The AWWA Manual of Water Supply Practices M19 (Emergency Planning for Water and Wastewater Utilities) addresses best practices for the prevention, mitigation, response, and recovery of utility operations during critical incidents and is intended for use by utilities of any size.	2	NRD has a formal plan to respond to unplanned outages, but does not exercise it regularly and it may not follow the recommendations of the AWWA M19 Practice Document
Capacity / Availability	Minimize the occurrence of a Contractor striking mainline / lateral leading to an unplanned interruption	The NRD actively supports the Alberta One Call program and proactively ensures that its assets are protected from inadvertent line strikes	Number of Line Strikes/year	The Canadian Common Ground Alliance Best Practices (Version 3.0 - October 2018) outline Best Practices have been developed through the commitment and consensus of a significant number of stakeholders to serve as an educational guide to promote damage prevention in Canada. The practice statements and descriptions outlined in each chapter of the guide represent activities that are currently followed by industry to promote damage prevention to underground infrastructure.	2	NRD supports the Alberta One Call System and updates Records annually.

Of the 5 Services identified, two relate to the AWWA best practices of regularly flushing water mains to maintain adequate water quality (i.e. for sedimentation or biofilm removal). The NRDRWSC was never designed to accommodate large scale flushing activities (i.e. there are no facilities to launch/retrieve pigs, etc). Based on the Alberta experience with regional water systems, and the quality of the source water, there have been limited technical reasons to modify this approach to implement a flushing program.

The remaining three areas where the NRDRWSC rates below a recognized standard are in the areas of cross connection control; emergency planning and response practices; and underground mapping practices. These are three areas where the NRDRWSC should evaluate the current practices against the noted standards and identify any actions to move to a level of service 3. Following that, an assessment of the current practices against the risk profile will allow the NRDRWSC to make an informed decision as to any action to take.

Additionally, there are a number of areas where the NRDRWSC exceeds the best/recommended practices. These service areas should be reviewed to determine if they are providing the expected value to the customers vis a vis the Board's Strategic Level of Service statement.

Risk Profile

With the continuing emphasis on meeting levels of service is important that any risk to achieving this is identified, measured, and mitigated. The typical risk management approach is described as identifying, analyzing and mitigating potential risks, and illustrated in the figure below.

Identify	What? When? How?
Analyze	Probability Level of Risk Consequence
Mitigate	Identify Options Assess Options Reduce Risk

To evaluate the potential risks facing the NRDRWSC, the Alberta Environment and Parks Drinking Water Safety Plan (DWSP) Risk Assessment was consulted as a basis from which to work. The DWSP is a proactive method of assessing risk to drinking water quality, which better protects public health. Plans are based on an assessment of risk factors that could potentially adversely affect drinking water quality. The NRDRWSC has a DWSP completed and in place.

The DWSP risk rating uses a 5-point scale for Likelihood (Most Unlikely, Unlikely, Medium, Probable, Almost Certain), and identified a 5-point scale for Consequence ranging from Insignificant, Minor, Moderate, Severe and Catastrophic. Each step on the 5-point scale has an escalating value between 1 and 16.

In addition to the risks identified in the DWSP, the events were assessed against the following consequence categories to ensure that a full assessment of the potential impact of a risk materializing:

- People & Staff: Impacts on NRDRWSC staff;
- Reputation: Reputational impacts on the NRDRWSC resulting from a materialized risk;
- Business Processes & Systems: Internal processes and systems that enable the smooth functioning of the NRDRWSC;
- Financial: A Risk of financial loss for the NRDRWSC.

By identifying an event that could potentially occur, then assessing its risk using the multiplied product of the likelihood and consequence ratings, a total risk score can be determined. Events that have a risk score of greater than 32 are deemed to be high risk. The complete risk table is shown below:

TABLE 4: RISK TABLE

				Consequences								
				Risk Dimensions		People & Staff		Injuries or ailments not requiring medical treatment.	Minor injury or First Aid Treatment Case.	Serious injury causing hospitalisation or multiple medical treatment cases.	Life threatening injury or multiple serious injuries causing hospitalisation.	Death or multiple life threatening injuries.
						Reputation		Internal Review	Scrutiny required by internal committees or internal audit to prevent escalation.	Scrutiny required by clients or third parties etc.	Intense public, political and media scrutiny. E.g. front page headlines, TV, etc.	Legal action or Commission of inquiry or adverse national media.
						Business Processes & Systems		Minor errors in systems or processes requiring corrective action, or minor delay without impact on overall schedule.	Policy procedural rule occasionally not met or services do not fully meet needs.	One or more key accountability requirements not met. Inconvenient but not client welfare threatening.	Strategies not consistent with business objectives. Trends show service is degraded.	Critical system failure, bad policy advice or ongoing non-compliance. Business severely affected.
						Water Utility Function		Wholesale water interruption < 8 hrs	Short term or localised non-compliance, non health related e.g. aesthetic or interruption 8-12 hrs	Widespread aesthetic issues or long term non compliance, not health related or interruption 12-24 hrs	Potential illness or interruption >24 - 48 hrs	Actual illness or potential long term health effects or interruption >48 hrs
						Financial		\$5K	\$50K	\$100K	\$250K	\$500K
				Insignificant	Minor	Moderate	Severe	Catastrophic				
				1	2	4	8	16				
Likelihood	Conceivable but extremely small chance of happening in next 4-5 years	1	Most Unlikely	1	2	4	8	16				
	Is possible and cannot be ruled out in next 4-5 years.	2	Unlikely	2	4	8	16	32				
	As likely as not to happen in next 4-5 years.	4	Medium	4	8	16	32	64				
	Would be expected to happen in next 4-5 years but there is a small chance it may not.	8	Probable	8	16	32	64	128				
	Would be confident this will happen at least once in next 4-5 years	16	Almost Certain	16	32	64	128	256				
Risk Management Approach												
Low		Manage by routine procedures										
Medium		Board delegates responsibility to Commission Manager with written contingencies required to document and manage the consequence should it materialize.										
High		Detailed action plan approved by NRDRWSC Board to reduce the Risk to Medium or Low.										

Following the identification and analysis of potential risks, the mitigation approach is a key step for the NRDRWSC. An appropriate and documented approach to managing risk will support effective decision making and ensure that the risk management approach is well understood across the organization and approved by the Board. It is suggested here that risks assessed as High (Likelihood x Consequence >32) have a detailed action plan approved by the NRDRWSC Board, and that those plans identify a path to reduce the risk to Medium or Low. Other risk ratings can be managed through routine procedures (Low Risk) and with written contingencies approved by the Commission Manager (Medium Risk).

The table below identifies the highest priority items for the NRDRWSC to focus on and plan mitigations strategies. These items are the most likely to have service consequences if not addressed.

Current Risk Register

Working with the NRDRWSC Staff, 29 risk items were reviewed from the AEP DWSP. For each of these risk potentials, the likelihood of the event happening was assessed, as well as the consequence resulting from the occurrence. These consequences ranged from the functional operations of the NRDRWSC (as outlined in the DWSP risk register) along with the additional consequence categories to ensure that a full picture of the risk profile was created.

Through the evaluation process, 14 risk items were assessed to be at a Medium level of Risk (with the product of Likelihood x Consequence ≥ 8) and one risk item was assessed as being High Risk with a score ≥ 32 . Table 7 below contains the risks identified in the Medium and High categories.

TABLE 5: HIGH & MEDIUM IDENTIFIED RISKS

	Risk Description	Risk Score
General Risks	Failure to meet demand as a result of inoperable or faulty mainline valves to isolate area affected by break	64
General Risks	Loss of supply from regional supply line (unplanned)	16
General Risks	Loss of supply from regional supply line (planned)	16
General Risks	Broken main as a result of PRV failure (there is one at every reservoir) - reservoir damage	16
General Risks	Health risk to vulnerable customer due to inability to operate dialysis machine or similar	16
General Risks	Contamination of water as a result of cross-connection	8
General Risks	Contamination of water due to leaking air valves	8
General Risks	Deterioration of water quality in supply as a result of unauthorized connection to the network (low likelihood if hydrants are locked)	8
General Risks	Failure to meet demand as a result of failure to mend break in a reasonable time	8
General Risks	Failure to meet demand due to inability to operate valves as required.	8
General Risks	Failure to meet demand as a result of breaks caused by age-related deterioration.	8
General Risks	Loss of pressure as a result of leakage	8
General Risks	Microbiological growth in distribution system as a result of oversized mains	8
General Risks	Microbiological growth in distribution system as a result of low disinfectant residual	8
General Risks	Migration of hydrocarbons and other contaminants through pipe work because of inappropriate materials used in areas of contaminated land	8
General Risks	Cyber-attack by a malicious actor, resulting in the disruption of automated control or operations	8

The complete risk table is contained in **Appendix D**.

Considerations for Future Risk Changes

Based on the 29 evaluated risks in the DWSP, 14 were determined to be in the Medium category and one was determined to be in the High category. The single risk item identified in the High-Risk category is described as:

- Failure to meet demand as a result of insufficient valves to isolate area affected by break (break has happened) – Likelihood: Probable (8); Consequence: Severe (8)

In discussions with NRDRWSC staff, the root cause of this risk is related to the control valves within the system. The original mainline valves were installed horizontally, and have experienced issues holding pressure. The NRDRWSC has a plan in place to remove, replace and remediate these valves in a programmed and planned manner.

At the present time, the relatively new condition of the mainline reduces the likelihood of a break occurring. Should one occur (through premature pipe or valve failure, ground strike or other failure mode), and the control valves are unable to fully isolate the line, the NRDRWSC could be faced with an event that leads to prolonged service outage impacting member communities.

This risk should be reviewed regularly to confirm that both the exposure and mitigation plans in place continue to be acceptable.

Management Approach

At the conclusion of the risk and level of service exercises, linkages were drawn between identified risks and the corresponding services so that the NRDRWSC can visualize the areas where risk exposure is highest and where there may be opportunity to mitigate that risk with adjustments to service levels.

Of the 24 defined Services, 18 risks were identified as having direct linkage between Action (current Level of Service) and Outcome (current risk rating). Table 6 below contains the risks with directly linked Levels of Service.

Conversely, there are several risk items that have no immediate or direct connection to a defined service or Level of Service. These risks fall into all three categories (Low, Medium, High). These identified risks all have descriptions of how the risk will be controlled; however the lack of linkage to a defined service does present an area for further refinement (particularly in the Medium and High Risk categories).

Having identified one risk item in the High Category (described as “*Failure to meet demand as a result of insufficient valves to isolate area affected by break (break has happened)*”), the NRDRWSC should confirm that the mitigation plans currently in place are sufficient to adequately manage the noted risk. As noted elsewhere in this report, it is suggested that risks with a “High” rating (Likelihood x Consequence ≥ 32) should be reported to the NRDRWSC Board for consideration along with a detailed action plan for approval.

There are three risk items in the Medium Category with no identified service activity. These are identified in the DWSP and all have corresponding statements of the interventions required to prevent this risk from materializing. These risk items are:

1. Deterioration of water quality in supply as a result of unauthorized connection to the network (low likelihood if hydrants are locked)
2. Migration of hydrocarbons and other contaminants through pipe work as a result of inappropriate materials used in areas of contaminated land.
3. Cyber attack by a malicious actor, resulting in the disruption of automated control or operations

Areas where the risk is shown as Medium should be evaluated by the NRDRWSC staff to determine if the calculated risk exposure is reasonable given the related service and service levels related to it. Medium Risks should have written contingencies and mitigation plans in place should the Risk Materialize.

TABLE 6: LEVELS OF SERVICE WITH RISKS

Service Characteristic	Objective	Service Description	Indicator	NOTES	LOS Level	LOS Description	Risk Number	Risk Number	Risk Number	Risk Number
Regulatory	No Regulatory Compliance Breaches	Operate in a way that ensures water quality meets and exceeds requirements and industry standards to ensure that potable water is available at the reservoir of member municipalities at the lowest reasonable cost.	Drinking water quality complies with statutory requirements	Compliance with the AEP Regulations, and a documented audit trail is required.	4	All water quality testing, reports and records are kept up-to-date and pass AEP inspection				
Regulatory	No Regulatory Compliance Breaches	Revisit and periodically assess Bac-T/Chlorine/THM re-test frequency as a proactive action to meet regulatory compliance. Sample point is reservoir entry.	Water Quality testing frequency exceeds Requirements.	Discussions with NRDRWSC Staff indicate that the current testing regime EXCEEDS the minimum requirement outlined by Provincial Regulations.	4	Testing Regime EXCEEDS the Regulatory Requirements	26			
Regulatory	Develop a comprehensive plan for potential flushing in case of mandated pipe clean out due to failed test. This would be a reactive plan to meet compliance. This plan would include every step, e.g. where the flushing water gets dumped, etc.	Develop a comprehensive plan for potential flushing in case of mandated pipe clean out due to failed test. This would be a reactive plan to meet compliance. This plan would include every step, e.g. where the flushing water gets dumped, etc.	A documented Flushing Plan is in place.	The AWWA Management Standard G200-15 (Distribution Systems Operation and Management) identifies that a systematic flushing program should be in place that meets the needs of the water utility to maintain water quality. The Drinking Water Safety Plan identifies a number of Risks related to Source Supply or Treatment that could result in contaminated water entering the NRDRWSC transmission line, requiring a system flush.	1	No Flushing Plan	3	25		
Regulatory	Drinking water quality complies with statutory requirements	Line Flushing Program using Uni-Directional approach wherever possible.	Drinking water quality complies with statutory requirements	The AWWA Management Standard G200-15 (Distribution Systems Operation and Management) identifies that a systematic flushing program should be in place that meets the needs of the water utility to maintain water quality. The Drinking Water Safety Plan also identifies a Network Risk as a result of buildup of deposits within the network (physical deposits of biofilm generation). Based on the local experience with the Supply Water Quality and the experience with Alberta Regional systems, regular line flushing to remove sedimentation or manage biofilm growth has not been observed as a requirement to maintain water quality.	1	Line Flushing does not occur	13			
Regulatory	No Regulatory Compliance Breaches	A Cross Connection Program is in place and active	Drinking water quality complies with statutory requirements	The AWWA Manual of Water Supply Practices M14 (Backflow Prevention and Cross Control) provides guidance on the recommended procedures and practices for developing, operating, and	2	A Cross Connection Program is in place and is below the M14 recommended practices.	6			

				maintaining an efficient and effective cross-connection control program.						
Regulatory	No Regulatory Compliance Breaches	No contraventions reported to Regulator (AEP)	Record of contraventions reported to AEP	The Alberta Code of Practice for a Waterworks System Consisting Solely of a Water Distribution System (authorized under the Environmental Protection and Enhancement Act, RSA 2000, cE-12) requires that all contraventions or failures of systems impacting water quality be reported to the Province.	4	Reporting all contraventions and passing with >90% on AEP audit				
Regulatory	No Regulatory Compliance Breaches	Maintain operator certification requirements for the regional water distribution system	Number and Classification of Certified Operators on staff	<p>The Alberta Code of Practice for a Waterworks System Consisting Solely of a Water Distribution System (authorized under the Environmental Protection and Enhancement Act, RSA 2000, cE-12) outlines the requirements for Certified Operators.</p> <p>As reported by staff, as noted in the AEP Inspections of the NRDRWSC operations, the Province of Alberta classifies the NRDRWSC Regional Water System as a Level 1 system. The current number of Certified Operators assigned to the NRDRWSC exceeds this amount.</p>	4	More than one operator with a Level 1 Water Distribution Certification, or Operators with Level 2 or higher Certification.				
Capacity / Availability	Upon notice of an unplanned supply interruption, Temporary mitigations measures are to be put in place within 2 hours.	With robust communication protocols (between operators, administrative staff, and the City of Red Deer, a notice of interruption and diagnosis of the issue is to be obtained by the Commission within an hour of occurrence. Action is to be in place immediate and temporary mitigation acts are to be put in place within 2 hours.	Temporary mitigation acts put in place for unplanned interruptions within 2 hours	The AWWA Manual of Water Supply Practices M19 (Emergency Planning for Water and Wastewater Utilities) addresses best practices for the prevention, mitigation, response, and recovery of utility operations during critical incidents and is intended for use by utilities of any size.	2	NRD has a formal plan to respond to unplanned outages, but does not exercise it regularly and it may not follow the recommendations of the AWWA M19 Practice Document	1	24		
Capacity / Availability	Planned Interruptions are to be scheduled strategically, with comprehensive membership notice (public notice). The planning should take into account the duration of interruption which shouldn't be more than 24 hours.	Planned interruptions are a measure of system resiliency. Short duration planned interruptions are indicators of a resilient system.		The NRD member municipalities are able to continually supply their communities with potable water for a total duration of 30 hours after the interruption of NRDRWSC supply, without reaching critical levels in the reservoirs.	3	Planned Interruptions last less than 24 hours in duration	2			
Capacity / Availability	Minimal Unplanned interruptions are experienced.	Unplanned interruptions are a measure of system resiliency. Short duration Planned interruptions and minimal	Duration of Planned Interruptions	Unplanned interruptions are a measure of system resiliency. An increasing frequency of unplanned or long duration	3	Unplanned or long duration interruptions occur once every 5 years	19			

		Unplanned interruptions are indicators of a resilient system.		interruptions can be an indication of a degrading system.						
Capacity / Availability	Minimize the occurrence of a Contractor striking mainline / lateral leading to an unplanned interruption	The NRD actively supports the Alberta One Call program and proactively ensures that its assets are protected from inadvertent line strikes	Number of Line Strikes/year	The Canadian Common Ground Alliance Best Practices (Version 3.0 - October 2018) outline Best Practices have been developed through the commitment and consensus of a significant number of stakeholders to serve as an educational guide to promote damage prevention in Canada. The practice statements and descriptions outlined in each chapter of the guide represent activities that are currently followed by industry to promote damage prevention to underground infrastructure.	2	NRD supports the Alberta One Call System and updates Records annually.	1			
Affordability	Commission and CRD (source of supply) should have scheduled meetings and discuss technical logistics on water supply. Future Commission projections should not conflict with CRD estimates - both parties are to be satisfied or aware. Adequate supply required from the perspective of the Commission to sustain the needs of all member communities.	Commission & CRD meet regularly to ensure alignment of growth and demand expectations, and to adequately prepare for future supply.	No conflicts regarding volumes or rates for water supply	Management Decision	4	NRDWSC & CRD meet more than annually to review future needs and forecasts				
Affordability	Maintain accurate records of water sales volumes to adequately and reliably bill members municipalities for water purchased.	Volume or percentage of unaccounted for water is calculated based on the difference between volumes purchased from the City of Red Deer and the volumes sold to members.	Maintain meter accuracy >98%	To ensure that Water is accurately metered and that the charges levied to members are equitable, the NRDRWSC has the meters tested annually by an external firm.	4	Meters are inspected and flow/volume tested annually				
Function	Valves need to Function when operated	NRD operates a Valve exercise Program to ensure that Control Valves continue to operate effectively when required.	100% of Valves operate when required.	The AWWA Management Standard G200-15 (Distribution Systems Operation and Management) recommends that Utilities have an annual goal for exercising valves based on the total number in the system (i.e. a percentage per year), identified critical valves for regular exercising. The Standard also identifies AWWA Manual M44 (Distribution Valves: Selection, Installation, Field Testing, And Maintenance) and the Manufacturer's	4	Valves are exercised annually	15			

				recommendations for procedure and frequency.						
Function	Valves need to Function and be in the correct position	Post Construction work Procedure / Checklist to verify that Valves are in the correct position	Post Construction inspections reveal no Valves in incorrect position.	The Drinking Water Safety Plan identifies that staff will follow behind contractors working on the NRDRWSC pipeline and ensure that valves are operational.	4	In person inspection or on site supervision of contractors is required by NRDRWSC staff.	11			
Function	Pressure Relief Valves (PRVs) need to function properly to maintain optimum operating pressure within the system.	Regularly Inspect and Monitor PRVs	PRV Inspection & Monitoring Program	The AWWA Standard C530-17 Standard (Pilot Operated Control Valves) recommends the standards for Control Valves including record keeping, maintenance and operations. The Standard recommends following the Manufacturer's recommendations for regular maintenance.	3	PRVs are inspected as per the manufacturer's recommended cycle (a visual inspection, to check the condition of screens, etc). The NRDRWSC completes this annually.	4	17	21	29
Function	Contractors hired to perform work on the NRD Water System are fully qualified and capable.	Contractors are Pre-Qualified and receive NRD specific training as part of their contracts	Contractor Procedure Manual	The Canadian Common Ground Alliance Best Practices (Version 3.0 - October 2018) recommends that Qualified contractors should be used to excavate on and near underground facilities. Most large organizations involved in capital works have developed policies to qualify contractors. These policies often involve establishing criteria in such areas as financing, insurance, occupational health and safety, and performance which must be met.	3	NRD maintains a pre-qualified list of contractors	9	12	14	
Function	Environmental Stewardship	Regularly inspect the waterline for possible leaks or unplanned construction	No negative environmental impact from unplanned releases or incidents. No unscheduled activity in the waterline RoW	Management Decision	3	80% of Waterline is inspected weekly using a 'windshield' inspection from the road right of way.	14			
Function	Air valves operate as designed in order to maximize system efficiency.	Regularly Inspect and Monitor Air Valves	Air Valve Inspection Program - Air Valves are recorded as inspected and operational [MECHANICAL ONLY]	There are no Manufacturer's recommendations for mechanical operation inspections for Air Valves, however based on field level experience, this frequency appears to be adequate.	3	Air Valves are inspected for Mechanical Operations every 5 years.	7			
Function	Air valves operate as designed in order to maximize system efficiency.	Regularly Inspect and Monitor Air Valves	Air Valve Inspection Program - Air Valves are recorded as inspected and operational [VISUAL ONLY]	Manufacturer's Recommendations	4	Air Valves are inspected Annually	7	21		
Function	Regularly track and review line crossings and proximity access agreements	Interactive RoW map is updated as agreements are made	Plot all agreements on an interactive map as approved	The Canadian Common Ground Alliance Best Practices (Version 3.0 - October 2018) identifies best practices for mapping buried assets to minimize	4	RoW agreements are tracked in excel and updated to an interactive map for all users				

				damage. he land base used by the notification service mapping system should be accurate and kept up to date with new information as it becomes available from source suppliers. Facility owners should provide regular updates of their notification mapping coverage to ensure the most current information is utilized in the system. Ideally, the land base used is available to the public and can produce a ticket for the smallest practical geographical area						
Function	CL2 monitoring equipment is working properly	Calibration of chlorine residual equipment and monitor CL2 residuals	Calibration records kept	Management Decision	4	Calibrate CL2 equipment more frequently than Manufacturer's Recommendations	26			
Function	CL2 monitoring equipment is working properly	Verification of chlorine residual equipment and monitor CL2 residuals	Verification records kept	The AWWA Standard C670-20 Standard specifies that Chlorine Instrument verification shall be performed monthly at a minimum (or more frequently if a reading is suspect) on online chlorine analyzers used in the distribution system.	3	Verify CL2 instruments monthly	26			

Low Risk

Medium Risk

High Risk

Financial Model & Long-Term Financial Plans

100 Year Replacement Forecast

In order to support the NRDRWSC in forecasting the potential financial requirements over assets with decades long service life, a 100-year replacement model was created using a whole-of-life (Full Life-Cycle) approach. This approach is used to forecast the end-of-service life of the NRDRWSC assets and project when they will require funding for renewal or replacement. It is understood that each asset has a limited lifespan and in the case of significant scale assets, they are made up of components that also have a limited lifespan.

By considering the entire asset as a sum of its components, the whole-of-life renewal profile can be viewed as a series of recurring reinvestments; these reinvestments, which are required throughout the life cycle of the asset, represent the renewal costs.

It should be noted that while this approach provides a transparent view of the long-term costs of owning and maintaining an asset, it is a long-term forecast and an estimate of future costs. As an asset is actively managed through its life, decisions need to be made based on the age, performance, and functionality of the asset.

Functional requirements change over decades of operations (e.g., environmental regulations, automation, capacity needs), and what may have been suitable and desirable when constructed may not remain constant over the life of the asset.

These types of decisions are an important factor in planning for a significant renewal, replacement or upgrade of an asset as well as determining the ideal operations and maintenance budget to achieve optimum asset performance and longevity.

TABLE 7: UNIT RATE COSTS OF SYSTEM COMPONENTS

SCADA System Hardware	\$400,000	Based on the work done for this Asset Management Plan, and with the information available, the entire asset portfolio of NRDRWSC has an estimated total Capital Replacement Cost (2021 dollars) of \$88.5M.
SCADA System Software	\$100,000	
Combination Air Release Valve 1 (ea)	\$10,000	
General Valves (ea)	\$10,000	Based on the current performance of the mainlines and laterals, there are no immediate issues or concerns to be mindful of, beyond regular sound operating practices. The mainline (constructed in 2005) has a forecast lifecycle of 100 years, with a forecast renewal window in 2105 at a nominal cost of \$72M. The 9 lateral connections have various lifecycles with the Lucas Heights (Ponoka) and Pumphouse B (Lacombe) being the oldest, and the remaining 7 laterals constructed at the time of the mainline. These laterals have
Blow-Off Assembly (ea)	\$5,000	
750 mm dia. PVC (\$/m)	\$1,700	
500 mm dia. PVC (\$/m)	\$1,400	
400 mm dia. HDPE (\$/m)	\$900	
300 mm dia. PVC DR 18 (\$/m)	\$600	
250 mm dia. PVC DR 25 (\$/m)	\$450	
250 mm dia. PVC DR 18 (\$/m)	\$450	
250 mm dia. HDPE DR 11 (\$/m)	\$450	
200 mm dia. PVC DR 25 (\$/m)	\$450	
150 mm dia. PVC DR 25 (\$/m)	\$350	
150 mm PVC / AC Pipe (\$/m)	\$350	

renewal windows based on life cycles at 2035, 2084 and 2102-05 respectively and a total nominal replacement cost of \$9M.

The SCADA control system has a life expectancy of 10 years for control system software and 20 years for equipment and hardware. Each upgrade/renewal/replacement is estimated to cost approximately \$400,000 and \$100,000 respectively.

Upgrades and future expansions are not accounted for in this analysis and should be identified in future iterations of this report.

The following three figures illustrate the anticipated replacement cycles for the mainline in 2080 (Figures 3 & 4) and for individual lateral connections and the SCADA system renewals (Figure 5).

FIGURE 3: REPLACEMENT FORECAST MAINLINE

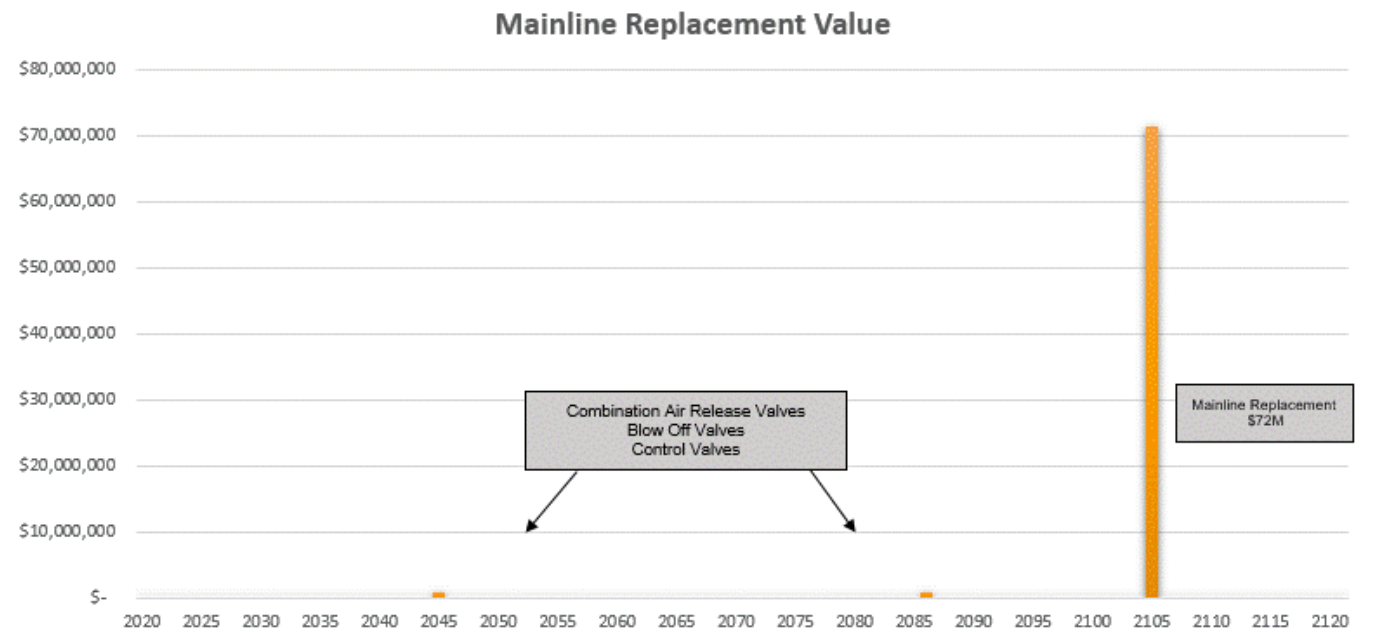


FIGURE 4: REPLACEMENT FORECAST MAINLINE (SCALED)

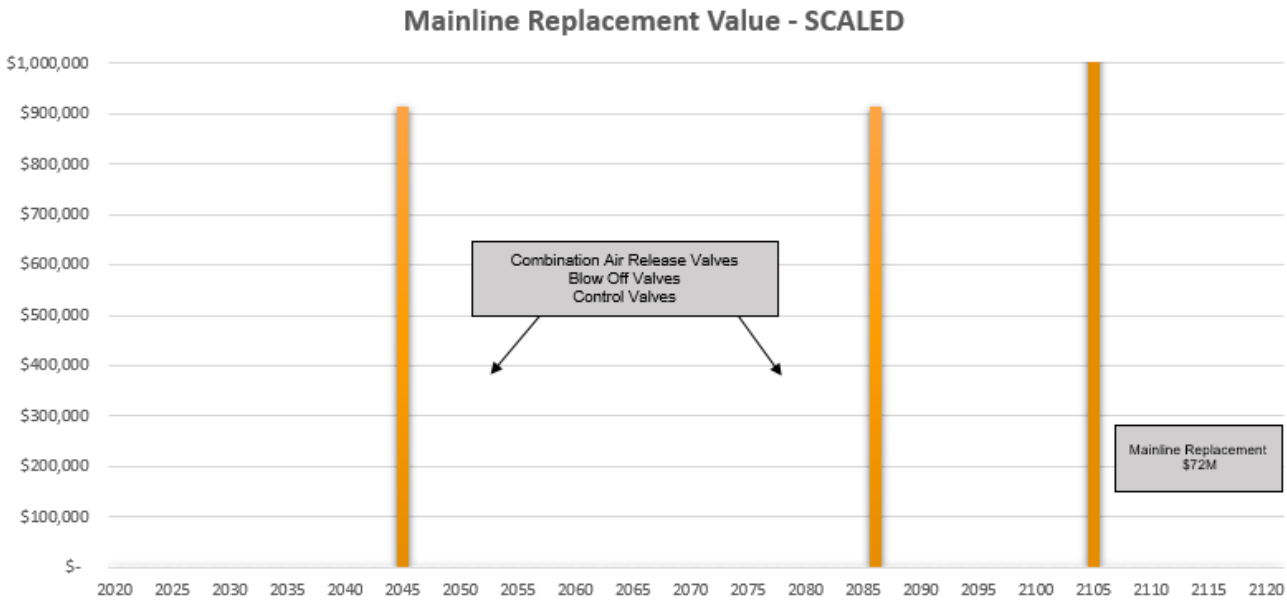
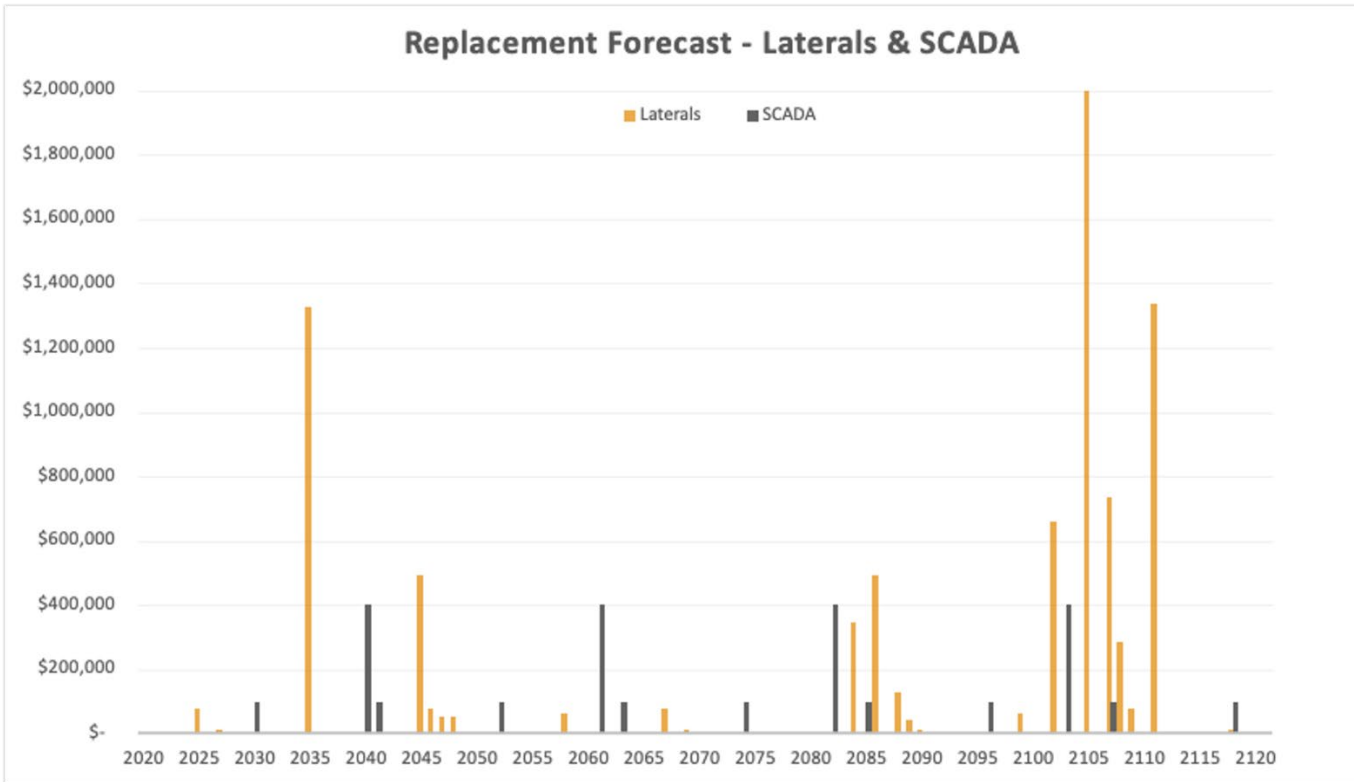


FIGURE 5: REPLACEMENT FORECAST LATERALS & SCADA



20 Year Utility Model

As part of this assignment, a 20-year utility model was created in Excel using the Commission's existing rate structures. This water model was extended to a 20-year timeframe and is constructed to allow the NRDRWSC to assess the financial implications of rates, expenditures and capital projects on the reserve balances.

The NRDRWSC has also had prepared an analysis of the potential financial impact of the extending the transmission system to the four First Nations to the North (Maskwacis) and the implications of extending service to the First Nations on future rates. As part of that analysis, a financial and rate model was prepared for the period 2021 – 2033 with the projected rates for the present cash needs rate structure and the rates that would be determined using Cost of Service utility rate principles.

To complete this plan, these two financial models will be merged and the combined financial model will be for 20 years beginning 2021 to 2040, reflecting 2020 actual data and the adopted 2021 report. The model will provide for the following inputs in its calculations:

- 1) Estimated water sales to NRDRWSC customers (Year 1-5 actual and future years estimated);
- 2) Estimated water leakage;
- 3) City of Red Deer water sale rates (Y1-5) – The anticipated water sales rates from the City of Red Deer from years 1-5 in \$/m³;
- 4) Anticipated City of Red Deer water sales rates (Y6-20) – The estimated annual water rate increase from the City of Red Deer for years 6-20 in %;
- 5) Estimated inflation – the estimated inflation rate in years 1-5 and in future years (years 6-20 estimated as one rate) for cost inputs of general inflationary costs; utility costs, material costs; contract costs and operating costs;
- 6) Capital project expenditures and projections;
- 7) Issuance of new debt and repayment of existing debt; and
- 8) Opening unrestricted surplus and restricted surplus (reserve) balances.

From these inputs the model will calculate the projected rates (in \$/m³ and % annual change) based on Cost of Service utility rate principles together with the resulting restricted and unrestricted surplus balances. The Commission can project the financial health of the Commission into the future by understanding the mid-term cost drivers and can determine whether the Cost of Service rate will be sufficient to meet the funding needs of the Commission.

Key Policy Considerations

Intergenerational Equity

The NRDRWSC, like other water utilities, has a significant volume of fixed assets with a significantly long-life cycle. These assets can last significantly longer than the users benefitting from the service that they are enabling. They are intergenerational in nature.

Public policies respond in different ways to this intergenerational equity issue. Some policy mechanisms focus on saving some of today's money for tomorrow's needs, or a 'pay as you go' approach.

Other policy mechanisms take advantage of debt-financing and its ability to spread out the cost of financing infrastructure. Debt-financing allows future generations who stand to benefit from infrastructure to also contribute financially through interest and principal costs that will be paid down the road. Unlike strict "pay-as-you-go" financing, debt-financing allows the costs to be shared between the generation doing the building today and generations who stand to benefit in the future.

As the NRDRWSC continues to better understand its long-term financial forecast and the financial needs related to infrastructure renewal and replacement, the Board will need to develop and implement appropriate fiscal policy mechanisms to ensure that the multiple generations of users benefitting from the services contribute equitably to the costs or ownership and operations.

System Expansions

The NRDRWSC has also undertaken a feasibility study regarding extending the existing regional water system to provide a reliable water supply for the four First Nations of Maskwacis (Montana, Samson, Louis Bull, and Ermineskin). As noted in the 2019 Feasibility Study, the recommended expansion alignments would add 29 km of pipeline to the existing 46 km or an increase of over 50% to the inventory of long-life assets and the long-term replacement costs facing the Commission. As the decisions regarding this expansion are made, this plan should be updated to ensure the Long-Term Financial Plan is kept current.

Governance Best Practices

The NRDRWSC is an independent Regional Services Commission authorized by the Government of Alberta to deliver regional services. The Commission is an independent corporation with natural person powers. The Board of Directors provides governance authority and oversight to the operations of the Commission, and has the authority to pass hire staff, raise capital and own property.

In addition to these authorities, there are several best practices that can be adopted by the NRDRWSC when related to infrastructure and services management. As asset management continues to mature in local government organizations, risk and level of service are becoming more prevalent as governance levers in making financial decisions. By creating an annual, formal process where the Board can review, assess and make an intentional determination on risk tolerance, levels of service can be adjusted and finalized so that the NRDRWSC Administration can finalize program and resource decisions for inclusion in the annual budget.

The Board also has the authority to set an annual budget. This annual budget is based on the costs of operations of the Commission. The costs of the operations are in turn based on the services provided, and the levels of service that they are operated at. As discussed previously in this plan, levels of service are linked to customer expectations and risk. These concepts are connected and fall within the approval authority of the Board.

The following represents best practice concepts that the NRDRWSC can consider to fully implement and sustain the work of this project. These should be viewed as an ideal end state, and the Board can implement these in stages or over time. As a beginning step, an orientation session with the Board at the beginning of each municipal term would be appropriate to cover the level of service and risk registers as well as the long-term financial plan for the Commission. This would begin to introduce these as governance concepts which can be enhanced over time as capacity and resourcing permits.

Risk Management and Review

Risk management is a key responsibility of all corporate boards. Ensuring that the NRDRWSC has the internal mechanics in place to support the Commission Board in fulfilling this responsibility is a key responsibility of the Administration. Key actions for the Administration to take that will support the Board in discharging its duties are:

- Recommend to the Board an appropriate risk tolerance approach and delegate appropriate authority for risk management. A typical approach for consideration could be:
 - Low risks are managed by routine processes;

- Medium risks are delegated specifically to the Commission Manager, and written contingencies should be in place to document and manage the consequence should it materialize;
- High risks should be reported to the Board for consideration along with a detailed action plan for approval.
- Review the existing risks rated as Medium/High and ensure that written procedures are in place, and that the mitigation of the risk is linked to a discrete service/level of service in the register.
- Regularly assess areas of risk against services provided by the NRDRWSC and determine if any levels of service require adjusting to reduce identified risks.
- Continue to review the risk register, and add potential risks, failures or incidents to the register when identified. Annually review, rate and assess risks in terms of likelihood and consequence and take appropriate action based on total risk score.

Level of Service Setting

One of the key governance roles of the NRDRWSC Board is to set the levels of service to which the Commission will operate. Once considering the risks facing the NRDRWSC, the Board can make an informed decision (with advice from the Commission Manager) about the services provided, the resultant costs, and the ultimate impact on rates.

The Board not only has direct control over the expenditures for the operations of the Commission, but also has the oversight responsibility to ensure that the Administration is meeting the level of service standards desired and approved. As part of its oversight responsibilities, the Board can:

- Monitor standards and service levels and review against the strategic and technical levels of service;
- Review and adjust levels of service on a regular basis to ensure they align with the Board's, member's and customer's expectations;
- Identify ongoing issues and gaps between any expected levels of service and current assets/programs provided and adjust accordingly;
- Identify further linkages at the Operational or KPI level to monitor cost performance trending.

By taking an active role in reviewing and approving appropriate levels of service, the Board can have a much more engaged role in governing the operations of the Commission.

Operational Performance Reporting

To make optimal use of this plan, the document should be reviewed during all annual capital and operational planning processes to review current risks, understand demands on resources and potential impacts on levels of service as a result of budgetary decisions and priority setting. This will help the NRDRWSC balance the actual levels of service with available operating and capital dollars and better prioritize financial decisions.

The plan should be updated consistently to reflect annual changes and update the financials to current year dollars. Updated annually, the plan can better inform the long-term financial forecasting by more accurately representing current:

1. Service levels
2. Asset values

3. Operational costs
4. Maintenance costs
5. Projected capital renewal and replacement timelines in addition to anticipated capital upgrades and new asset expenditures.

In order to better define how the NRDRWSC is meeting technical levels of service in future, the following should be actively monitored:

- Service objectives desired and outcomes achieved;
- Activity measures;
- Current performance (in terms of efficiency and effectiveness);
- Desired asset performance to ensure optimal Lifecycle Cost.

Annual Board Calendar

To support the Board in exercising these responsibilities, an 'Annual Calendar' or governance rhythm can be established and repeated. By creating an annual cycle of governance reviews/approvals undertaken by the Board, the information contained in this plan begins to become codified in the culture of the Board.

A recommended cycle for the Annual Calendar is as follows:

- May/June Meeting
 - Administration presents updated risk register for review;
 - Commission reviews, adjusts, or maintains existing risk management approaches;
 - Commission reviews and approves any detailed mitigation plans for "High" risks;
- August / September Meeting
 - Administration presents level of service register and long-term financial plan based on existing services and risks, and recommends any changes to respond to emerging risks or circumstances;
 - Administration presents updated performance report (performance against approved/desired level of service);
 - Commission reviews level of service recommendations and provides direction to Administration for budget preparation;
 - Approve LOS register for budgeting purposes;
- Fall Meeting
 - Administration presents annual budget based on direction from August / September meeting;
 - Commission reviews and approves annual budget & level of service plans;
 - Administration implements level of service plans.

At each of the noted meeting windows, a standardized set of Administrative reports should be tabled outlining the key areas of interest for the Board, as well as to minimize the Administrative rework required. Developing a standardized set of reports with annually updated information will minimize the administrative overhead required.

A potential consideration for a 'governance' level of service would be the frequency that this cycle is updated and reviewed by the Board. An annual review of risks, levels of service and long-term financial forecast would represent a 'High' level of service by the Board. Reducing that frequency would consequently reduce the level of service (and resultant costs).

Appendix A – Inventory & Condition Data

Article 1: Land Titles search information (available on accompanying flash drive)

Article 2: NRDRWSC Asset Management Plan – Inventory & ROW for Laterals

Article 3: Memo – Inventory & Condition Assessment for the Laterals – Phase 1

Article 4: Regional Watermains & Laterals Asset Database (available on accompanying flash drive)

To: Jordan Thompson, CET, PMP
5432 56 Ave
Lacombe, AB T4L 1E9

From: Joon Choi, E.I.T.
1100 – 4900 50 Street
Red Deer, AB T4N 1X7

File: 113929578 - 07

Date: June 12, 2020

Reference: Inventory and Condition Assessment for the Laterals – Phase 1 Legal / Historical Search

INTRODUCTION

Stantec has been retained by the North Red Deer River Water Services Commission (NRDRWSC) to develop an Asset Management Plan (AMP) for the Commission-owned regional waterline and its laterals into each community. The laterals refer to the assets that connect the Commissions main distribution line to the local municipal distribution systems of the Town of Blackfalds, Lacombe County, City of Lacombe, Ponoka County, and the Town of Ponoka.

The main distribution line was first put into operation in 2006 using contemporary materials with a significantly long lifecycle. However, the connecting laterals were often existing infrastructure that is being reused or repurposed. Therefore, as a first step in the development of a comprehensive asset management plan, the first task is to collect and summarize information about the laterals. This memorandum will serve to be the compilation of such information regarding the laterals broken down into four (4) phases of research and data collection. The information presented in this memorandum shall be used to complete a Level of Service and Risk Management Strategy for the laterals, which will furthermore be used as the template when extrapolating on the information for the mainline system.

To date, Phase 1 is largely complete and the following is the status of the project. The detailed information on each lateral is attached to this Memo as a spreadsheet, and the summary information for each community is as follows.

TOWN OF BLACKFALDS

The Town of Blackfalds utilizes two laterals to supply the Town, one from the Old East Railway Reservoir, and the second from the Broadway Avenue New Reservoir. The laterals were constructed in 2004 & 2007/8 respectively and consist of 250/300 mm PVC pipe. The laterals are located within ROW held in the name of the NRDRWSC as well as within the Town of Blackfalds ROW.

Action on the part of the Commission would be to confirm access agreements where the Commission lateral line utilizes the Town ROW.

CITY OF LACOMBE

The City of Lacombe utilizes 3 lateral connections from Reservoirs A, B & C. The Laterals were constructed over several years (1984, 2002, 2004 & 2018) and consist of 150mm/200mm/250mm/1500mm PVC and HDPE pipe. The laterals are located within ROW held in the name of the NRDRWSC as well as within the City of Lacombe ROW.

Action on the part of the Commission would be to confirm access agreements where the Commission lateral line utilizes the City ROW.

June 12, 2020

Jordan Thompson, CET, PMP

Page 2 of 2

Reference: Inventory and Condition Assessment for the Laterals – Phase 1 Legal / Historical Search

PONOKA COUNTY

Ponoka County utilizes one lateral connection between the Wolf Creek Subdivision Reservoir and the Morningside Subdivision. The Lateral was constructed in 2008 and consists of a 250mm PVC pipe. The ROW details are yet to be confirmed with the County.

TOWN OF PONOKA

The Town of Ponoka utilizes three lateral connections from the Riverside Booster Station, the 39th Avenue Reservoir and the Lucas Heights Reservoir. The Lucas Heights lateral was first constructed in the 1960s and consists of AC and PVC pipe material (to be confirmed). The Riverside Booster Station lateral was constructed in 2004/5 and consists of 300mm PVC pipe material. The 39th Avenue Reservoir lateral remains to be confirmed with the Town. The Laterals are located in ROW held in the name of the NRDRWSC as well as within the Town of Ponoka.

Action on the part of the Commission would be to confirm access agreements where the Commission lateral line utilizes the Town ROW. Furthermore, it is recommended that the Commission proceed with hydrovac locating of the pipe at a few strategic locations along the lateral from the 39th Avenue to Lucas Heights Reservoir confirm the pipe type, location within the ROW and to get a better idea of the pipe condition.

NEXT STEPS

Over the next weeks, we will continue assembling data that was unavailable through our Legal and Historical Search. We have received the hardcopy drawings at our offices and will be reviewing them along with any in person staff interviews required with staff. We will also engage a hydrovac to expose the one lateral in the Town of Ponoka as noted above and summarize the findings.

Stantec Consulting Ltd.



Joon Choi, E.I.T.

Civil Engineer-In-Training, Water
Phone: (403) 356 - 3254
Email: Joon.Choi@stantec.com

Attachment: Inventory and Condition Detailed Analysis Spreadsheet

c. C.C.

NRDRWSC Asset Management Plan - Inventory & ROW for Laterals

Number	Type of Asset	Location	Description of Alignment	Length (m)	Size (mm)	Year Installed	Pipe Material	ROW Ownership	(m)	ROW Notes	ROW Action
1	Lateral	Blackfalds	Old East Railway Reservoir (WTP) Connection (Southern Lateral) The lateral was re-aligned	1050	250	2004	PVC DR 25	1) NRDRWSC Standalone 1005 m 2) Town of Blackfalds Road ROW: 45 m	1) 20 m for south of South Street 2) 15 m for north of South Street	Standalone ROW for the Commission (no other interfering pipe) except for 45 m through Trout Street, where it is a combined ROW with other utilities. NRDRWSC ROW - Registration # 042 505 400 and # 052 179 981	Commission to confirm access agreement with Town of Blackfalds under the Trout Street ROW.
2	Lateral	Blackfalds	Broadway Avenue New Reservoir	1610	250 / 300	2007-2008	PVC DR 18	NRDRWSC has most Utility ROW	TBD	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	Commission to confirm access agreement with Town of Blackfalds under CE Trail, Highway Street, and Railway
3	Lateral	Lacombe	Pumphouse B Connection (Well #9)	a) 208 b) 986	a) 150 b) 1500	a) 2004 b) 1984	a) PVC DR 25 b) PVC	1) NRDRWSC has ROW southeast of the railway crossing 2) Follows City of Lacombe Road ROW northwest of the railway crossing	TBD	ROW Ownership as per Registration # 052 151 945	Commission to confirm access of line under City of Lacombe Road ROW in NW quadrant of 19-40-26-4
4	Lateral	Lacombe	Pumphouse A Connection	a) 1450 b) 345 c) 110 d) 30	a) 250 b) 250 c) 200 d) 250	a), b), c) 2004 d) 2018	a) PVC DR 25 b) HDPE DR 11 c) PVC DR 25 d) PVC DR 25	City of Lacombe (Road ROW) - No Caveat on Title	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under City of Lacombe Road ROW
5	Lateral	Lacombe	Pumphouse C Connection	a) 340 b) 1450	a) 250 b) 250	a) 2004 b) 2002	a) PVC DR 25 b) PVC DR 18	1) NRDRWSC ROW from Regional Line to Tie-In Points 2) City of Lacombe (Road ROW) - from Pumphouse to Tie-In Points	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under City of Lacombe Road ROW
6	Lateral	Ponoka County	Morningside Subdivision to Wolf Creek Subdivision Reservoir	630	250	2008	PVC	Wolf Creek Golf Course in the ar	TBD	Wolf Creek Golf Course - owned by Mr. Ryan Vold	
7	Lateral	Ponoka	Riverside Booster Station (East)	a) 100 b) 560 c) 780 d) 1810	a) 500 b) 300 c) 400 d) 300	2004-2005	a) PVC DR 18 b) PVC DR 18 c) HDPE DR 9 d) PVC DR 25	Town of Ponoka Road ROW	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under Town of Ponoka Road ROW
8	Lateral	Ponoka	39th Avenue Reservoir West (old WTP)	2850	300	2005	PVC DR 18	Town of Ponoka Road ROW	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under Town of Ponoka Road ROW
9	Lateral	Ponoka	Lucas Heights Reservoir (North) - Repurposed	5260 (total) (2410 from 39th Ave to Lucas Heights)	150	1960s (age of pipe)	AC and PVC	Town of Ponoka Road ROW	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under Town of Ponoka Road ROW

NRDRWSC Asset Management Plan - Inventory & ROW for Laterals

Number	Type of Asset	Location	Description of Alignment	Length (m)	Size (mm)	Year Installed	Pipe Material	ROW Ownership	(m)	ROW Notes	ROW Action
1	Lateral	Blackfalds	Old East Railway Reservoir (WTP) Connection (Southern Lateral) The lateral was re-aligned	1050	250	2004	PVC DR 25	1) NRDRWSC Standalone 1005 m 2) Town of Blackfalds Road ROW: 45 m	1) 20 m for south of South Street 2) 15 m for north of South Street	Standalone ROW for the Commission (no other interfering pipe) except for 45 m through Trout Street, where it is a combined ROW with other utilities. NRDRWSC ROW - Registration # 042 505 400 and # 052 179 981	Commission to confirm access agreement with Town of Blackfalds under the Trout Street ROW.
2	Lateral	Blackfalds	Broadway Avenue New Reservoir	1610	250 / 300	2007-2008	PVC DR 18	NRDRWSC has most Utility ROW	TBD	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	Commission to confirm access agreement with Town of Blackfalds under CE Trail, Highway Street, and Railway
3	Lateral	Lacombe	Pumphouse B Connection (Well #9)	a) 208 b) 986	a) 150 b) 1500	a) 2004 b) 1984	a) PVC DR 25 b) PVC	1) NRDRWSC has ROW southeast of the railway crossing 2) Follows City of Lacombe Road ROW northwest of the railway crossing	TBD	ROW Ownership as per Registration # 052 151 945	Commission to confirm access of line under City of Lacombe Road ROW in NW quadrant of 19-40-26-4
4	Lateral	Lacombe	Pumphouse A Connection	a) 1450 b) 345 c) 110 d) 30	a) 250 b) 250 c) 200 d) 250	a), b), c) 2004 d) 2018	a) PVC DR 25 b) HDPE DR 11 c) PVC DR 25 d) PVC DR 25	City of Lacombe (Road ROW) - No Caveat on Title	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under City of Lacombe Road ROW
5	Lateral	Lacombe	Pumphouse C Connection	a) 340 b) 1450	a) 250 b) 250	a) 2004 b) 2002	a) PVC DR 25 b) PVC DR 18	1) NRDRWSC ROW from Regional Line to Tie-In Points 2) City of Lacombe (Road ROW) - from Pumphouse to Tie-In Points	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under City of Lacombe Road ROW
6	Lateral	Ponoka County	Morningside Subdivision to Wolf Creek Subdivision Reservoir	630	250	2008	PVC	Wolf Creek Golf Course in the ar	TBD	Wolf Creek Golf Course - owned by Mr. Ryan Vold	
7	Lateral	Ponoka	Riverside Booster Station (East)	a) 100 b) 560 c) 780 d) 1810	a) 500 b) 300 c) 400 d) 300	2004-2005	a) PVC DR 18 b) PVC DR 18 c) HDPE DR 9 d) PVC DR 25	Town of Ponoka Road ROW	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under Town of Ponoka Road ROW
8	Lateral	Ponoka	39th Avenue Reservoir West (old WTP)	2850	300	2005	PVC DR 18	Town of Ponoka Road ROW	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under Town of Ponoka Road ROW
9	Lateral	Ponoka	Lucas Heights Reservoir (North) - Repurposed	5260 (total) (2410 from 39th Ave to Lucas Heights)	150	1960s (age of pipe)	AC and PVC	Town of Ponoka Road ROW	TBD	Either a new ROW or a shared ROW will be required for Commission access	Commission to confirm access of line under Town of Ponoka Road ROW

Appendix B – Lateral Line Map Book

Article 1: Lateral Line Map Book

North Red Deer River Water Services Commission

Laterals Mapbook

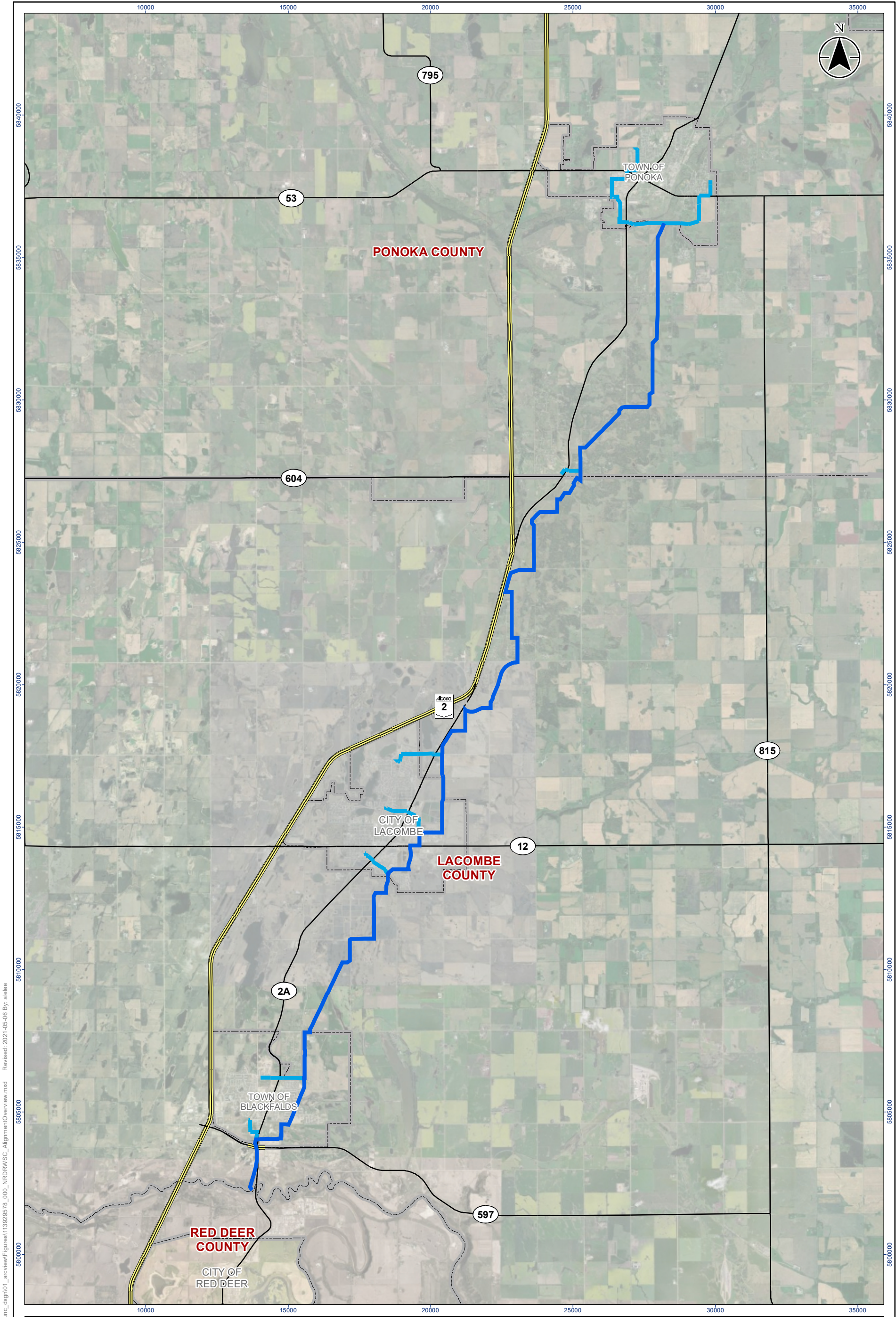
Prepared For:



Prepared By:



Date: March 2021



Stantec



Municipal Boundary



Highway



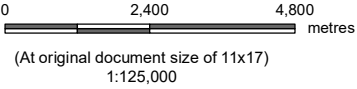
Secondary Highway

NRDRWSC Alignment

Main

Lateral

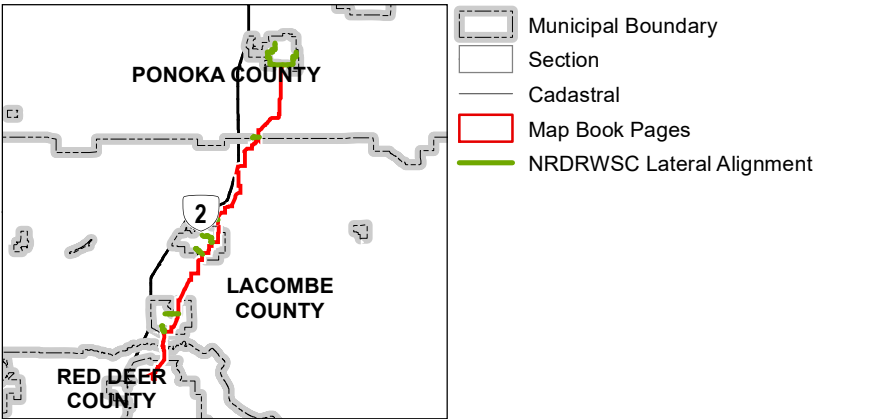
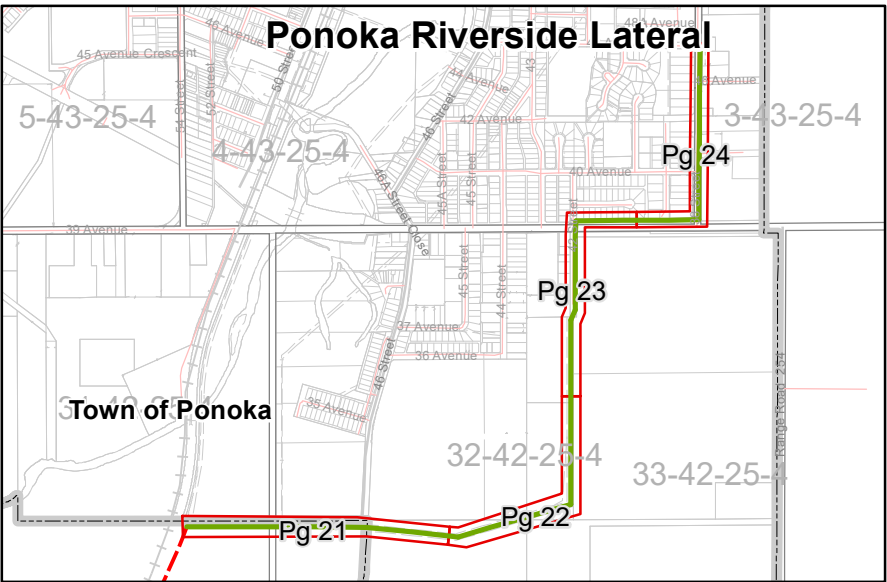
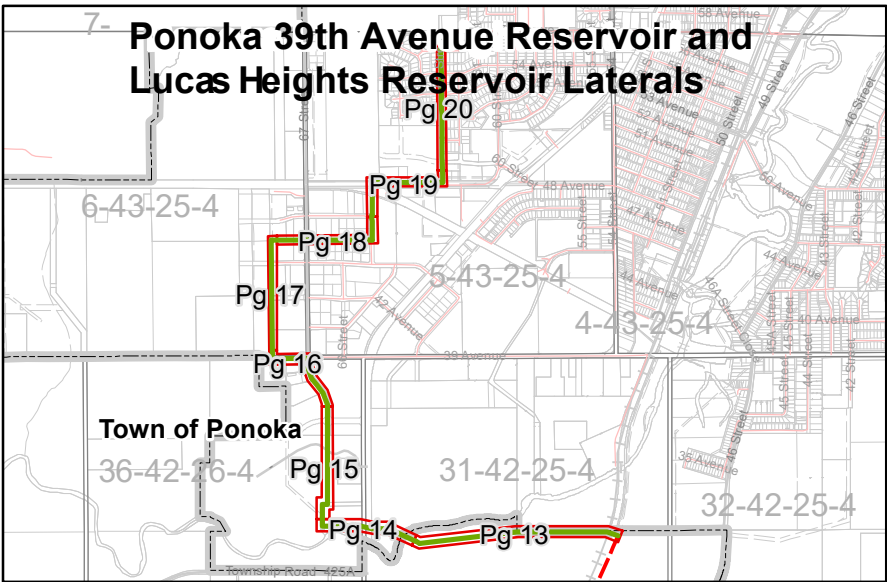
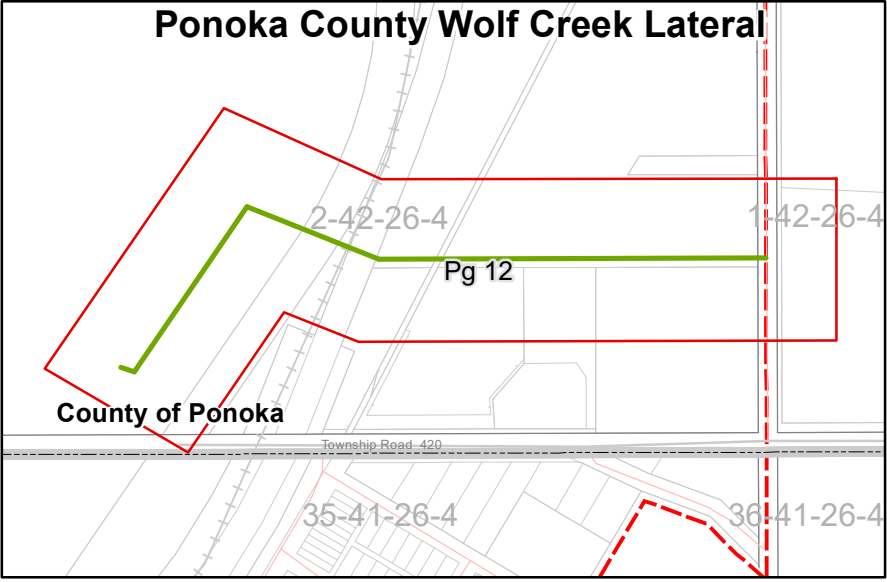
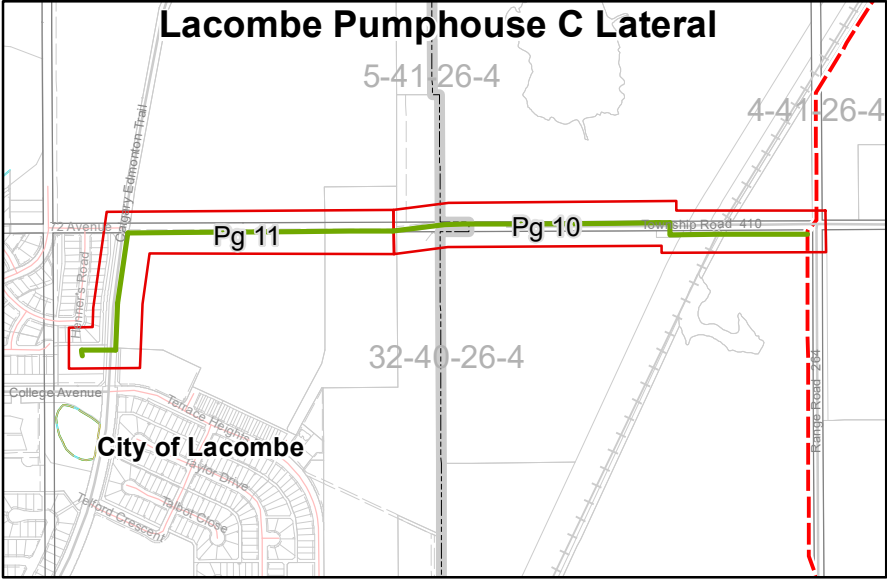
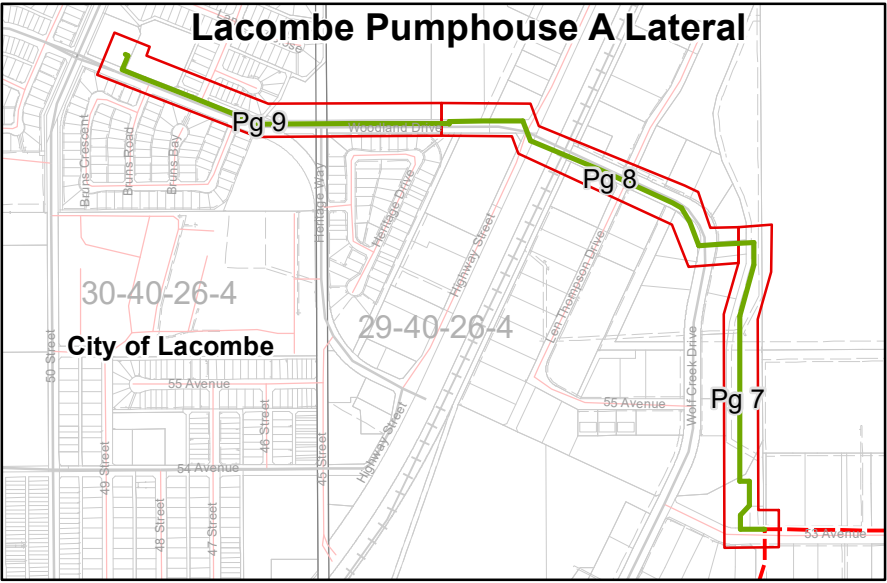
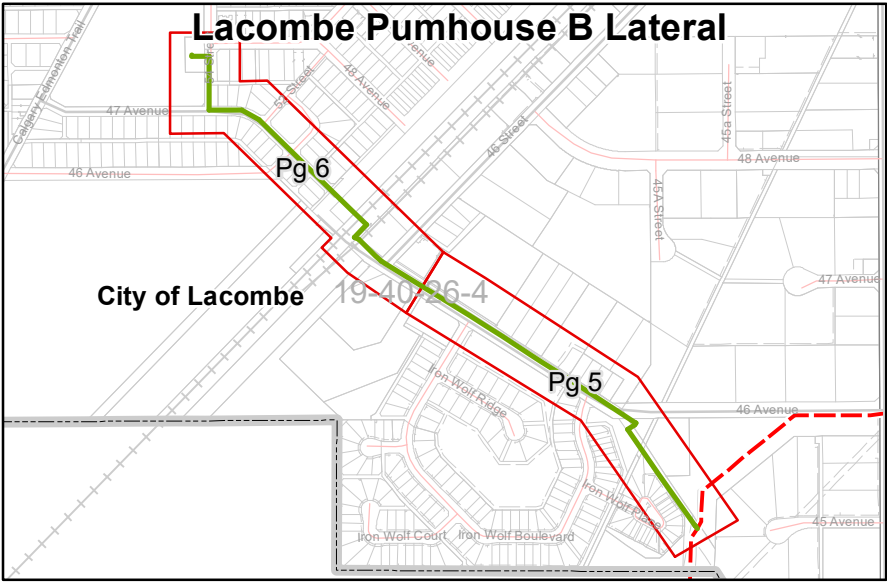
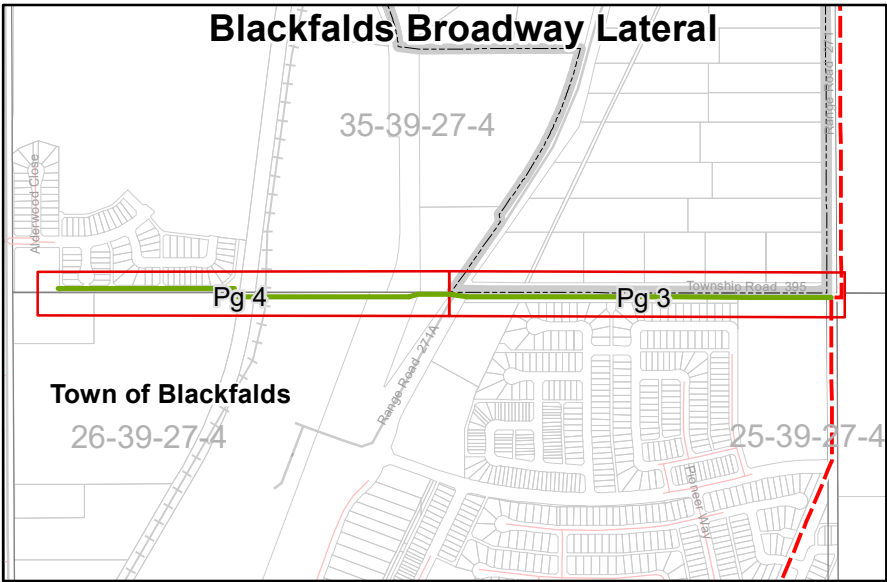
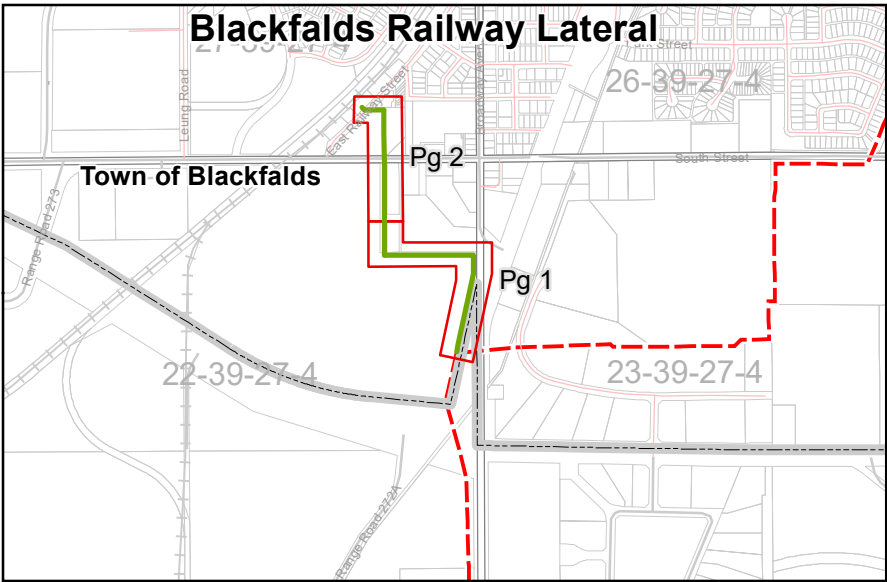
Overview of NRDRWSC Alignment and Laterals



- Notes**
1. Coordinate System: NAD 1983 3TM 114
 2. Data Sources: Stantec Consulting, City of Lacombe, 2005 Lateral Asbuilt drawings 3333.
 3. Background: Source: Esri, Maxar, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

V:\1139\active\113929578\05a_dwg\func_dgn\01_arc\view\Figures\113929578_000_NRDRWSC_Alignment\Overview.mxd Revised: 2021-05-06 By: allee

Disclaimer: This document has been prepared based on information provided by others as cited in the Notes section. Stantec has not verified the accuracy and/or completeness of this information and shall not be responsible for any errors or omissions which may be incorporated herein as a result. Stantec assumes no responsibility for data supplied in electronic format, and the recipient accepts full responsibility for verifying the accuracy and completeness of the data.



- Municipal Boundary
- Section
- Cadastral
- Map Book Pages
- NRDRWSC Lateral Alignment



Project Location
Blackfalds, Lacombe,
Ponoka County, Ponoka

Prepared by ssteenbergen on 2020-12-14
TR by rmullen on 2020-12-15
IR Review by jsawatsky on 2020-12-16

Client/Project
North Red Deer Regional Water Service Commission
NRDRWSC Laterals Asset Management

113929578-001 REVA

Figure No.

Index

Title

NRDRWSC Laterals - Overview

Notes
1. Coordinate System: NAD 1983 3TM 114
2. Data Sources: City of Lacombe, Stantec Consulting Ltd., 2005 Lateral
Asbuilt drawings 3333.

Disclaimer: This document has been prepared based on information provided by others as cited in the Notes section. Stantec has not verified the accuracy and/or completeness of this information and shall not be responsible for any errors or omissions which may be incorporated herein as a result. Stantec assumes no responsibility for data supplied in electronic format, and the recipient accepts full responsibility for verifying the accuracy and completeness of the data.



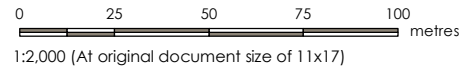
Figure No.
1

Title
**NRDRWSC Laterals Mapbook
Blackfalds Railway Lateral**

Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Blackfalds Railway Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15



- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



- Notes
- Coordinate System: NAD 1983 3TM 114
 - Base features: Stantec Consulting Ltd.
 - Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.





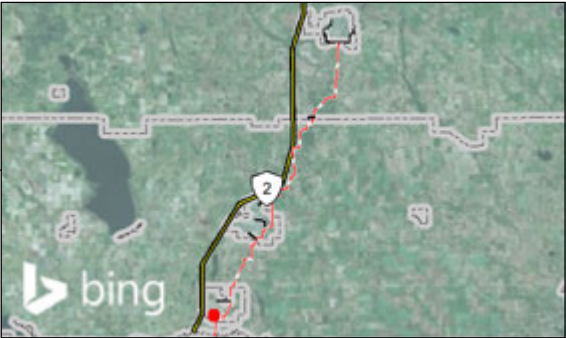
Figure No.
2
Title
NRDRWSC Laterals Mapbook
Blackfalds Railway Lateral

Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Blackfalds Railway Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka
113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:1,500 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s)
reprinted with permission from Microsoft Corporation.



\\Cd1044\work_group\1139\active\113929578\55a_dwg\linc_dgn\01_arcview\figures\113929578-002_NRDWSC_Laterals_Mapbook_ALL_PAGES.mxd Revised: 2021-03-10 By: delete



Figure No.
3

Title
**NRDRWSC Laterals Mapbook
Blackfalds Broadway Lateral**

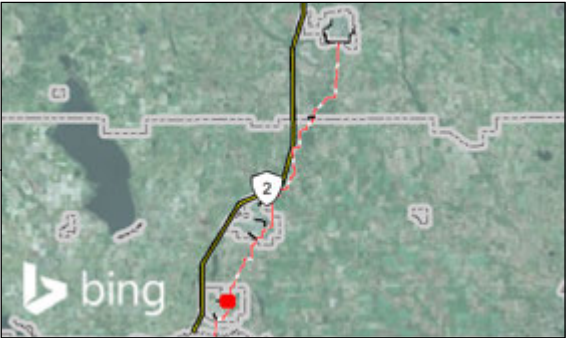
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Blackfalds Broadway Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,800 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes

- Coordinate System: NAD 1983 3TM 114
- Base features: Stantec Consulting Ltd.
- Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



Service Layer © 2021 Microsoft Corporation © 2021 Maxar © CNES (2021) Distribution Airbus DS
© 2021 Microsoft Corporation Earthstar Geographics SIO

Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.



Figure No.
4

Title
**NRDRWSC Laterals Mapbook
Blackfalds Broadway Lateral**

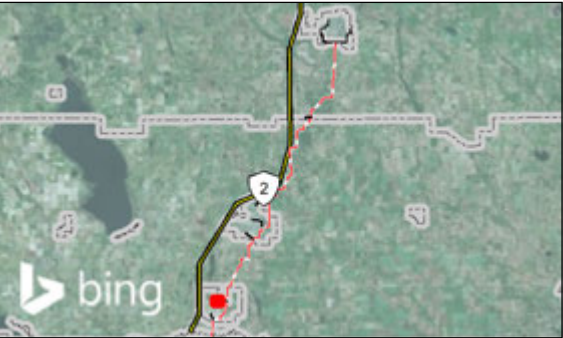
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Blackfalds Broadway Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:3,000 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes

- Coordinate System: NAD 1983 3TM 114
- Base features: Stantec Consulting Ltd.
- Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



\\Cd\044\work_group\113929578\05a_dwg\linc_dgn\01_arcview\figures\113929578-002_NRDRWSC_Laterals_Mapbook_ALL_PAGES.mxd Revised: 2021-03-10 By: delee

Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.



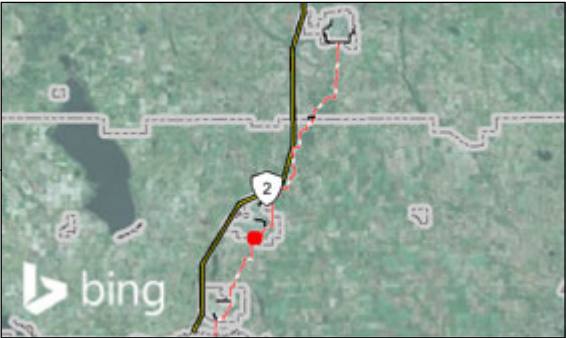
Figure No. **5**
Title
NRDRWSC Laterals Mapbook
Lacombe Pumphouse B Lateral

Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Lacombe Pumphouse B Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka
113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,400 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s)
reprinted with permission from Microsoft Corporation.





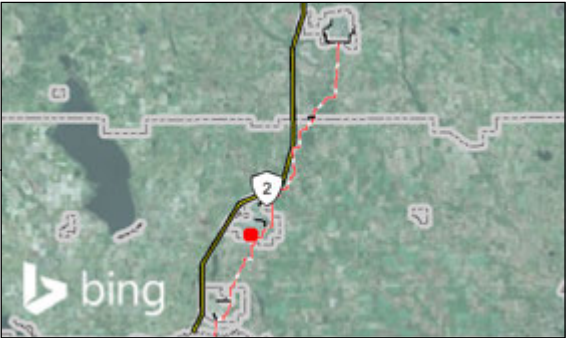
Figure No.
6
Title
**NRDRWSC Laterals Mapbook
Lacombe Pumphouse B Lateral**

Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Lacombe Pumphouse B Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka
113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,200 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s)
reprinted with permission from Microsoft Corporation.



\\Cd\044\04\work_group\1139\active\113929578\05a_dwg\lmc_dgn\01_arcview\figures\113929578-002_NRDWSC_Laterals_Mapbook_ALL_PAGES.mxd Revised: 2021-03-10 By: delese



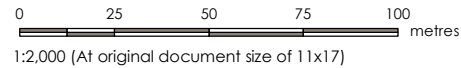
Figure No.
7

Title
**NRDRWSC Laterals Mapbook
Lacombe Pumphouse A Lateral**

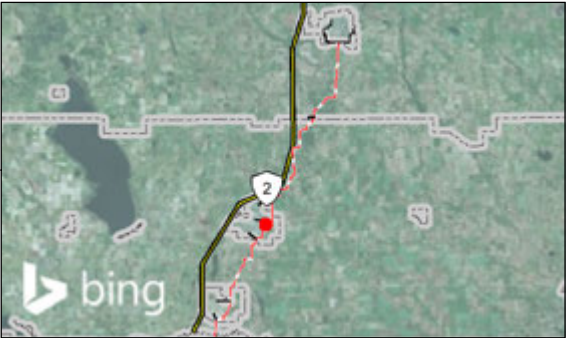
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Lacombe Pumphouse A Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15



- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



- Notes
- Coordinate System: NAD 1983 3TM 114
 - Base features: Stantec Consulting Ltd.
 - Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



Service Layer © 2021 Microsoft Corporation © 2021 Maxar © CNES (2021) Distribution Airbus DS
© 2021 Microsoft Corporation Earthstar Geographics SIO

Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.

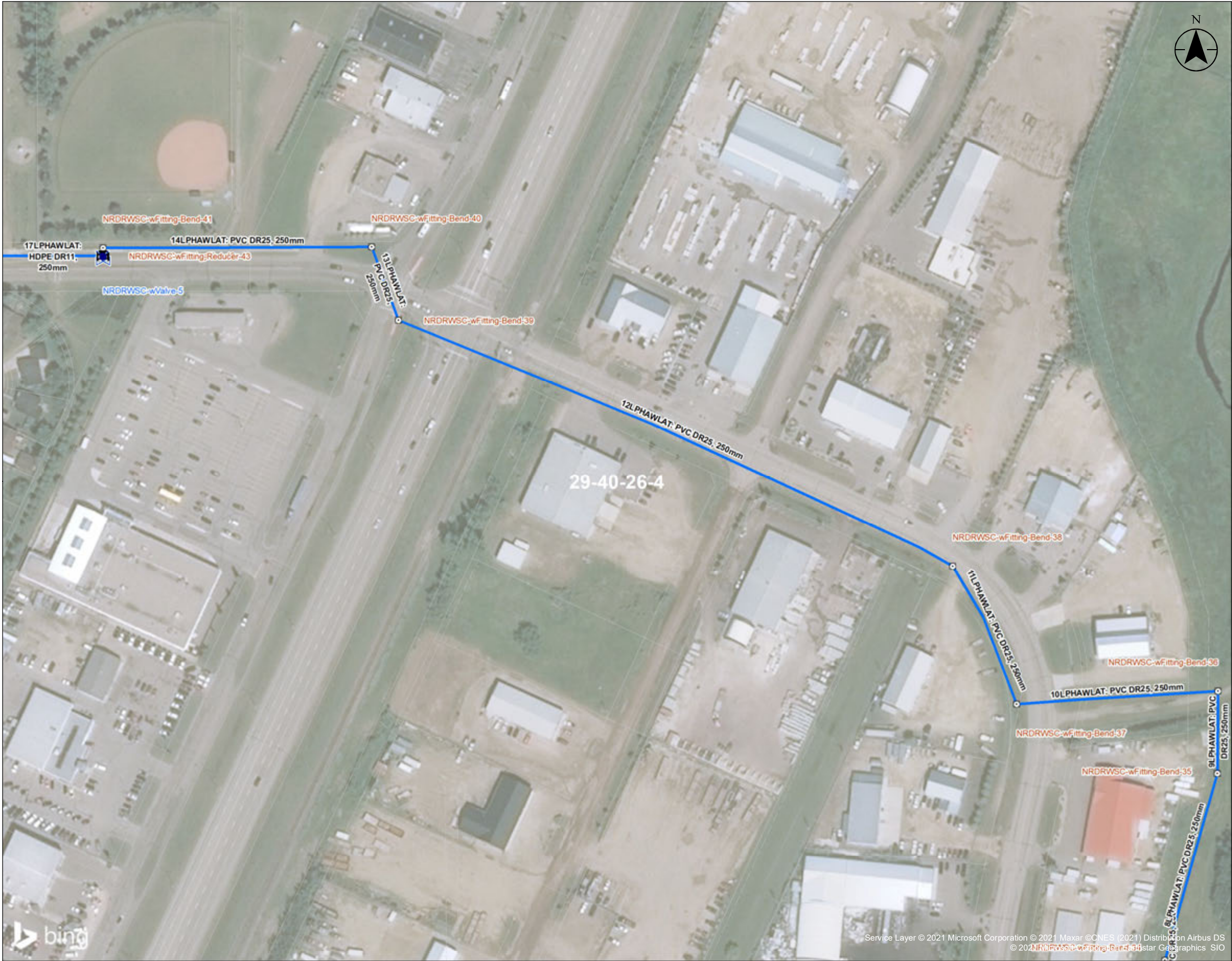


Figure No.
8

Title
**NRDRWSC Laterals Mapbook
Lacombe Pumphouse A Lateral**

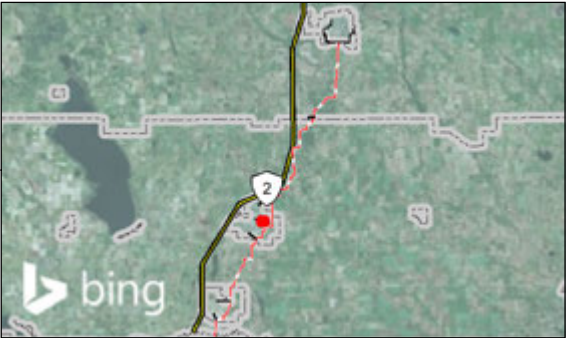
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Lacombe Pumphouse A Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,000 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s)
reprinted with permission from Microsoft Corporation.



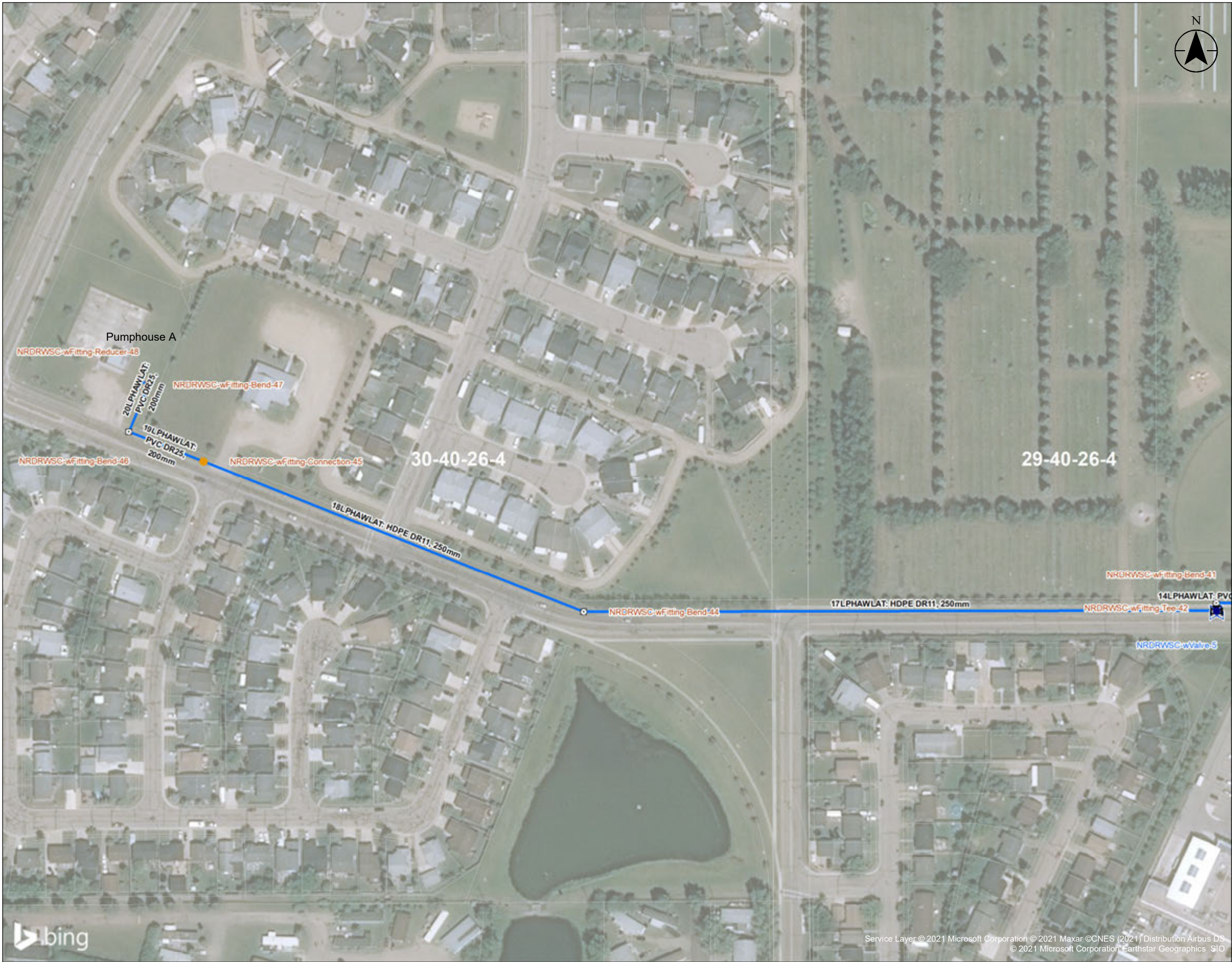


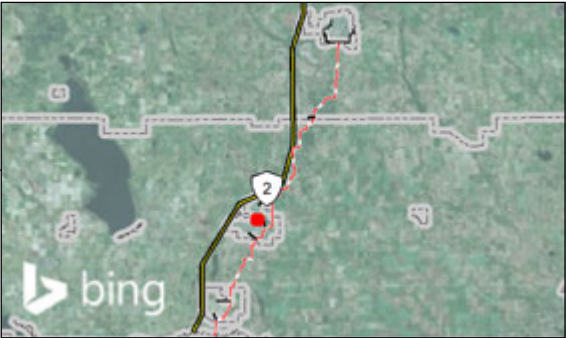
Figure No.
9
Title
**NRDRWSC Laterals Mapbook
Lacombe Pumphouse A Lateral**

Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Lacombe Pumphouse A Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka
113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,200 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s)
reprinted with permission from Microsoft Corporation.





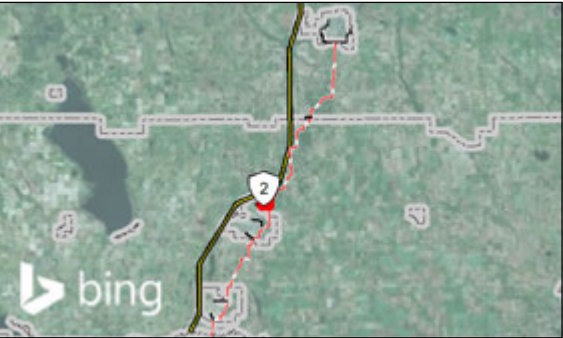
Figure No. 10
Title
NRDRWSC Laterals Mapbook
Lacombe Pumphouse C Lateral

Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Lacombe Pumphouse C Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka
113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:3,500 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s)
reprinted with permission from Microsoft Corporation.





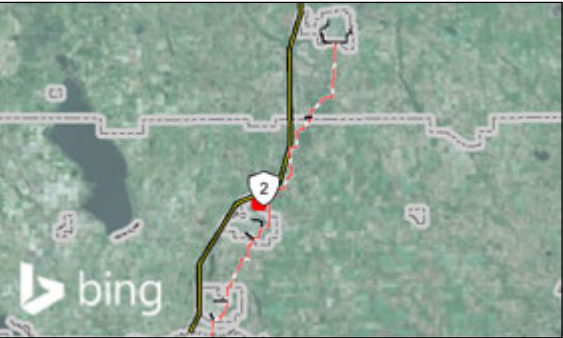
Figure No. 11
Title
NRDRWSC Laterals Mapbook
Lacombe Pumphouse C Lateral

Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Lacombe Pumphouse C Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka
113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,500 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s)
reprinted with permission from Microsoft Corporation.



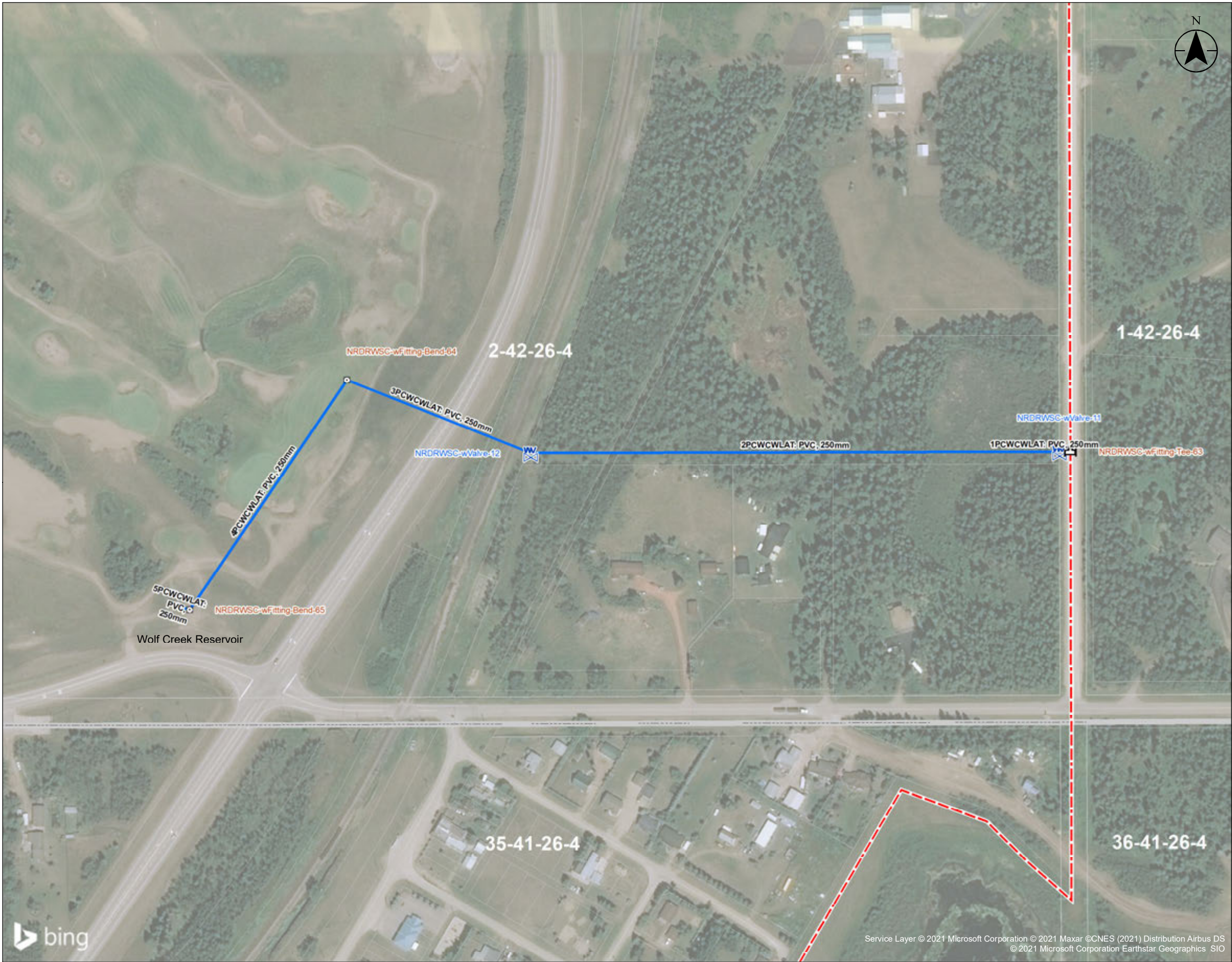


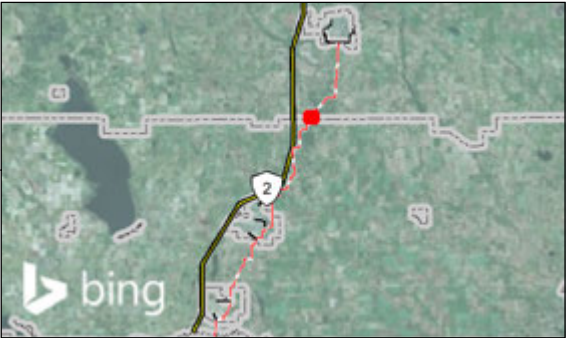
Figure No.
12
Title
NRDRWSC Laterals Mapbook
Ponoka County Wolf Creek Lateral

Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka County Wolf Creek Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka
113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:3,000 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s)
reprinted with permission from Microsoft Corporation.



\\C:\044-6A\work_group\1139\active\113929578\036_dwg1_line_dgn\01_arcview\Figures\113929578-002_NRDWSC_Laterals_Mapbook_Ponoka_Lucas_Heights.mxd Revised: 2021-03-10 By: delete



Figure No.
13

Title
**NRDRWSC Laterals Mapbook
Ponoka Lucas Heights Lateral**

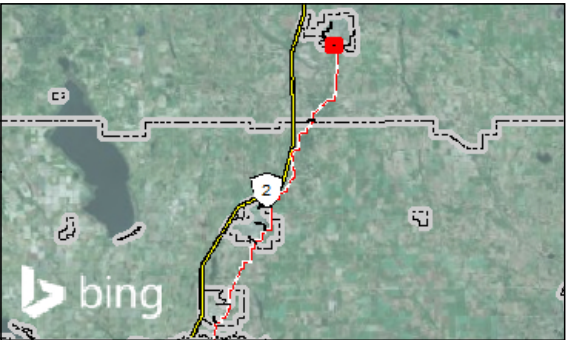
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Lucas Heights Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

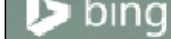
113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:4,000 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



- Notes
- Coordinate System: NAD 1983 3TM 114
 - Base features: Stantec Consulting Ltd.
 - Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



Service Layer © 2021 Microsoft Corporation © 2021 Maxar ©CNES (2021) Distribution Airbus DS © 2021 Microsoft Corporation Earthstar Geographics SIO

Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.



Figure No.

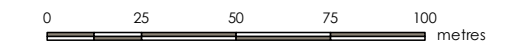
14

NRDRWSC Laterals Mapbook
Ponoka Lucas Heights Lateral








Client/Project

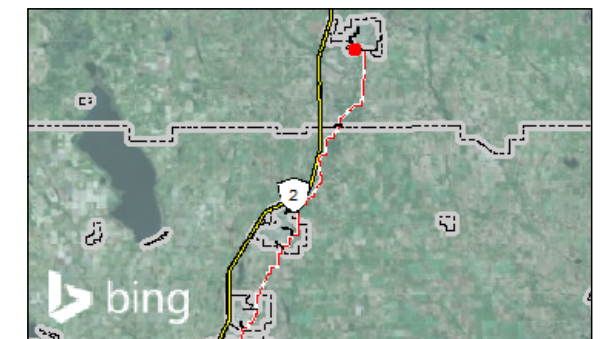
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Lucas Heights Lateral

Project Location	113929578-001
Town of Blackfalds, City of Lacombe, County of Ponoka, Town of Ponoka	Prepared by steenbergen on 2020-12-14 Revised by steenbergen on 2020-12-16 Independent Review by mullen on 2020-12-15



1:2,000 (At original document size of 11x17)

-  NRDRWSC Main Alignment
-  NRDRWSC Lateral
-  Bend
-  Connection
-  Reducer
-  Tee
-  Water Valve



Notes

1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



Service Layer © 2021 Microsoft Corporation © 2021 Maxar © CNES (2021) Distribution Airbus DS
© 2021 Microsoft Corporation Earthstar Geographics SIO

Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.

\\C:\044\6A\work_group\1139\active\113929578\036_dwg1_line_dgn\01_arcview\Figures\113929578-002_NRDRWSC_Laterals_Mapbook_Ponoka_Lucas_Heights.mxd Revised: 2021-03-10 By: delete



Service Layer © 2021 Microsoft Corporation © 2021 Maxar ©CNES (2021) Distribution Airbus DS
© 2021 Microsoft Corporation Earthstar Geographics SIO

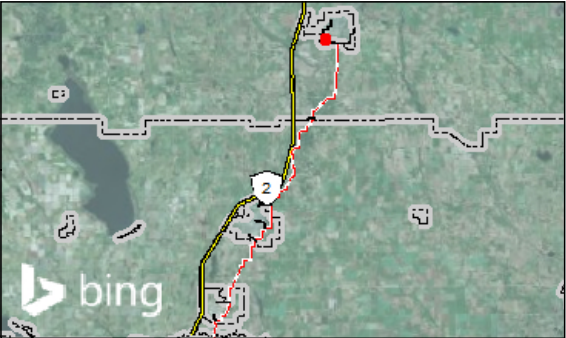
Figure No.
15
Title
**NRDRWSC Laterals Mapbook
Ponoka Lucas Heights Lateral**

Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Lucas Heights Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka
113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,000 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s)
reprinted with permission from Microsoft Corporation.



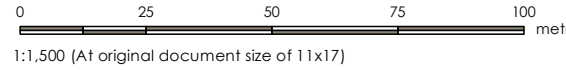
Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.



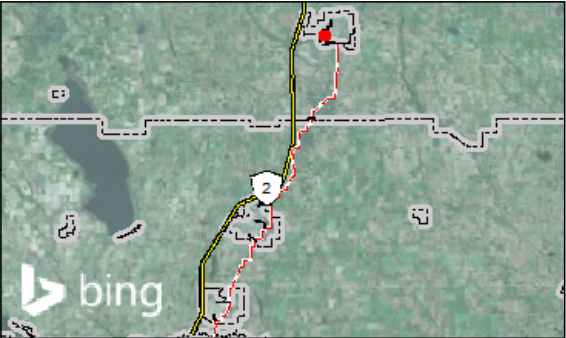
Figure No. 16
Title NRDRWSC Laterals Mapbook
Ponoka Lucas Heights Lateral

Client/Project North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Lucas Heights Lateral

Project Location 113929578-001
Town of Blackfalds, City of Lacombe, County of Ponoka, Town of Ponoka
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15



- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes
1. Coordinate System: NAD 1983 3TM 114
2. Base features: Stantec Consulting Ltd.
3. Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.





Figure No.
17

Title
**NRDRWSC Laterals Mapbook
Ponoka Lucas Heights Lateral**

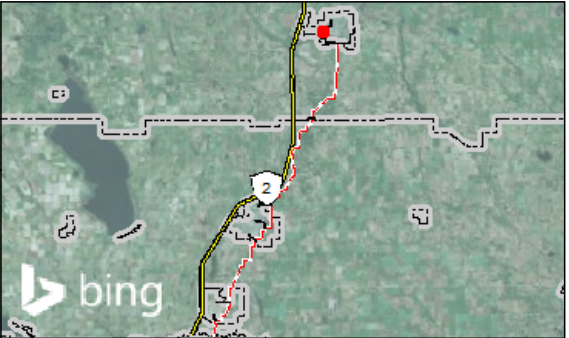
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Lucas Heights Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,000 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes

- Coordinate System: NAD 1983 3TM 114
- Base features: Stantec Consulting Ltd.
- Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



\\C:\044\RA\work_group\1139\active\113929578\036_dwg\line_dgn\01_screens\Figures\113929578-002_NRDWSC_Laterals_Mapbook_Ponoka_Lucas_Heights.mxd Revised: 2021-03-10 By: dalee



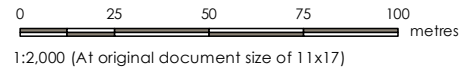
Figure No. **18**

Title
**NRDRWSC Laterals Mapbook
Ponoka Lucas Heights Lateral**

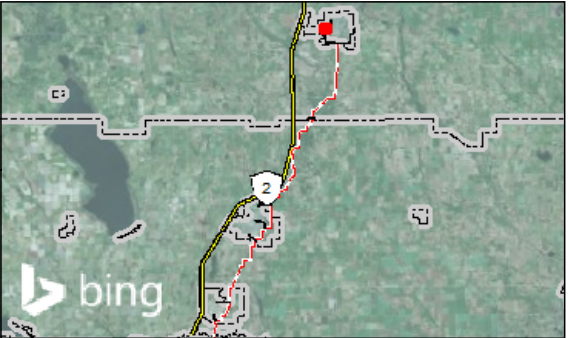
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Lucas Heights Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15



- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



- Notes
- Coordinate System: NAD 1983 3TM 114
 - Base features: Stantec Consulting Ltd.
 - Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.



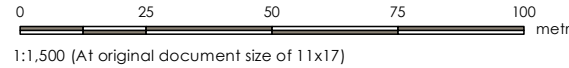
Figure No.
19

Title
**NRDRWSC Laterals Mapbook
Ponoka Lucas Heights Lateral**

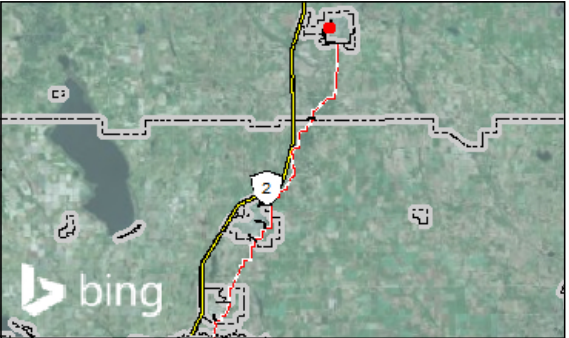
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Lucas Heights Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15



- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes

- Coordinate System: NAD 1983 3TM 114
- Base features: Stantec Consulting Ltd.
- Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



\\C:\044\6A\work_group\1139\active\113929578\036_dwg\line_dgn\01_arcview\Figures\113929578-002_NRDWSC_Laterals_Mapbook_Ponoka_Lucas_Heights.mxd Revised: 2021-03-10 By: delee



Figure No.
20

Title
**NRDRWSC Laterals Mapbook
Ponoka Lucas Heights Lateral**

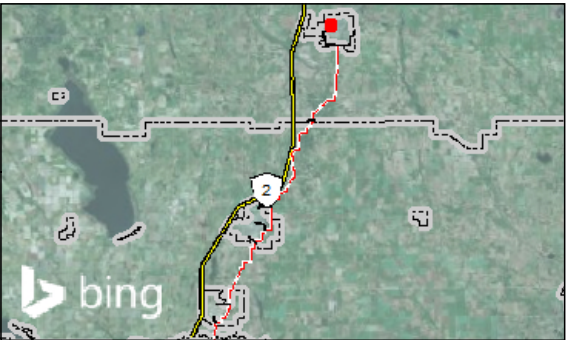
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Lucas Heights Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,500 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes

- Coordinate System: NAD 1983 3TM 114
- Base features: Stantec Consulting Ltd.
- Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



Service Layer © 2021 Microsoft Corporation © 2021 Maxar ©CNES (2021) Distribution Airbus DS
© 2021 Microsoft Corporation Earthstar Geographics SIO

Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.



Figure No.
21

Title
**NRDRWSC Laterals Mapbook
Ponoka Riverside Lateral**

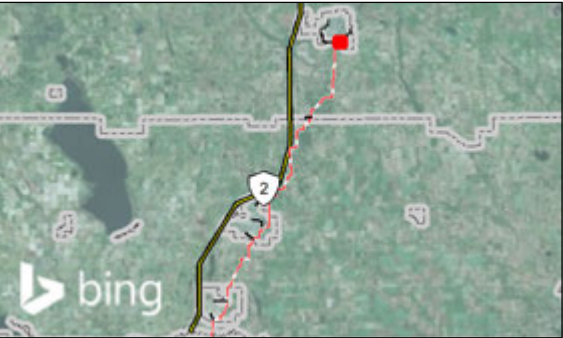
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Riverside Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:3,000 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



Notes

- Coordinate System: NAD 1983 3TM 114
- Base features: Stantec Consulting Ltd.
- Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.





Figure No.
22

Title
**NRDRWSC Laterals Mapbook
Ponoka Riverside Lateral**

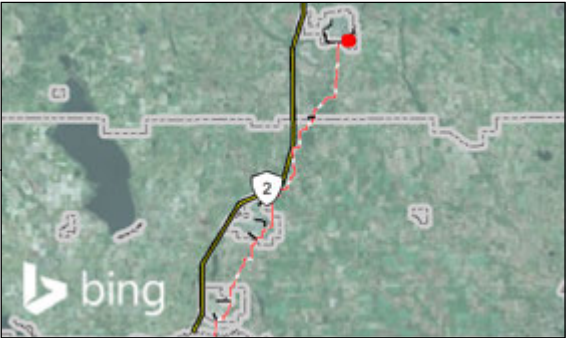
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Riverside Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15

0 25 50 75 100 metres
1:2,200 (At original document size of 11x17)

- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



- Notes
- Coordinate System: NAD 1983 3TM 114
 - Base features: Stantec Consulting Ltd.
 - Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



Service Layer © 2021 Microsoft Corporation © 2021 Maxar ©CNES (2021) Distribution Airbus DS
© 2021 Microsoft Corporation Earthstar Geographics SIO

Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.

\\Cd1044104\work_group\1139\active\113929578\55a_dwg\linc_dgn\01_arcview\figures\113929578-002_NRDRWSC_Laterals_Mapbook_ALL_PAGES.mxd Revised: 2021-03-10 By: deleee

\\Cd\044\04\work_group\1139\active\113929578\05a_dwg\linc_dgn\01_arcview\Figures\113929578-002_NRDWSC_Laterals_Mapbook_ALL_PAGES.mxd Revised: 2021-03-10 By: delee



Service Layer © 2021 Microsoft Corporation © 2021 Maxar ©CNES (2021) Distribution Airbus DS
© 2021 Microsoft Corporation Earthstar Geographics SIO

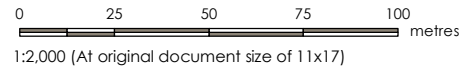
Figure No.
23

Title
**NRDRWSC Laterals Mapbook
Ponoka Riverside Lateral**

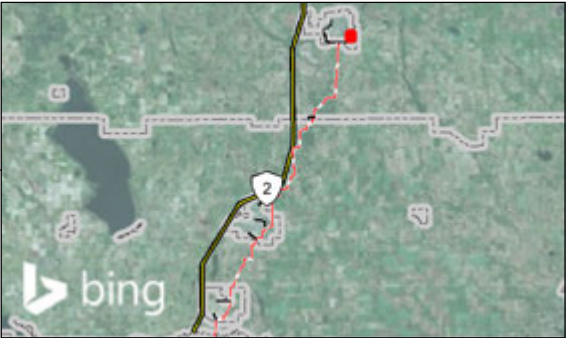
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Riverside Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15



- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



- Notes
- Coordinate System: NAD 1983 3TM 114
 - Base features: Stantec Consulting Ltd.
 - Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



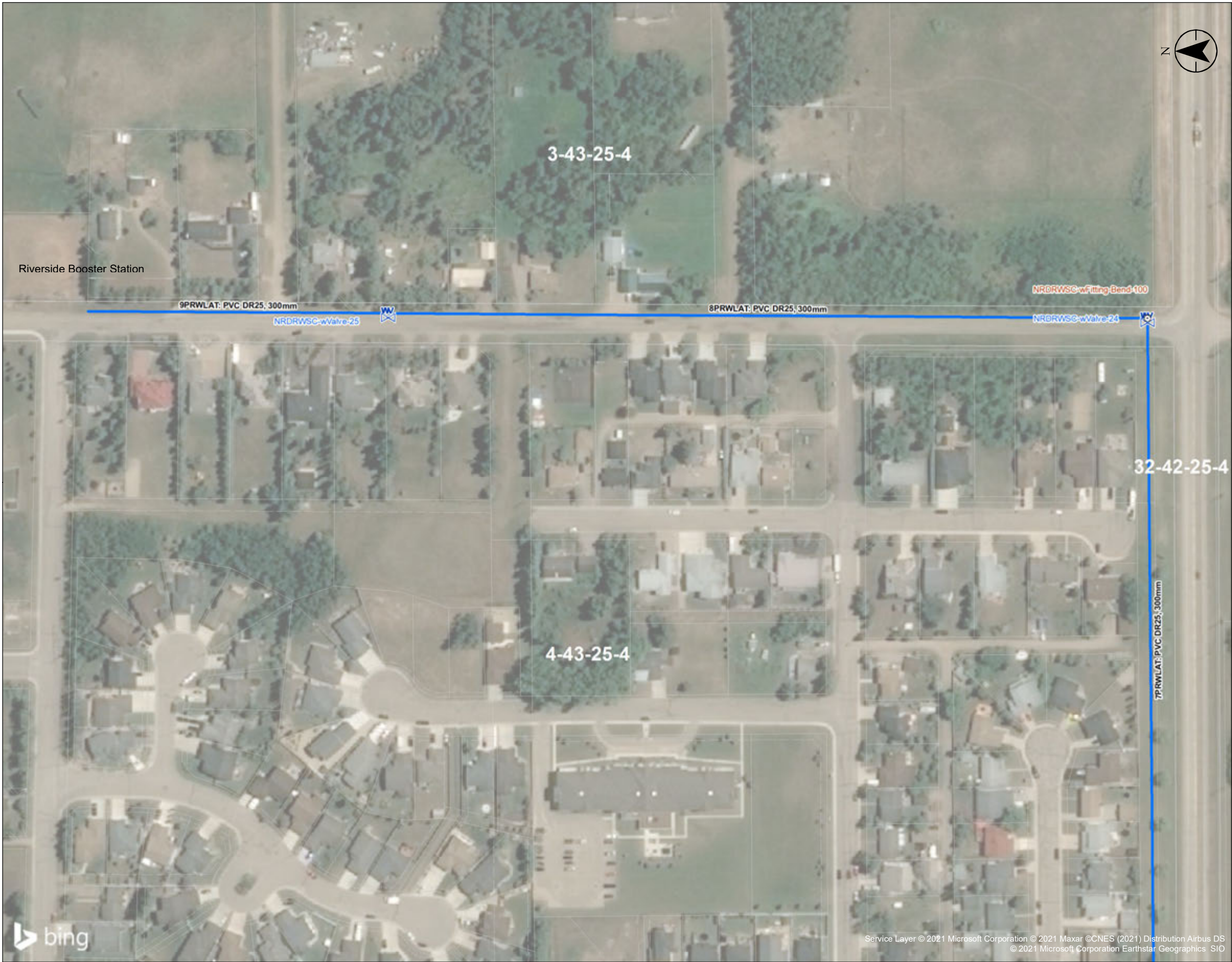


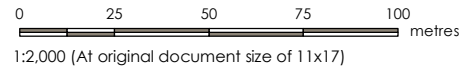
Figure No.
24

Title
**NRDRWSC Laterals Mapbook
Ponoka Riverside Lateral**

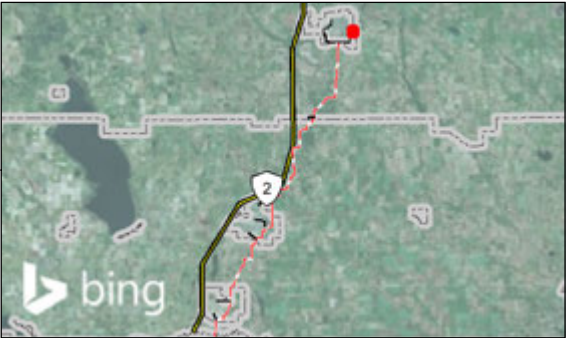
Client/Project
North Red Deer Water Services Commission
NRDRWSC Laterals Asset Management
Ponoka Riverside Lateral

Project Location
Town of Blackfalds, City of Lacombe,
County of Ponoka, Town of Ponoka

113929578-001
Prepared by ssteenbergen on 2020-12-14
Revised by ssteenbergen on 2020-12-16
Independent Review by rmullen on 2020-12-15



- NRDRWSC Main Alignment
- NRDRWSC Lateral
- Bend
- Connection
- Reducer
- Tee
- Water Valve



- Notes
- Coordinate System: NAD 1983 3TM 114
 - Base features: Stantec Consulting Ltd.
 - Imagery: Microsoft product screenshot(s) reprinted with permission from Microsoft Corporation.



\\Cd\044\04\work_group\1139\active\113929578\05a_dwg\linc_dgn\01_arcview\figures\113929578-002_NRDRWSC_Laterals_Mapbook_ALL_PAGES.mxd Revised: 2021-03-10 By: delea

Service Layer © 2021 Microsoft Corporation © 2021 Maxar ©CNES (2021) Distribution Airbus DS
© 2021 Microsoft Corporation Earthstar Geographics SIO

Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.

NRDRWSC - Asset Database for Laterals

														Governing Body: NRDRWSC		
														Asset Pool: Regional Waterline		
IDENTIFIER & LOCATION DATA						ATTRIBUTE DATA								ROW DATA		
CityWide Asset ID	Coordinated ID	Unique ID / Import ID	Street Name Municipality	Node From	Node To	Pipe Material	Diameter (mm)	Length (m)	Type	Soil Type	Bury Depth (m)	Road Class	Install Year	ROW Ownership	ROW Notes	Comments
WolfCreek		2PCWCWLAT	Ponoka County	NRDRWSC-wValve-11	NRDRWSC-wValve-12	PVC	250	402	Water Lateral				<Null>	Data Missing	Data Missing	Based on Stantec Regional Water Connection Acquisition Plan - Option 3
WolfCreek		4PCWCWLAT	Ponoka County	NRDRWSC-wFitting-Bend-64	NRDRWSC-wFitting-Bend-65	PVC	250	211	Water Lateral				<Null>	Data Missing	Data Missing	Based on Stantec Regional Water Connection Acquisition Plan - Option 3
WolfCreek		3PCWCWLAT	Ponoka County	NRDRWSC-wValve-12	NRDRWSC-wFitting-Bend-64	PVC	250	150	Water Lateral				<Null>	Data Missing	Data Missing	Based on Stantec Regional Water Connection Acquisition Plan - Option 3
WolfCreek		5PCWCWLAT	Ponoka County	NRDRWSC-wFitting-Bend-65	Wolf Creek Reservoir	PVC	250	15	Water Lateral				<Null>	Data Missing	Data Missing	Based on Stantec Regional Water Connection Acquisition Plan - Option 3
WolfCreek		1PCWCWLAT	Ponoka County	NRDRWSC-wFitting-Tee-63	NRDRWSC-wValve-11	PVC	250	8	Water Lateral				<Null>	Data Missing	Data Missing	Based on Stantec Regional Water Connection Acquisition Plan - Option 3
PonokaRiverside		8PRWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-100	NRDRWSC-wValve-25	PVC DR25	300	384	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	<Null>
PonokaRiverside		1PRWLAT	Town of Ponoka	NRDRWSC-wValve-23	NRDRWSC-wFitting-Bend-94	PVC DR25	300	571	Water Lateral				1/1/2005	NRDRWSC	Either a new ROW or a shared ROW will be required for Commission access	<Null>
PonokaRiverside		2PRWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-94	NRDRWSC-wFitting-Bend-95	PVC DR25	300	292	Water Lateral				1/1/2005	NRDRWSC	Either a new ROW or a shared ROW will be required for Commission access	<Null>
PonokaRiverside		3PRWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-95	NRDRWSC-wFitting-Bend-96	PVC DR25	300	372	Water Lateral				1/1/2005	NRDRWSC	Either a new ROW or a shared ROW will be required for Commission access	<Null>
PonokaRiverside		4PRWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-96	NRDRWSC-wFitting-Bend-97	PVC DR25	300	584	Water Lateral				1/1/2005	NRDRWSC	Either a new ROW or a shared ROW will be required for Commission access	<Null>
PonokaRiverside		5PRWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-97	NRDRWSC-wFitting-Bend-98	PVC DR25	300	35	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	<Null>
PonokaRiverside		6PRWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-98	NRDRWSC-wFitting-Bend-99	PVC DR25	300	283	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	<Null>
PonokaRiverside		7PRWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-99	NRDRWSC-wFitting-Bend-100	PVC DR25	300	390	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	<Null>
PonokaRiverside		9PRWLAT	Town of Ponoka	NRDRWSC-wValve-25	<Null>	PVC DR25	300	152	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	Connection to Reservoir or Plugged?
PonokaLucas		1PLWLAT	Town of Ponoka	NRDRWSC Main Line	NRDRWSC-wFitting-Bend-66	PVC	300	60	Water Lateral				1/1/2004	NRDRWSC	Cased under Canadian Pacific Railway	DWG 3333-3-110
PonokaLucas		2PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-66	NRDRWSC-wFitting-Bend-67	PVC DR18	300	476	Water Lateral				1/1/2004	NRDRWSC	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-110
PonokaLucas		3PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-67	NRDRWSC-wFitting-Bend-68	PVC DR18	300	519	Water Lateral				1/1/2004	NRDRWSC		DWG 3333-3-111
PonokaLucas		5PLWLAT	Town of Ponoka	HDD 300mm PVC DR18 to 400mm HDPE DR9 transition	HDD 400mm DR9 to 300mm DR18 transition	HDPE DR9	400	148	Water Lateral				1/1/2004	NRDRWSC		DWG 3333-3-111; Battle River Crossing, 148m HDD
PonokaLucas		4PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-68	HDD 300mm PVC DR18 to 400mm HDPE DR9 transition	PVC DR18	300	19	Water Lateral				1/1/2004	NRDRWSC	<Null>	DWG 3333-3-111
PonokaLucas		6PLWLAT	Town of Ponoka	HDD 400mm DR9 to 300mm DR18 transition	NRDRWSC-wFitting-Bend-69	PVC DR18	300	19	Water Lateral				1/1/2004	NRDRWSC	<Null>	DWG 3333-3-111
PonokaLucas		7PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-69	NRDRWSC-wFitting-Bend-70	PVC DR18	300	84	Water Lateral				1/1/2004	NRDRWSC	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-111
PonokaLucas		8PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-70	NRDRWSC-wFitting-Bend-71	PVC DR18	300	61	Water Lateral				1/1/2004	Highway 2A ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-111; HWY 2A crossing with casing around pipe.
PonokaLucas		9PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-71	NRDRWSC-wFitting-Bend-72	PVC DR18	300	203	Water Lateral				1/1/2004	NRDRWSC ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-112
PonokaLucas		10PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-72	NRDRWSC-wFitting-Bend-73	PVC DR18	300	117	Water Lateral				1/1/2004	NRDRWSC ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-112
PonokaLucas		11PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-73	NRDRWSC-wFitting-Bend-74	PVC DR18	300	26	Water Lateral				1/1/2005	NRDRWSC ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-112
PonokaLucas		12PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-74	Transition from 300mm PVC DR18 to 400mm HDPE DR9	PVC DR18	300	238	Water Lateral				1/1/2005	NRDRWSC ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-112
PonokaLucas		13PLWLAT	Town of Ponoka	Transition from 300mm PVC DR18 to 400mm HDPE DR9	Transition from 400mm HDPE DR9 to 300mm PVC DR18	HDPE DR9	400	140	Water Lateral				1/1/2005	NRDRWSC ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-112; HDD Section
PonokaLucas		14PLWLAT	Town of Ponoka	Transition from 400mm HDPE DR9 to 300mm PVC DR18	NRDRWSC-wFitting-Bend-75	PVC DR18	300	214	Water Lateral				1/1/2005	NRDRWSC ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-112 - slight bend
PonokaLucas		15PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-75	NRDRWSC-wFitting-Bend-76	PVC DR18	300	100	Water Lateral				1/1/2004	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113
PonokaLucas		16PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-76	NRDRWSC-wFitting-Bend-77	PVC DR18	300	64	Water Lateral				1/1/2004	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113
PonokaLucas		17PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-77	NRDRWSC-wFitting-Bend-78	PVC DR18	300	43	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113
PonokaLucas		18PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-78	NRDRWSC-wFitting-Tee-79	PVC DR18	300	172	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113 Detail 3J
PonokaLucas		19PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Tee-79	Meter Vault	PVC DR18	300	20	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113 Detail 3J
PonokaLucas		20PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Tee-79	NRDRWSC-wFitting-Bend-81	PVC	200	13	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113 Detail 3J
PonokaLucas		21PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-81	NRDRWSC-wValve-13	PVC	200	2	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113 Detail 3J
PonokaLucas		22PLWLAT	Town of Ponoka	NRDRWSC-wValve-13	NRDRWSC-wFitting-Tee-82	PVC	200	2	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113 Detail 3J
PonokaLucas		23PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Tee-82	Existing 200mm Well Line	PVC	200	2	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113 Detail 3J
PonokaLucas		24PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Tee-82	NRDRWSC-wValve-14	PVC	200	2	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113 Detail 3J
PonokaLucas		25PLWLAT	Town of Ponoka	NRDRWSC-wValve-14	Existing 200mm Well Line	PVC	200	1	Water Lateral				1/1/2005	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-113 Detail 3J
PonokaLucas		26PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-83	NRDRWSC-wFitting-Bend-84		<Null>	623	Water Lateral				<Null>	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	Based on Ponoka Utilities Mapbook. Existing Water line. Unknown install date, diameter and material.
PonokaLucas		27PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-84	NRDRWSC-wFitting-Bend-85		<Null>	221	Water Lateral				<Null>	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	Based on Ponoka Utilities Mapbook. Existing Water line.
PonokaLucas		28PLWLAT	Town of Ponoka	NRDRWSC-wFitting-Bend-85	NRDRWSC-wFitting-Bend-86		<Null>	18	Water Lateral				<Null>	Town of Ponoka Road ROW	Either a new ROW or a shared ROW will be required for Commission access	Based on Ponoka Utilities Mapbook. Existing Water line.

IDENTIFIER & LOCATION DATA						ATTRIBUTE DATA								ROW DATA		
City/Wide Asset ID	Coordinated ID	Unique ID / Import ID	Street Name Municipality	Node From	Node To	Pipe Material	Diameter (mm)	Length (m)	Type	Soil Type	Bury Depth (m)	Road Class	Install Year	ROW Ownership	ROW Notes	Comments
LacombePHA		8LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-34	NRDRWSC-wFitting-Bend-35	PVC DR25	250	98	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-106
LacombePHA		9LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-35	NRDRWSC-wFitting-Bend-36	PVC DR25	250	42	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-106
LacombePHA		10LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-36	NRDRWSC-wFitting-Bend-37	PVC DR25	250	102	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-106
LacombePHA		11LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-37	NRDRWSC-wFitting-Bend-38	PVC DR25	250	77	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-107 - pipe curve
LacombePHA		12LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-38	NRDRWSC-wFitting-Bend-39	PVC DR25	250	307	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-107
LacombePHA		13LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-39	NRDRWSC-wFitting-Bend-40	PVC DR25	250	40	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-107
LacombePHA		14LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-40	NRDRWSC-wFitting-Bend-41	PVC DR25	250	136	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-107 detail 3L
LacombePHA		15LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-41	NRDRWSC-wFitting-Tee-42	PVC DR25	250	4	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-107 detail 3L
LacombePHA		16LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Tee-42	Connection to Existing 150mm waterline	PVC	150	1	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-107 detail 3L
LacombePHA		18LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-44	NRDRWSC-wFitting-Connection-45	HDPE DR11	250	228	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-108 - End of Pipe Burst Section
LacombePHA		20LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-46	NRDRWSC-wFitting-Bend-47	PVC DR25	200	28	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-108
LacombePHA		19LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Connection-45	NRDRWSC-wFitting-Bend-46	PVC DR25	200	45	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-108
LacombePHA		21LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-47	NRDRWSC-wFitting-Reducer-48	PVC DR25	200	6	Water Lateral				<Null>	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-108 Detail 3F
LacombePHA		22LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Reducer-48	Tie into Pumphouse A	PVC DR25	150	1	Water Lateral				<Null>	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-108 Detail 3F
LacombePHA		3LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-33	NRDRWSC-wFitting-Bend-59	PVC DR25	250	26	Water Lateral				1/1/2004	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-108: Williams Engineering Site Instructions #1 2015
LacombePHA		4LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-59	NRDRWSC-wFitting-Bend-60	PVC	250	25	Water Lateral				1/1/2015	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-108: Williams Engineering Site Instructions #1 2015
LacombePHA		5LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-60	NRDRWSC-wFitting-Bend-61	PVC	250	45	Water Lateral				1/1/2015	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-106: Williams Engineering Site Instructions #1 2015
LacombePHA		6LPHAWLAT	City of Lacombe	NRDRWSC-wFitting-Bend-61	NRDRWSC-wFitting-Bend-62	PVC DR25	250	18	Water Lateral				1/1/2015	City of Lacombe (Road ROW) - No Caveat on Title	Either a new ROW or a shared ROW will be required for Commission access	DWG 3333-3-106: Williams Engineering Site Instructions #1 2015
BlackfaldsRailway		5BRWLAT	Trout Street, Town of Blackfalds	NRDRWSC-wFitting-Bend-4	NRDRWSC-wFitting-Bend-5	PVC DR25	250	409	Water Lateral				1/1/2004	NRDRWSC 1050m, Town of Blackfalds ROW 45m	pipe) except for 45 m through Trout Street, where it is a combined ROW with other utilities. NRDRWSC ROW Registration #042505400 and #052179981	<Null>
BlackfaldsRailway		2BRWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wValve-1	NRDRWSC-wFitting-Bend-2	PVC DR25	250	213	Water Lateral				1/1/2004	NRDRWSC 1050m, Town of Blackfalds ROW 45m	pipe) except for 45 m through Trout Street, where it is a combined ROW with other utilities. NRDRWSC ROW Registration #042505400 and #052179981	<Null>
BlackfaldsRailway		4BRWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wFitting-Bend-3	NRDRWSC-wFitting-Bend-4	PVC DR25	250	250	Water Lateral				1/1/2004	NRDRWSC 1050m, Town of Blackfalds ROW 45m	pipe) except for 45 m through Trout Street, where it is a combined ROW with other utilities. NRDRWSC ROW Registration #042505400 and #052179981	<Null>
BlackfaldsRailway		3BRWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wFitting-Bend-2	NRDRWSC-wFitting-Bend-3	PVC DR25	250	52	Water Lateral				1/1/2004	NRDRWSC 1050m, Town of Blackfalds ROW 45m	pipe) except for 45 m through Trout Street, where it is a combined ROW with other utilities. NRDRWSC ROW Registration #042505400 and #052179981	<Null>
BlackfaldsRailway		6BRWLAT	Town of Blackfalds	NRDRWSC-wFitting-Bend-5	NRDRWSC-wFitting-Bend-6	PVC DR25	250	54	Water Lateral				1/1/2004	NRDRWSC 1050m, Town of Blackfalds ROW 45m	pipe) except for 45 m through Trout Street, where it is a combined ROW with other utilities. NRDRWSC ROW Registration #042505400 and #052179981	<Null>
BlackfaldsRailway		7BRWLAT	Town of Blackfalds	NRDRWSC-wFitting-Bend-6	Blackfalds Water Treatment Plant	PVC DR25	250	11	Water Lateral				1/1/2004	NRDRWSC 1050m, Town of Blackfalds ROW 45m	pipe) except for 45 m through Trout Street, where it is a combined ROW with other utilities. NRDRWSC ROW Registration #042505400 and #052179981	See Dwg 3333-3-104 for connection details 3B
BlackfaldsRailway		1BRWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wFitting-Tee-1	NRDRWSC-wValve-1	PVC DR25	250	11	Water Lateral				1/1/2004	NRDRWSC 1050m, Town of Blackfalds ROW 45m	pipe) except for 45 m through Trout Street, where it is a combined ROW with other utilities. NRDRWSC ROW Registration #042505400 and #052179981	<Null>
BlackfaldsBroadway		8BBWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wFitting-Bend-16	Town of Blackfalds 300mm wValve #435	PVC DR25	250	349	Water Lateral				1/1/2007	NRDRWSC has most Utility ROW	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	<Null>
BlackfaldsBroadway		2BBWLAT	Township Road 395, Town of Blackfalds	NRDRWSC-wFitting-Reducer-10	NRDRWSC-wFitting-Bend-11	PVC DR25	250	719	Water Lateral				1/1/2007	NRDRWSC has most Utility ROW	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	<Null>
BlackfaldsBroadway		3BBWLAT	Range Road 271A, Town of Blackfalds	NRDRWSC-wFitting-Bend-11	NRDRWSC-wFitting-Bend-12	PVC DR25	250	34	Water Lateral				1/1/2007	NRDRWSC has most Utility ROW	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	<Null>
BlackfaldsBroadway		4BBWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wFitting-Bend-12	NRDRWSC-wFitting-Bend-13	PVC DR25	250	63	Water Lateral				1/1/2007	NRDRWSC has most Utility ROW	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	<Null>
BlackfaldsBroadway		5BBWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wFitting-Bend-13	NRDRWSC-wFitting-Bend-14	PVC DR25	250	18	Water Lateral				1/1/2007	NRDRWSC has most Utility ROW	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	<Null>
BlackfaldsBroadway		6BBWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wFitting-Bend-14	NRDRWSC-wFitting-Bend-15	PVC DR25	250	346	Water Lateral				1/1/2007	NRDRWSC has most Utility ROW	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	<Null>
BlackfaldsBroadway		7BBWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wFitting-Bend-15	NRDRWSC-wFitting-Bend-16	PVC DR25	250	16	Water Lateral				1/1/2007	NRDRWSC has most Utility ROW	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	<Null>
BlackfaldsBroadway		1BBWLAT	NRDRWSC ROW, Town of Blackfalds	NRDRWSC-wFitting-Reducer-10	NRDRWSC-wFitting-Reducer-10	PVC DR25	750	4	Water Lateral				1/1/2007	NRDRWSC has most Utility ROW	ROW for the Commission as per Registration # 052 141 728 and # 062 590 771 but will need to confirm access under CE Trail, Highway Street, and Railway	<Null>

Appendix C – Level of Service Table

Article 1: Level of Service Master Workbook

Service Characteristic	Objective	Service Description	Indicator	1	2	3	4	NOTES	LOS Level	LOS Description	LOS Type
Regulatory	No Regulatory Compliance Breaches	Operate in a way that ensures water quality meets and exceeds requirements and industry standards to ensure that potable water is available at the reservoir of member municipalities at the lowest reasonable cost.	Drinking water quality complies with statutory requirements	Not Compliant	Water Quality Testing is Completed, but records are not kept	Water Quality Testing is completed, but Records are not up to date	All water quality testing, reports and records are kept up-to-date and pass AEP inspection	Compliance with the AEP Regulations, and a documented audit trail is required.	4	All water quality testing, reports and records are kept up-to-date and pass AEP inspection	Strategic
Regulatory	No Regulatory Compliance Breaches	Revisit and periodically assess Bac-T/Chlorine/THM re-test frequency as a proactive action to meet regulatory compliance. Sample point is reservoir entry.	Water Quality testing frequency exceeds Requirements.	No Testing Plan	Testing Regime is BELOW the Regulatory Requirements for frequency	Testing Regime MEETS the Regulatory Requirements for frequency	Testing Regime EXCEEDS the Regulatory Requirements	Discussions with NRDRWSC Staff indicate that the current testing regime EXCEEDS the minimum requirement outlined by Provincial Regulations.	4	Testing Regime EXCEEDS the Regulatory Requirements	Technical
Regulatory	Develop a comprehensive plan for potential flushing in case of mandated pipe clean out due to failed test. This would be a reactive plan to meet compliance. This plan would include every step, e.g. where the flushing water gets dumped, etc.	Develop a comprehensive plan for potential flushing in case of mandated pipe clean out due to failed test. This would be a reactive plan to meet compliance. This plan would include every step, e.g. where the flushing water gets dumped, etc.	A documented Flushing Plan is in place.	No Flushing Plan	Flushing plan is in place	Flushing plan is in place and reviewed every 5 years for adequacy and training purposes	Flushing plan is in place and reviewed every 2 years for adequacy and training purposes	The AWWA Management Standard G200-15 (Distribution Systems Operation and Management) identifies that a systematic flushing program should be in place that meets the needs of the water utility to maintain water quality. The Drinking Water Safety Plan identifies a number of Risks related to Source Supply or Treatment that could result in contaminated water entering the NRDRWSC transmission line, requiring a system flush.	1	No Flushing Plan	Technical
Regulatory	Drinking water quality complies with statutory requirements	Line Flushing Program using Uni-Directional approach wherever possible.	Drinking water quality complies with statutory requirements	Line Flushing does not occur	Line Flushing Occurs once every 5 years	Line Flushing Occurs every two years	Line Flushing Occurs Annually	The AWWA Management Standard G200-15 (Distribution Systems Operation and Management) identifies that a systematic flushing program should be in place that meets the needs of the water utility to maintain water quality. The Drinking Water Safety Plan also identifies a Network Risk as a result of buildup of deposits within the network (physical deposits of biofilm generation). Based on the local experience with the Supply Water Quality and the experience with Alberta Regional systems, regular line flushing to remove sedimentation or manage biofilm growth has not been observed as a requirement to maintain water quality.	1	Line Flushing does not occur	Technical
Regulatory	No Regulatory Compliance Breaches	A Cross Connection Program is in place and active	Drinking water quality complies with statutory requirements	No Cross Connection Program	A Cross Connection Program is in place and is below the M14 recommended practices.	A Cross Connection Program is in place and is in alignment with the AWWA M14 Standard.	A Cross Connection Program is in place and exceeds the recommendations of the AWWA M14 Standard.	The AWWA Manual of Water Supply Practices M14 (Backflow Prevention and Cross Control) provides guidance on the recommended procedures and practices for developing, operating, and maintaining an efficient and effective cross-connection control program.	2	A Cross Connection Program is in place and is below the M14 recommended practices.	Technical
Regulatory	No Regulatory Compliance Breaches	No contraventions reported to Regulator (AEP)	Record of contraventions reported to AEP	Not reporting to AEP	Reporting some contraventions, but not all	Reporting all contraventions	Reporting all contraventions and passing with >90% on AEP audit	The Alberta Code of Practice for a Waterworks System Consisting Solely of a Water Distribution System (authorized under the Environmental Protection and Enhancement Act, RSA 2000, cE12) requires that all contraventions or failures of systems impacting water quality be reported to the Province.	4	Reporting all contraventions and passing with >90% on AEP audit	KPI

Regulatory	No Regulatory Compliance Breaches	Maintain operator certification requirements for the regional water distribution system	Number and Classification of Certified Operators on staff	No certified operators	One Operator with a Small Systems Certification	One Operator with a Level 1 Water Distribution Certification	More than one operator with a Level 1 Water Distribution Certification, or Operators with Level 2 or higher Certification.	The Alberta Code of Practice for a Waterworks System Consisting Solely of a Water Distribution System (authorized under the Environmental Protection and Enhancement Act, RSA 2000, cE-12) outlines the requirements for Certified Operators. As reported by staff, as noted in the AEP Inspections of the NRDRWSC operations, the Province of Alberta classifies the NRDRWSC Regional Water System as a Level 1 system. The current number of Certified Operators assigned to the NRDRWSC exceeds this amount.	4	More than one operator with a Level 1 Water Distribution Certification, or Operators with Level 2 or higher Certification.	Technical
Capacity / Availability	Upon notice of an unplanned supply interruption, Temporary mitigations measures are to be put in place within 2 hours.	With robust communication protocols (between operators, administrative staff, and the City of Red Deer, a notice of interruption and diagnosis of the issue is to be obtained by the Commission within an hour of occurrence. Action is to be in place immediate and temporary mitigation acts are to be put in place within 2 hours.	Temporary mitigation acts put in place for unplanned interruptions within 2 hours	NRD does not have a plan to respond to "Unplanned Outages"	NRD has a formal plan to respond to unplanned outages, but does not exercise it regularly and it may not follow the recommendations of the AWWA M19 Practice Document	NRD has a formal emergency response plan that follows the AWWA "M19 Emergency Planning for Water and Wastewater Utilities" Practice document	NRD has a formal emergency response plan that exceeds the AWWA "M19 Emergency Planning for Water and Wastewater Utilities" Practice document	The AWWA Manual of Water Supply Practices M19 (Emergency Planning for Water and Wastewater Utilities) addresses best practices for the prevention, mitigation, response, and recovery of utility operations during critical incidents and is intended for use by utilities of any size.	2	NRD has a formal plan to respond to unplanned outages, but does not exercise it regularly and it may not follow the recommendations of the AWWA M19 Practice Document	Technical
Capacity / Availability	Planned Interruptions are to be scheduled strategically, with comprehensive membership notice (public notice). The planning should take into account the duration of interruption which shouldn't be more than 24 hours.	Planned interruptions are a measure of system resiliency. Short duration planned interruptions are indicators of a resilient system.		Planned interruptions exceed 30 hours in duration	Planned interruptions last less than 30 hours in duration	Planned Interruptions last less than 24 hours in duration	Planned Interruptions last less than 16 hours in duration	The NRD member municipalities are able to continually supply their communities with postable water for a total duration of 30 hours after the interruption of NRDRWSC supply, without reaching critical levels in the reservoirs.	3	Planned Interruptions last less than 24 hours in duration	KPI
Capacity / Availability	Minimal Unplanned interruptions are experienced.	Unplanned interruptions are a measure of system resiliency. Short duration Planned interruptions and minimal Unplanned interruptions are indicators of a resilient system.	Duration of Planned Interruptions	Planned interruption occur once per year or Numerous unplanned interruptions	Unplanned or long duration interruptions occur more frequently than every 5 years	Unplanned or long duration interruptions occur once every 5 years	Unplanned or long duration interruptions occur less frequently than every 5 years	Unplanned interruptions are a measure of system resiliency. An increasing frequency of unplanned or long duration interruptions can be an indication of a degrading system.	3	Unplanned or long duration interruptions occur once every 5 years	KPI
Capacity / Availability	Minimize the occurrence of a Contractor striking mainline / lateral leading to an unplanned interruption	The NRD actively supports the Alberta One Call program and proactively ensures that its assets are protected from inadvertent line strikes	Number of Line Strikes/year	NRDRWSC does not participate in the Alberta One Call System	NRD supports the Alberta One Call System and updates Records annually.	NRDRWSC Follows and implements the Best Practices as outlined in the Canadian Common Ground Alliance Best Practice Guide.	NRDRWSC exceeds the Best Practices as outlined in the Canadian Common Ground Alliance Best Practice Guide.	The Canadian Common Ground Alliance Best Practices (Version 3.0 - October 2018) outline Best Practices have been developed through the commitment and consensus of a significant number of stakeholders to serve as an educational guide to promote damage prevention in Canada. The practice statements and descriptions outlined in each chapter of the guide represent activities that are currently followed by industry to promote damage prevention to underground infrastructure.	2	NRD supports the Alberta One Call System and updates Records annually.	Technical
Affordability	Commission and CRD (source of supply) should have scheduled meetings and discuss technical logistics on water supply. Future Commission projections should not conflict with CRD estimates - both parties are to be satisfied or aware. Adequate supply required from the perspective of the Commission to sustain the needs of all member communities.	Commission & CRD meet regularly to ensure alignment of growth and demand expectations, and to adequately prepare for future supply.	No conflicts regarding volumes or rates for water supply	NRDWSC & CRD have no scheduled meetings to review future needs and forecasts	NRDWSC & CRD meet once every 5 years to review future needs and forecasts	NRDWSC & CRD meet annually to review future needs and forecasts	NRDWSC & CRD meet more than annually to review future needs and forecasts	Management Decision	4	NRDWSC & CRD meet more than annually to review future needs and forecasts	Technical

Affordability	Maintain accurate records of water sales volumes to adequately and reliably bill members municipalities for water purchased.	Volume or percentage of unaccounted for water is calculated based on the difference between volumes purchased from the City of Red Deer and the volumes sold to members.	Maintain meter accuracy >98%	Meters are not flow/volume tested.	Meters are inspected and flow/volume tested less than the frequency recommended by the manufacturer.	Meters are inspected and flow/volume tested on the frequency recommended by the manufacturer.	Meters are inspected and flow/volume tested annually	To ensure that Water is accurately metered and that the charges levied to members are equitable, the NRDRWSC has the meters tested annually by an external firm.	4	Meters are inspected and flow/volume tested annually	Technical
Function	Valves need to Function when operated	NRD operates a Valve exercise Program to ensure that Control Valves continue to operate effectively when required.	100% of Valves operate when required.	Valves are not exercised, only when needed	Valves are exercised every 10 years	Valves are exercised according to the Manufacturer's recommended frequency and in accordance with the AWWA Management Standard G200-15 and AWWA Manual M44.	Valves are exercised annually	The AWWA Management Standard G200-15 (Distribution Systems Operation and Management) recommends that Utilities have an annual goal for exercising valves based on the total number in the system (i.e. a percentage per year), identified critical valves for regular exercising. The Standard also identifies AWWA Manual M44 (Distribution Valves: Selection, Installation, Field Testing, And Maintenance) and the Manufacturer's recommendations for procedure and frequency.	4	Valves are exercised annually	Technical
Function	Valves need to Function and be in the correct position	Post Construction work Procedure / Checklist to verify that Valves are in the correct position	Post Construction inspections reveal no Valves in incorrect position.	No Program in place	Contractors are advised to return Valves to proper position or all parties are told to return valves to preconstruction position	NRDRWSC staff inspect valves and other assets for adequate operation following construction.	In person inspection or on site supervision of contractors is required by NRDRWSC staff.	The Drinking Water Safety Plan identifies that staff will follow behind contractors working on the NRDRWSC pipeline and ensure that valves are operational.	4	In person inspection or on site supervision of contractors is required by NRDRWSC staff.	Technical
Function	Pressure Relief Valves (PRVs) need to function properly to maintain optimum operating pressure within the system.	Regularly Inspect and Monitor PRVs	PRV Inspection & Monitoring Program	PRVs not inspected	PRVs are inspected every 10 years	PRVs are inspected as per the manufacturer's recommended cycle (a visual inspection, to check the condition of screens, etc). The NRDRWSC completes this annually.	PRVs are inspected annually	The AWWA Standard C530-17 Standard (Pilot Operated Control Valves) recommends the standards for Control Valves including record keeping, maintenance and operations. The Standard recommends following the Manufacturer's recommendations for regular maintenance.	3	PRVs are inspected as per the manufacturer's recommended cycle (a visual inspection, to check the condition of screens, etc). The NRDRWSC completes this annually.	Technical
Function	Contractors hired to perform work on the NRD Water System are fully qualified and capable.	Contractors are Pre-Qualified and receive NRD specific training as part of their contracts	Contractor Procedure Manual	No Contractor Procedure manual	NRD maintains a list of contractors	NRD maintains a pre-qualified list of contractors	NRDRWSC Operates a Contractor Training Program to ensure Contractors are fully Pre-Qualified and capable	The Canadian Common Ground Alliance Best Practices (Version 3.0 - October 2018) recommends that Qualified contractors should be used to excavate on and near underground facilities. Most large organizations involved in capital works have developed policies to qualify contractors. These policies often involve establishing criteria in such areas as financing, insurance, occupational health and safety, and performance which must be met.	3	NRD maintains a pre-qualified list of contractors	Technical
Function	Environmental Stewardship	Regularly inspect the waterline for possible leaks or unplanned construction	No negative environmental impact from unplanned releases or incidents. No unscheduled activity in the waterline RoW	<50% of Waterline is inspected weekly using a 'windshield' inspection from the road right of way.	50% of Waterline is inspected weekly using a 'windshield' inspection from the road right of way.	80% of Waterline is inspected weekly using a 'windshield' inspection from the road right of way.	100% of Waterline is inspected weekly using a 'windshield' inspection from the road right of way.	Management Decision	3	80% of Waterline is inspected weekly using a 'windshield' inspection from the road right of way.	Technical
Function	Air valves operate as designed in order to maximize system efficiency.	Regularly Inspect and Monitor Air Valves	Air Valve Inspection Program - Air Valves are recorded as inspected and operational [MECHANICAL ONLY]	No Mechanical Operations inspection.	Air Valves are inspected for Mechanical Operations every 10 years.	Air Valves are inspected for Mechanical Operations every 5 years.	Air Valves are inspected for Mechanical Operations every year.	There are no Manufacturer's recommendations for mechanical operation inspections for Air Valves, however based on field level experience, this frequency appears to be adequate.	3	Air Valves are inspected for Mechanical Operations every 5 years.	Technical

Function	Air valves operate as designed in order to maximize system efficiency.	Regularly Inspect and Monitor Air Valves	Air Valve Inspection Program - Air Valves are recorded as inspected and operational [VISUAL ONLY]	Air Valves are not inspected	Air Valves are inspected for Mechanical Operations less frequently than the Manufacturer's Recommendations	Air Valves are inspected for Mechanical Operations as per Manufacturer's Recommendations	Air Valves are inspected Annually	Manufacturer's Recommendations	4	Air Valves are inspected Annually	Technical
Function	Regularly track and review line crossings and proximity access agreements	Interactive RoW map is updated as agreements are made	Plot all agreements on an interactive map as approved	No tracking of RoW agreements	RoW agreements are tracked annually in excel spreadsheet	RoW agreements are tracked in excel and available to users who request them.	RoW agreements are tracked in excel and updated to an interactive map for all users	The Canadian Common Ground Alliance Best Practices (Version 3.0 - October 2018) identifies best practices for mapping buried assets to minimize damage. The land base used by the notification service mapping system should be accurate and kept up to date with new information as it becomes available from source suppliers. Facility owners should provide regular updates of their notification mapping coverage to ensure the most current information is utilized in the system. Ideally, the land base used is available to the public and can produce a ticket for the smallest practical geographical area	4	RoW agreements are tracked in excel and updated to an interactive map for all users	Technical
Function	CL2 monitoring equipment is working properly	Calibration of chlorine residual equipment and monitor CL2 residuals	Calibration records kept	No calibration on equipment	Calibrate CL2 equipment less frequently than Manufacturer's Recommendations	Calibrate CL2 equipment as per Manufacturer's Recommendations	Calibrate CL2 equipment more frequently than Manufacturer's Recommendations	Management Decision	4	Calibrate CL2 equipment more frequently than Manufacturer's Recommendations	Technical
Function	CL2 monitoring equipment is working properly	Verification of chlorine residual equipment and monitor CL2 residuals	Verification records kept	No calibration on equipment	Verify CL2 equipment annually	Verify CL2 instruments monthly	Verify CL2 Instruments weekly	The AWWA Standard C670-20 Standard specifies that Chlorine Instrument verification shall be performed monthly at a minimum (or more frequently if a reading is suspect) on online chlorine analyzers used in the distribution system.	3	Verify CL2 instruments monthly	Technical

Appendix D – Risk Table

Article 1: Risk Matrix Master Workbook

NRDRWSC Risk Table

RISK #	LOS #		Risk Description	Risk I.D.	Hazard	Cause of Potential Failure	Comment	Current Monitoring	How Risk is Currently Controlled	Assess if Control is Adequate	Do any Standard Procedures cover this	Likelihood	Consequence	Risk Score	Key Risk	Required Interventions to Prevent Failure	Responsible Party
1	9	General Risks	Loss of supply from regional supply line (unplanned)	DWSP-N-001	Loss of supply		Failure of flow from regional supply	NRDRWSC SCADA system monitors flows through Red Deer operations and regional operators	SCADA system through Red Deer Treatment Plant	Yes	Yes	Most Unlikely	Catastrophic	16	No	Updated SOP's and EOP's in the event of loss of water	Red Deer Treatment, NRDRWSC
2	10	General Risks	Loss of supply from regional supply line (planned)	NEW	Loss of supply	Planned Outage extending beyond anticipated duration, or consumption exceeding anticipated flowrate.		Monitoring of Reservoir levels during a planned outage	Ensure that staff conducting a planned outage are aware of reservoir drawdown rates and can restore supply well in advance of critical reservoir levels	Yes	Yes	Almost Certain	Insignificant	16	No		
3	3	General Risks	Buildup of deposits in network as a result of inadequate flushing frequency and/or velocity	DWSP-N-002	Discoloration Taste & Odor	Resulting from inadequate flushing of problem areas.	Areas where sediment is known to build up benefit from a regular flushing program.	None - reactive based	Reaction to customer complaints	no	no	Most Unlikely	Moderate	4	No	Research and identify the need and resources to flush the regional line	City of Lacombe & the NRDRWSC
4	17	General Risks	Broken main as a result of PRV failure (there is one at every reservoir) - Reservoir damage	DWSP-N-003	Loss of supply Chemical contamination Microbiological contamination	As a result of a broken main due to high pressure due to failure of PRV.	PRVs should be serviced as required.	none	Not	No	No	Unlikely	Severe	16	No	Create a PRV inspection and monitoring system to prevent occurrence	City of Lacombe & the NRDRWSC
5	23	General Risks	Loss of supply and/or deterioration of water quality as a result of broken main	DWSP-N-004	Loss of supply Chemical contamination Microbiological contamination	As a result of a broken main due to failure of pipe integrity.	May be as a result of many different circumstances	Capital program to replace aging distribution mains	Continued analysis of system condition through visual inspections.	Yes	Yes	Most Unlikely	Minor	2	No	Continue monitoring system and replacement when required. Repair any breaks immediately.	City of Lacombe & the NRDRWSC
6	5	General Risks	Contamination of water as a result of cross-connection	DWSP-N-005	Chemical contamination Microbiological contamination	As a result of connection with private supply due to customer having dual connection, no air gap	If customer has dual supply the pipe work must be safely set up.	Development restrictions on how to properly hook up to City water services	N/A	n/a	n/a	Most Unlikely	Severe	8	No		City of Lacombe & the NRDRWSC
7	20,21	General Risks	Contamination of water due to leaking air valves	DWSP-N-006	Chemical contamination Microbiological contamination	Resulting from ingress of water due to faulty air valve surrounded by water.	Air valves should be checked periodically.	No air valves are at surface level	Air valves have been identified on the pipeline.	no	no	Most Unlikely	Severe	8	No	Inspect air valves regularly to ensure they are operating properly	City of Lacombe & the NRDRWSC
8		General Risks	Contamination of water in supply as a result of the use of non-approved or inappropriate materials in the network	DWSP-N-007	Chemical contamination	As a result of contact with inappropriate materials.	Any materials used in the network should comply with the appropriate standard.	Construction standards	through the NRDRWSC & City of Lacombe development and construction standards.	yes	yes	Most Unlikely	Insignificant	1	No	Current regulations are adequate	City of Lacombe & the NRDRWSC
9	18	General Risks	Contamination of water due to failure to follow proper hygiene practice when carrying out repairs (consequence is minor due to the existence of a post repair testing regime)	DWSP-N-008	Chemical contamination Microbiological contamination	Due to ingress of material from excavation and/or poor disinfection procedures.	Operators should be fully trained in proper hygiene practice	Utility operators are trained in-house and through Alberta Environment to a Level 1 and 2 standard	Through training and certification	Yes	Yes	Most Unlikely	Minor	2	No	Continue to train and retrain operators on proper hygiene.	City of Lacombe & the NRDRWSC
10		General Risks	Contamination of water in supply as a result of connection to mothballed or abandoned assets.	DWSP-N-009	Chemical contamination microbiological contamination	As a result of connection to a main containing stagnant water.	All abandoned assets should be cut and capped rather than just valve off.	One dead end main, located at the end of the line in Ponoka	Valve installed on the end of the line	yes	yes	Most Unlikely	Insignificant	1	No	Make sure that any connection to the line in the future is completed after thoroughly flushing the dead end.	City of Lacombe & the NRDRWSC
11	16	General Risks	Deterioration of water quality as a result of incorrect sequence of valve operations	DWSP-N-010	Chemical contamination Microbiological contamination	As a result of flow reversal due to the need for rezoning due to the incorrect sequence of valve operations	Valves should be maintained and good records kept of their location and mode of operation, i.e. RH or LH thread.	Development and engineering standards	Track locations of all valves, all valuing is threaded the same way. Follow any contractors that are working on the NRDRWSC pipeline to ensure the valves are operational	Yes	Yes	Not applicable	Not applicable	0	No	Monitor contractors and follow behind after construction to ensure valves are operating as installed.	City of Lacombe & the NRDRWSC
12	5	General Risks	Deterioration of water quality in supply as a result of unauthorized connection to the network (low likelihood if hydrants are locked)	DWSP-N-011	Chemical contamination	As a result of unauthorized connection to the network due to incorrect use of hydrants and standpipes.	Use of standpipes should be controlled to ensure that they have anti backflow devices and are used correctly.	Planning and engineering monitor all contractors	They require a formal process to be completed and followed before any work begins. Utility operators watch for any unauthorized activity and notify appropriate personnel.	yes	no	Most Unlikely	Severe	8	No	Continue to monitor and make contractors follow regulations	City of Lacombe & the NRDRWSC
13	4	General Risks	Deterioration of water quality due to change in normal flow pattern.	DWSP-N-012	Chemical contamination	Due to mains sediment being disturbed by increased flow.	Iron, manganese, aluminum sediment	Testing of water quality	Test water quality from various sites throughout the distribution system	no	yes	Not applicable	Not applicable	0	No	If possible, use a uni-directional flushing program	City of Lacombe & the NRDRWSC
14	18	General Risks	Failure to meet demand as a result of failure to mend break in a reasonable time	DWSP-N-013	Loss of supply	As a result of poor access.		Complete any breaks ASAP, if unable to maintain positive water pressure	Complete any breaks ASAP, if unable to maintain positive water pressure	yes	yes	Unlikely	Moderate	8	No	Complete repairs ASAP	City of Lacombe & the NRDRWSC
15	15,16	General Risks	Failure to meet demand due to inability to operate valves as required.	DWSP-N-014	Loss of supply	Inability to operate valves when needed due to the lack of maintenance	If valves are not operated and checked they may become difficult to operate.	None	Reaction based, operate valves when required	no	yes	Probable	Insignificant	8	No	Create a valve exercising program that inspects and operates the valves.	City of Lacombe & the NRDRWSC
16		General Risks	Failure to meet demand as a result of insufficient valves to isolate area affected by break (break has happened)	DWSP-N-015	Loss of supply	Due to high loss of water due lack of isolation of mains		Maps	Ensure proper amount of valves are installed when new development happens and when replacement of lines happens.	yes	yes	Probable	Severe	64	Yes	Review and recommend adjustment to regional pipeline if the issue presents itself	City of Lacombe & the NRDRWSC
17	16	General Risks	Failure to meet demand as a results of operating system above design pressure (depending on pipe DR)*	DWSP-N-016	Loss of supply	Due to broken mains as a result of operating mains above design pressure.		SCADA system through the Red Deer Treatment plant	SCADA and visual inspections at the pumphouses	yes	yes	Most Unlikely	Minor	2	No		City of Lacombe & the NRDRWSC
18		General Risks	Failure to meet demand as a result of failure of pipe bridge	DWSP-N-017	Loss of supply	As a result of mains break due to pipe bridge collapse.	Pipe bridge structures should be checked regularly.	N/A	No pipe bridges are used	yes	N/A	Not applicable	Not applicable	0	No	If required, then proper engineering and structures must be built to hold the weight and convey the water	City of Lacombe & the NRDRWSC
19	11	General Risks	Failure to meet demand as a result of breaks caused by age-related deterioration.	DWSP-N-018	Loss of supply	Resulting from break due to deterioration of pipe condition due to age.	Planned maintenance/renewal should prevent this problem occurring.	Water model, maps, repair records, replacement plans	Review all applicable data to assess condition of pipes, 10-year replacement plan for aging infrastructure	yes	yes	Medium	Minor	8	No	Continue with the current system of replacement and monitoring.	City of Lacombe & the NRDRWSC
20		General Risks	Iron discoloration in water as a result of metal pick-up from the mains material.	DWSP-N-019	Chemical contamination	Resulting from mains corrosion due to mains material and prevailing water quality.	Older pipe materials in use may not comply with current standards. May also be affected by flow rate.	No cast iron in the system	no cast iron installed	yes	yes	Not applicable	Not applicable	0	No	Continue to not install cast iron pipes in the system	City of Lacombe & the NRDRWSC
21	16, 22	General Risks	Loss of pressure as a result of leakage	DWSP-N-020	Loss of supply Loss of pressure	Due to leakage due to inadequate leakage control/poor maintenance.	If system leakage rates are high, a leakage control program is recommended.	Water meters and SCADA system	Regional line is metered, including outflow from Red Deer and inflow to reservoirs	yes	yes	Most Unlikely	Severe	8	No	Replacement plan for aging water meters, variance reports analyzed for water loss.	City of Lacombe & the NRDRWSC
22		General Risks	Loss of supply or pressure or contamination of water in supply as a result of fire service tackling a fire	DWSP-N-021	Loss of supply Loss of pressure Microbiological contamination Chemical contamination	Due to high flow rate or changes in flow patterns, or loss of disinfectant contact time or disturbance of sediment		Alarms and SCADA	The City of Red Deer has alarms to notify them of high water use and each community has alarms at there reservoirs/pumphouses.	yes	Yes	Most Unlikely	Minor	2	No	Alarms at the pump houses are good and all pump houses have backup generators or fire pumps.	City of Lacombe & the NRDRWSC

NRDRWSC Risk Table

23		General Risks	Loss of supply or contamination of water in supply as a result of excessive demand in a short period of time	DWSP-N-022	Loss of supply Chemical contamination	Lack of communication from external stakeholders, e.g. builders, fire service	Fire service should be aware that if they are testing hydrants they should notify water operators.	Fire department notify their member municipality, then the municipality notifies the commission.	through communication with local fire departments	yes	no	Unlikely	Minor	4	No	Fire Departments need to notify their municipalities when using fire hydrants	City of Lacombe & the NRDRWSC
24	9	General Risks	Loss of supply as a result of failure of critical main due to lack of alternative supply	DWSP-N-023	Loss of supply	Due to break on a critical main such that no alternative means of supply is available		Visual inspection and alarms	Rely on visual inspections and City of Red Deer flow monitoring data/alarms.	yes	yes	Most Unlikely	Minor	2	No	Hard to prevent, it will happen, but the Commission does have emergency response procedures in place for such an instance	City of Lacombe & the NRDRWSC
25	3,4	General Risks	Microbiological growth in distribution system as a result of oversized mains	DWSP-N-024	Microbiological contamination	Build up of biofilms in the network due to excessive dwell time as a result of incorrectly sized mains.	Biofilms are more likely to develop in areas of low flow where disinfectant residual may be very low.	Commission and contracted engineering firms	Through review and needs for the system	yes	yes	Most Unlikely	Severe	8	No	Review, analyze and make recommendations to ensure that mains are not oversized for the system.	City of Lacombe & the NRDRWSC
26	2	General Risks	Microbiological growth in distribution system as a result of low disinfectant residual	DWSP-N-025	Microbiological contamination	Build up of biofilms in the network due to inadequate residual disinfectant.		monitor and test chlorine residuals, THM analysis and Bac-T.	Continue to be diligent with testing standards	yes	yes	Most Unlikely	Severe	8	No	Review all testing and that sampling is happening at various locations to maintain safe drinking water.	City of Lacombe & the NRDRWSC
27		General Risks	Migration of hydrocarbons and other contaminants through pipe work as a result of inappropriate materials used in areas of contaminated land	DWSP-N-026	Chemical contamination	Resulting from use of inappropriate materials in areas of contaminated land	All polyethylene pipes are susceptible to migration of hydrocarbons through the pipe wall.	construction standards	through approvals and engineering	yes	yes	Most Unlikely	Severe	8	No	Test soil condition before installing PE pipe, also don't use PE in developments that have the potential to contaminate the soil	City of Lacombe & the NRDRWSC
28	9,10	General Risks	Health risk to vulnerable customer due to inability to operate dialysis machine or similar	DWSP-N-027	Loss of supply	Due to loss of supply		Localized alarms systems, SCADA and City of Red Deer alarms	alarms	yes	yes	Unlikely	Severe	16	No	Maintain positive pressure and ensure there is always water flowing.	City of Lacombe & the NRDRWSC
29	12, 16	General Risks	Pressure problems caused by PRV failure	DWSP-N-028	Loss of pressure High pressure	Pressure fluctuation due to the failure of PRV.	PRVs should be serviced as required.	Visual and reaction based	Visual inspection, if the PRV acts up then it gets repaired	no	no	Unlikely	Insignificant	2	No	Create a PRV inspection and monitoring system to prevent occurrence	City of Lacombe & the NRDRWSC
30		General Risks	Cyber attack by a malicious actor, resulting in the disruption of automated control or operations	NEW	Loss of Automated Control	Malicious actor breaching the NRDRWSCs SCADA system and disrupting the automated control of the system.	SCADA System is new in 2020.	Monitoring of system performance and parameters	System updates	yes	no	Most Unlikely	Severe	8	No	Regular assessment of system vulnerabilities.	
31		General Risks	Failure to meet demand as a result of inoperable or faulty mainline valves to isolate area affected by break	NEW	Loss of supply	Due to the inability to adequately seal or isolate a segment of transmission line when required to complete a repair.	The mainline was constructed with isolation valves installed in the horizontal position to remain below the frostline. In operation, sediment prevents the valve from properly seating and isolating the mainline. A remediation plan is in place and the NRDRWSC is working to change out the valves as the opportunities arise.	The NRDRWSC is aware of the location and orientation of the valves.	The NRDRWSC is following the remediation plan and is working to remove, replace and reorient valves as opportunities arise.	Yes	Yes	Probable	Severe	#N/A	Yes	Continue implementing the Remove and Repair strategy that the NRDRWSC has been following to replace horizontal isolation valves with valves mounted in the vertical position.	

Request For Decision

Notice of Pending Changes to Bylaw 1

Date: May 17th, 2021

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO



PURPOSE:

Mr. Jenkins will present a highlight of his proposed changes to Bylaw 1 to the Board. His report is attached and outlines the amendments in detail with supporting rationale.

ACTION/RECOMMENDATION:

THAT the Commission receive the Notice of Pending Changes to Bylaw 1 as information.

ISSUE ANALYSIS:

Background:

At its regular March 1st meeting the Commission resolved two motions:

1. *That the Board directs Administration to present an amendment to Bylaw 1 that utilizes a simple majority votes with respect to all matters before the Board.*
2. *That the Board directs Administration to engage in the review of the Commissions Bylaws.*

Requirement for notification

This report serves to provide Directors with notice of pending changes to Bylaw 1 per section 11.2:

Written notice of a proposed amendment to the Bylaw shall be provided to each Director and each Member not less than thirty (30) days in advance of the meeting at which the amendment is to be considered.

The amendments to Bylaw 1 will be presented to the Board for 1st reading at its next regular meeting on June 21st, 2021.

Requirement for a super-majority

Amendments to Bylaw 1 require the affirmative votes of 4 of 5 Directors per section 11.1:

An amendment to this Bylaw may be passed by the Board upon a three quarters majority of the Directors of the Board.

Proposed changes to Bylaw 1

Administration retained Mr. Jenkins to review Bylaw 1 and propose amendments to:

- align it with amended Regional Services Commission's (RSC) legislation,
- simplify the Commission's voting method to be a simple majority in all day-to-day matters. Also, to review the voting methods of other Commissions.
- facilitate the Commission's transition to a Cost of Service (Utility) rate model and,

- incorporate modernization and housekeeping updates.

Mr. Jenkins will highlight his proposed changes for the Board. His report is attached and outlines the amendments in detail with supporting rationale.

Future considerations not included in the proposed Bylaw revisions

There are three matters which Mr. Jenkins highlighted in his review that are not addressed in the proposed bylaw amendments. These matters are summarized below for information only. They bear further discussion in the future, but their resolution is not critical in the short term. However, the Commission may direct Administration to bring these matters forward for earlier consideration.

1. Changes to members having a specific allocation (or equity/proprietary share) in the overall system:

"A larger policy issue here is whether or not to maintain the notion of equity or proprietary share of the System. Some other Commissions do not have this idea. Rather, the deal between the Members and the Commission is simply that the Commission will provide for the future needs of the Members, whatever these might be."

"Of the other entities reviewed above with respect to voting:

Those that included specific allocations to Members:

- Shirley McClellan water commission
- WILD water commission
- ACE Water Corp

Those that do not include specific allocations to Members:

- Mountain View water commission
- South Red Deer wastewater commission
- Capital Region NE water commission
- Capital Region SW water commission
- Sylvan Lake wastewater commission"

2. The need to renew the Commission's supply agreement with the City of Red Deer which expires in 2030.

"The other consideration in all of this is the expiry of the initial 25 year water supply agreement with the City of Red Deer on August 31st, 2030. The current supply agreement does not provide a minimum annual allocation for water to the Commission. The only obligation of the City is to use "Best Efforts" to:

- supply the Commission with the Annual Quantity for that year established on a rolling 5 year projection process.*
- "Avoid situations where it is unable to supply to the Commission the quantity of Water which the Commission requires."*

When the issue of renewing the supply agreement with the City is taken up, presumably no later than about 2025 if not sooner, the whole issue of the future water availability in the Red Deer River, the willingness of the City to supply the Commission at all, the future

volumes of water that can be available to the Commission and commitments the Commission can make to its Members will be need to be addressed."

3. The need to renew the current water license allowing up to 13.3 Million m³ annually which expires in 2031.

Conservative projections show, in 2041, the Commission's water consumption will be 49% of the water license allocation with the existing membership, and 70% – including all four Maskwacis communities. The Commission must report its projected water volumes to the Province every 10 years. The next report is due in 2026.

The amendments to Bylaw 1 will be presented to the Board for 1st reading at its next regular meeting on June 21st, 2021.

ALTERNATIVES:

- A. **[Recommended]** THAT the Commission receive this report as information
- B. **[Alternative 1]** THAT the Commission directs the following amendments by incorporated into Bylaw 1.1:
 - **[Mover to specify amendments]**
- C. **[Alternative 2]** THAT the Commission directs Administration to prepare a report regarding members having a specific allocation in the overall system.

ATTACHMENTS:

- NRDRWSC Bylaw Review, Robert Jenkins, R. Jenkins Consulting Ltd.
- Side-by-side comparison of existing Bylaw 1 with proposed changes.
- Amending Bylaw 1.1



North Red Deer River Water Services Commission

Bylaw No. 1 Review

May 17, 2021

Prepared by Robert Jenkins, R. Jenkins Consulting Ltd.

Contents

1	Review of Commission Bylaw No. 1	3
1.1	Changes to the Municipal Government Act.....	3
1.2	Other Bylaw Amendments.....	4
2	Amendments to Bylaw to Address <i>Municipal Government Act</i> Changes.....	5
2.1	Process for Adding New Members– Section 602.09 d. of the <i>Act</i>	5
2.2	Withdrawal of a Member from the Commission - Section 602.09 d. of the <i>Act</i>	8
2.3	Disposal of Assets by the Commission – Section 602.09 f. of the <i>Act</i>	10
2.4	Process for Disestablishment of the Commission – Section 602.09 g. of the <i>Act</i>	11
3	Voting on Decisions of the Board.....	12
3.1	Current Voting Provisions for Commission under Bylaw 1	12
3.2	Other Regional Utilities.....	13
3.3	Amendment of Commission Bylaw 1	15
4	Amendments to Financial Provisions.....	16
5	Amendments for Expansion of Membership to Include Maskwacis First Nations	17
6	Water Allocation Among Members	17
7	Non-substantive and Other Amendments.....	19
	Appendix A – Amendments to the <i>Municipal Government Act</i>	20
	Appendix B – Alberta Regulation 105/2004	21

1 Review of Commission Bylaw No. 1

The Commission's existing Bylaw No. 1 sets out the governance, administration and operation of the Commission. It was adopted in June 2004 and has not been amended since that time. The bylaw was based on a template prepared by Brownlee LLC and this template has formed the basis of many such bylaws for Alberta regional services commissions.

Amendments to the *Municipal Government Act* R.S.A 2000, c.M16 (*Act*), the contemplation of extending the NRD System to initially serve Ermineskin Cree Nation but ultimately all four Maskwacis First Nations and the review of rate and financial projections have identified areas of Bylaw 1 where amendments may be required or beneficial.

Set out following is a discussion of specific issues and bylaw provisions. This review was not intended to review the other provisions of the Bylaw in any substantive way though as the Board begins to work through its deliberation on the matters set out below, other issues may arise which the Board may want to consider further. The possible bylaw changes identified following have not been reviewed by legal counsel.

Existing and revised wording of the Bylaw 1 provisions are set out in the discussion areas below. The actual wording of a particular bylaw provision is shown in *italics*. **Grey highlight** in revised text will indicate substantive changes from existing provisions. The entirety of Bylaw 1 together with potential amendments that are discussed in the various issue areas below are set in a separate document entitled **Bylaw_1_with_possible_changes** to facilitate review. Also included in a separate document is a potential draft of an amending bylaw, Bylaw 1.1, which includes the more immediate possible amendments.

1.1 Changes to the Municipal Government Act

In September 2020 the Government of Alberta enacted amendments to the *Act* which among other things amended Part 15.1, that part of the *Act* which provides for Regional Services Commissions. A summary of changes and the new provisions of Part 15.1 are set out fully in Appendix A. Some of the more significant amendments for regional services commissions include the following:

1. Commissions no longer need to be created by Alberta Regulation. Two or more municipalities may simply decide to establish a commission by passing publicly advertised resolutions. The Minister just needs to be advised of the creation of a commission. Ministerial approval of certain bylaw provisions are no longer necessary and, for existing commissions, the regulation that created the commission, in the case of the NRDRWSC *Alberta Regulation AR 105/2004* (Appendix B), is repealed.
2. With a regulation no longer in force and the Minister no longer involved in approvals, the Commission will need bylaws to take up matters that were addressed in the Regulation or by the Minister. Section 602.09 of the *Act* requires commissions to pass bylaws respecting the:

- a. provision of the commission's services;
- b. administration of the commission;
- c. process for changing the directors of the board and the chair of the commission and for setting the terms of office of the board and the chair;
- d. process for adding or removing members;
- e. fees to be charged by the commission for services provided to its customers or to any class of its customers;
- f. disposal of assets by the commission;
- g. process for disestablishment of the commission including the treatment of assets and liabilities on disestablishment

Bylaws that address these requirements need to be in place by September 1, 2021.

Financially there is little change for Commissions. As noted in the summary of changes for Commissions *"RSCs will continue to be expected to operate on a non-profit, full cost-recovery basis. This means RSCs will continue to be prohibited from operating with the intention of making a profit or be able to distribute surplus funds to its members. If such factors exist within a regional service delivery model, other corporate structures, such as municipally controlled corporations, may be more appropriate."*

The preparation of a Business Plan to support the creation of a regional services commission is no longer required by Alberta Municipal Affairs though it certainly remains good practice for municipalities initially and commissions subsequently to prepare and maintain such corporate plans. It is possible, however, that a Business Plan will continue to be required to support a request to the Minister for an extension of debt limits of a commission or in support of major borrowings from the Alberta Capital Finance Authority.

1.2 Other Bylaw Amendments

1. The Board wished to review the provisions relating to voting on decisions of the Board.
2. During the Board's consideration of the rate review and financial impact of extending the System to Maskwacis there were identified some provisions of the present bylaw which may need to be addressed. These include:
 - a. the need to calculate rates on a Cost of Service (Utility) basis (Section 8.10)
 - b. limitations on the amount of cash reserves that can be held by the Commission (Section 8.3 (b)).
3. The potential to extend the System to Maskwacis and bring in Ermineskin Cree Nation initially and possibly all of the First Nations subsequently as new Members of the Commission raises a number of provisions of the existing bylaw that will need to be addressed.

4. A review of the Clause 7.1 and volume allocations may be warranted at some point in light of changing consumption characteristics of the Members and the prospect of adding new Members.
5. There will be some minor amendments discussed below which may be considered.

2 Amendments to Bylaw to Address *Municipal Government Act* Changes

Existing Bylaw 1 already addresses the first 3 matters set out in Section 602.09, these being:

- a. provision of the commission's services;
- b. administration of the commission;
- c. process for changing the directors of the board and the chair of the commission and for setting the terms of office of the board and the chair;

Existing Bylaw 3, amended from time to time when needed to set new rates, fulfills the requirement of Section 602.09 clause e. The remaining clauses of 602.09 are addressed following.

2.1 Process for Adding New Members– Section 602.09 d. of the *Act*

Existing Bylaw 1 addresses changes in Membership in Section 10. **Clause 10.1** currently reads as follows:

The Board may agree to the addition of a municipality as a Member of the Commission if sufficient capacity for the supply of water can be made available.

As worded, adding a new member is discretionary and conditional on being able to supply sufficient volume. Further wording to the effect of *"or if the long term interests of the existing Members are not adversely affected"* would leave greater discretion in whether to accept a new Member or not.

Clause 10.2 sets out what a New Member will be expected to pay. **Sub clause (a)** requires a one-time membership fee *"reflecting a proportionate share of the formation costs of the Commission plus applicable interest."* As seen in the analysis of the financial impact of extending the System to Maskwacis, an accounting of the formation costs has not been recorded. Determining that would entail some effort and would be subjective. Possibilities here might be:

- a. Retain the provision as worded,

- b. Set a specific fee to cover the effort and expense associated with processing the addition of a new member and recognizing in part the costs and efforts of founding the Commission. A fee of \$10,000 may be appropriate,
- c. Set a sliding scale fee based on volume of water required, or
- d. Delete the requirement for a membership fee

Recommendation: Option B would provide a simple fixed fee of \$10,000 which would approximate the administrative costs for the formation of the Commission and adding a new member.

Sub-clause (b) provides the calculation of a capital contribution for a proportionate share of the System based on the depreciated replacement cost. The sub-clause presently reads:

- (b) an amount equal to the product of the depreciated replacement cost of the system and “z”, where “z” is ratio of forecasted volume of water required by the new member for five years from the date of entry of the new member, to the total forecasted volume of water required of the new and existing members for five years from the date of entry of the new member.*

Implementation of these provisions was invoked in the analysis of the financial impact of the Maskwacis extension. If this approach is to be used some additional clarification of the approach to valuation of the System is warranted to reflect contributed capital (No Cost Capital). As well because of the possible low initial uptake of the First Nations service, some adjustment to the way that forecasted volume is determined. Suggested revised wording would be:

- (b) An amount equal to **ESV times FV** where:*
 - (i) **ESV (Existing System Value) is the replacement cost of the existing System less accumulated depreciation less amortized No Cost Capital, and***
 - (ii) **FV (Forecasted Volume) is the ratio of forecasted volume of water required by the new member based on the projected population times per typical rates of water consumption per capita for five years from the date of entry of the new member, to the total forecasted volume of water required of the new and existing members for five years from the date of entry of the new member.***

Alternative 1 – An alternative approach was presented in the financial and rate analysis which saw a new Member contribute a proportionate share of the debenture principal and interest that has been paid by Members and a proportionate share of capital reserves

accumulated by the Members, both to the time of entry of the new Member. This approach would put a New Member in the same position as an existing Member and would not result in a split rate. The financial analysis identified that valuation of the System under this alternative is about the same as the valuation under the existing provision as modified above.

A wording to implement this approach would be:

- b) *An amount equal to $(X + Y)$ times Z where:*
- (i) X is the total of the payments of principal and interest made by the Members from the inception of the System to the date of entry of the new member,*
 - (ii) Y is the total restricted surplus for capital purposes at the date of entry of the new member, and*
 - (iii) Z is the ratio of forecasted volume of water required by the new member based on the projected population times the typical per capita rates of water consumption for five years from the date of entry of the new member, to the total forecasted volume of water required of the new and existing members for five years from the date of entry of the new member.*

The Bylaw does not address a contribution by a New Member for new infrastructure that would be required to specifically serve the New Member such as an extension to the transmission system. The circumstances can be situation specific and so it is left to the discretion of the Commission to charge any or all of such costs. New clause 10.3 could be:

10.3 A New Member may be required to contribute to the Commission all or a portion of the cost incurred by the Commission in extending or enhancing the System that is required to provide water services to a New Member.

Alternative 2 – Another approach would be to be less specific about what contributions would that required and leaving it to be a more negotiated item. The wording below could replace 10.2 and proposed 10.3:

10.2 A new Member may be required to pay an amount to be calculated at the time of application, which may include but shall not be limited to contributions for existing or new capital or capital or other reserve contributions.

Recommendation: Alternative 1 ensures new members are put in the same financial position as existing members and allows the same rate for new members as existing members.

Existing **Clause 10.3** (which would be renumbered to 10.4 if new clause 10.3 is added) currently reads as follows:

10.3 Any contribution received by the Commission under Clause 9.2 shall inure to the benefit of the existing members in the proportion to the contribution of the existing members to the Commission from the date of inception of the Commission to the date of entry of any new member.

Section 602.15 of the Act prohibiting the distribution of “any of its surpluses to its members” would seem to preclude this action. The Commission may wish to simply require these contributions to be placed in capital reserves. The wording here could be:

10.4 Any contribution received by the Commission under Clause 10.2 shall become part of the Commission’s restricted surplus for capital purposes.

2.2 Withdrawal of a Member from the Commission - Section 602.09 d. of the Act

Existing Section 10.4 addresses the withdrawal of a Member from the Commission. For the sake of clarity it is proposed that the withdrawal be addressed in a separate Section 11. The current clause reads as follows:

“A Member may withdraw from membership of the Commission upon two (2) years notice. The withdrawing Member may sell the equity contributed by the Member during the Member’s term of membership of the Commission to any other Member of the Commission for such compensation and on such terms as the parties may agree subject to the approval of the Board. However, the Commission or any Member shall not be obligated to purchase the withdrawing Member’s proportionate share of the system. The Commission shall not utilize the capacity of the system related to the withdrawing Member’s equity or utilize the withdrawing Member’s water volume allocation without fair compensation.”

The existing bylaw provision creates the notion that the Members build up a proprietary equity in the System and that this equity has value. A member may purchase the equity of the withdrawing member and the water volume allocation that goes along with it. The Commission is not obligated to purchase the withdrawing members equity but ultimately cannot use that capacity without compensation.

The provisions should also address what becomes of cash surpluses accumulated during a withdrawing Member’s tenure with the Commission. It is proposed that the Commission would not be obligated to refund any share of accumulated surpluses to the withdrawing Member. The existing provisions should also address responsibility for Commission liabilities. New clauses are added to make the withdrawing member responsible for a share of those liabilities.

New Section 11 revised wording would be as follows:

11.1 *A Member may withdraw from the Commission upon two years written notice*

11.2 *The withdrawing Member may sell the equity contributed by the Member during the Member's term of membership of the Commission to any other Member of the Commission for such compensation and on such terms as the parties may agree subject to the approval of the Board.*

However, the Commission or any Member shall not be obligated to:

(i) *purchase the withdrawing Member's proportionate share of the system, or*

(ii) *compensate the Member for any respective share of restricted or unrestricted surpluses accumulated by the Commission.*

The Commission shall not utilize the capacity of the system related to the withdrawing Member's equity or utilize the withdrawing Member's water volume allocation without fair compensation.

11.3 *The withdrawing Member shall remain responsible for any respective proportion of net current financial obligations of the Commission for which the Member is responsible and shall pay to the Commission such share and any accrued interest.*

11.4 *The withdrawing Member shall remain responsible for any respective proportion of long term debt that has been incurred by the Commission in the construction of the System and for any future long term debt that will be required to complete the System as planned at the date of notice of withdrawal and shall either:*

(i) *pay the outstanding principle and any accrued interest of current long term debt and the respective share of future long term debt to the Commission, or*

(ii) *agree to continue to pay the respective share of the annual payments for the current and future debt such share being determined using the allocated volumes in Clause 7.1.*

A larger policy issue here is whether or not to maintain the notion of equity or proprietary share of the System. Some other Commissions do not have this idea. Rather, the deal between the Members and the Commission is simply that the Commission will provide for the future needs of the Members, whatever these might be. (See Section 6 below which also address this issue.)

If this position is taken then **clause 11.2** above would read:

11.2 The withdrawing Member shall not be entitled to any portion or share of:

(i) a value of the net capital assets of the System, or

(ii) restricted or unrestricted surpluses accumulated by the Commission

2.3 Disposal of Assets by the Commission – Section 602.09 f. of the Act

Disposal of Commission assets was addressed specifically in the Regulation. A new section is required to empower the Board to dispose of any asset which is no longer now or in the future required for the delivery of water to the Members or would not have any significant adverse effect on the services to the Members. Disposals valued over \$25,000 would be by public tender, public proposal or some other public process. The most favorable tender, proposal or offer would be chosen unless there are exceptional circumstances. Notice would need to be given to the Members for the disposal of assets exceeding a set value - \$75,000 is suggested.

Proceeds would be firstly directed to repayment of any grants received if such a repayment is required under the respective grant agreement. Net proceeds would be placed in capital reserves.

The new section could be:

12. DISPOSAL OF ASSETS

12.1 The Board may dispose of any land, buildings, equipment or other tangible assets of the Commission that are not required presently or in the future to supply water services of the Commission or the disposal of which would not otherwise have any significant adverse effect on the services provided by the Commission.

12.2 Any asset proposed for sale with a value exceeding \$25,000 shall be offered for public tender, public proposal or some other public process. Unless there are exceptional circumstances as determined by the Board, the most favorable tender, proposal or offer shall be chosen.

12.3 Notice of the intent to dispose of any asset or group of assets exceeding \$75,000 shall be given to Members no less than 30 days prior to disposition.

12.4 Proceeds from the sale of any asset shall be directed firstly to the repayment of any grant from the Government of Alberta where the applicable grant agreement requires such repayment, with remaining funds becoming part of the Commission's restricted surplus for capital purposes.

The proposed provisions are intended to address instances where smaller assets, equipment and property are to be disposed. These would also accommodate a transaction like the recent sale of the southerly portion of the transmission line to the

City of Red Deer. Because of the restriction on the distribution of surplus funds this would not deal adequately with a circumstance where the Commission intends to continue but disposes of the entire system to private interests or to another regional services commission.

2.4 Process for Disestablishment of the Commission – Section 602.09 g. of the *Act*

Under the Regulation the Government of Alberta would have determined what becomes of the Commission upon disestablishment and as such the existing Bylaw 1 did not address this. The prospect of shutting down the System and disestablishing the Commission would seem unlikely and raises the question of how much time and effort should be put into bylaw provisions now to address a remote possibility.

As well, it could be argued that the Commission at the time would be the best determiner as to what disestablishment should look like especially in a sale to private interests or transfer to another regional services commission.

Policy questions that arise in considering this issue would include:

- a. *Who makes the decision on disestablishment? Options would be:*
 - i. Board on a simple majority with notice to Members
 - ii Board on a super majority with notice to Members
 - ii Member Municipal Councils
- b. What is to become of the assets and how are valued?
- c. How are contingent liabilities to be addressed?
- d. What is to become of any cash proceeds remaining after liabilities have been addressed?

Presumably the net cash proceeds would be distributed among the Members. Would these be distributed on the basis of:

- i. Initial volume allocations in Clause 7.1
- ii Actual volume provided to the Member from the beginning of the System by those Members receiving water from the Commission with adjustment for the Lacombe County and Ponoka County which are contributing proportionately on Section 7.1 volumes
- iii Amount paid to the Commission for services since the inception of the System.

Possible amendments to the Bylaw which address disestablishment are set out below in new Section 13. Because of its importance, a super majority and a longer 90 day notice to the Members are identified. Because the circumstances of disestablishment are not knowable, it leaves the determination of the details to the Board of the day.

13. DISESTABLISHMENT OF THE COMMISSION

- 13.1 *The Board may disestablish the Commission upon approval of a three quarters majority of the Directors of the Board*
- 13.2 *Written notice of an intent by the Board to consider disestablishment of the Commission shall be provided to each Director and each Member not less than ninety (90) days in advance of the meeting at which the resolution is to be considered.*
- 13.3 *In the event that the Board approves the disestablishment of the Commission, the Board must, at the time of approval, specify further particulars of the procedure for the disestablishment including:*
- (a) a timeline for disestablishment of the Commission, and;*
 - (b) the distribution of the assets and liabilities upon disestablishment of the Commission, which shall include:*
 - (i) a process for the collection and disposition of any property and assets owned by the Commission,*
 - (ii) identification of any contingent liabilities and arrangements to address such liabilities,*
 - (iii) the discharge, assignment or transfer of the Commission's obligations, and*
 - (c) provide for any residual or remaining assets of the Commission to be distributed to the Members in accordance with each Member's proportionate historical payments for services provided by the Commission.*
- 13.4 *The Commission shall, as of the date of the Board's decision to approve disestablishment of the Commission, cease to provide services or begin the process of ceasing to provide services except to the extent that the Commission is legally required to do so or as required for the beneficial winding-up of the business or affairs of the Commission.*

3 Voting on Decisions of the Board



3.1 Current Voting Provisions for Commission under Bylaw 1

General Motions and Resolutions - are decided by way of simple majority of Directors present at a meeting with a quorum being a majority of the Members.

- 4.9 *Any matter properly placed before a meeting of the Board shall be decided by a majority of the votes cast by the Directors at the relevant Board Meeting.*

4.10 *A quorum of the Board shall be a majority of the Directors.*

The effect of this is that these decisions can be made by as few as 2 members.

Financial Decisions - are decided by a weighted vote with:

Operating Budget and operational Financial Plan items decided by weighted vote based on proportionate water purchased in the preceding year. Section 8.4 reads as:

8.4 *Members shall be entitled to vote on the Budget and on the Financial Plan in the proportion that their respective total actual volume water purchase bears to the total actual volume water purchase of the Commission for the immediately preceding calendar year.*

Capital Budget, Capital Items in the Financial Plan and capital financial matters generally are decided by weighted vote based on allocated water volume:

8.13 *The vote on Capital Items shall be a weighted vote based upon the allocated water volume assigned to each Member upon which the Capital Cost is prepared.*

Under the existing provisions, the voting for financial matters including the 2022 Financial Plan and Budgets would be:

	Operational Matters		Capital Matters	
	2021 Sales Volume (m3)	%	Volume Allocation (m3)	%
Town of Ponoka	693,024	22%	2,097,000	22%
City of Lacombe	1,475,215	47%	4,862,000	50%
Town of Blackfalds	927,417	29%	1,903,000	20%
Lacombe County	39,725	1%	400,000	4%
Ponoka County	9,623	0%	400,000	4%
	3,145,004	100%	9,662,000	100%

Amendments to Bylaw 1 – are decided by vote of $\frac{3}{4}$ of Directors.

11.1 *An amendment to this Bylaw may be passed by the Board upon a three quarters majority of the Directors of the Board.*

With the present 4 directors, amendments to Bylaw 1 would require the affirmative votes of 4 of 5 Directors.

3.2 Other Regional Utilities

For information and reference, a number of other regional service commissions were canvassed as to their voting provisions. Also included is a municipal corporation which is an alternative available to municipalities through which to set up a regional system.

- **Mountain View Regional Water Services Commission** (Innisfail, Bowden, Olds, Didsbury, Carstairs, Crossfield) – Amendment to the Organizational Bylaw requires 3/4 majority of Directors. All other decisions simple majority of Directors present.
- **South Red Deer Regional Wastewater Commission** (Olds, Bowden, Innisfail, Penhold, Mountain View County, Red Deer County) - Amendment to the Organizational Bylaw requires 2/3 majority of Directors. All other decisions simple majority of Directors present.
- **Shirley McClellan Regional Water Services Commission** (Counties of Paintearth and Stettler: Towns of Castor and Coronation; Villages of Bawlf, Big Valley, Consort, Donalda, Halkirk, Rosalind and Veteran, Summer Villages of Rochon Sands and White Sands, Special Areas 2,3 and 4) - Amendment to the Organizational Bylaw requires 3/4 majority of Directors. All other decisions simple majority of Directors present.
- **Capital Region Northeast Water Services Commission** (City of Ft. Saskatchewan, Counties of Strathcona and Sturgeon, Towns of Bon Accord, Gibbons and Redwater). All decisions are by simple majority of Directors present.
- **Capital Region Southwest Water Services Commission** (Cities of Leduc and Beaumont, Counties of Leduc and Camrose, Towns of Calmar and Millet, Village of Hay Lakes) - The addition of a New Member, amendment of the organizational bylaw and disestablishment of the Commission requires 2/3 vote of Directors. All other decisions are by simple majority of Directors present.
- **West Inter Lake District (WILD) Regional Water Services Commission** (Counties of Lac Ste. Anne and Parkland, Town of Onoway, Villages of Alberta Beach and Wabamun, Alexis, Paul and Alexander (expected) First Nations, 12 Summer Villages) Amendment to the Organizational Bylaw requires 3/4 majority of Directors. All other decisions are by simple majority of Directors present.
- **Sylvan Lake Regional Wastewater Commission** (Counties of Lacombe and Red Deer, Town of Sylvan Lake, 5 Summer Villages) - majority vote of the Directors representing at least 75% of the weighted votes for:
 - Business Plan
 - Annual Financial Plan including the Annual Operating Budget and Annual Capital Budget
 - Capital Expenditures not included in the Annual Capital Budget
 - Amendments to or repeal of the Organizational Bylaw

Allocation of Votes

- Town of Sylvan Lake – 5 Votes
- Lacombe County – 5 Votes
- Red Deer County – 5 Votes
- Each Summer Village – 1 Vote

All other decisions are by simple majority of Directors present.

- **Alberta Central East (ACE) Water Corporation** (Shareholders: Counties of Minburn, Two Hills and Vermilion River, Towns of Vermillion and Two Hills, Villages of Dewberry, Innisfree, Kitscoty, Mannville, Marwayne, Myrnam, Paradise Valley and Willingdon) - Incorporated under the *Business Corporations Act* R.S.A 2000 c. B-9. Major decisions including financial decisions are voted on by Shareholders on weighted vote of number of Class “A” voting shares. Number of voting shares are based on capacity allocation to a maximum of 25% of system capacity.

Of the Commissions canvassed:

- all but one require a super majority for amendment of the organizational bylaw – generally either 2/3 or 3/4 of Directors of the Board or in the case of Sylvan Lake a weighted vote.
- only the Sylvan Lake Commission uses weighted voting for financial decisions

The ACE Water Corporation is structured quite differently from regional services commissions with weighted voting based on the number of voting shares of each municipality.

3.3 Amendment of Commission Bylaw 1

With respect to weighted voting on financial matters, to remove these requirements, Clause 8.13 would be repealed and existing Clause 8.4 would be amended to read:

8.7 Each Director shall be entitled to vote on the Financial Plan and Operating and Capital Budgets.

As to supermajority voting, Section 4.9 is amended to make reference that voting for disestablishment of the Commission and amendments to this Bylaw require a supermajority of $\frac{3}{4}$. This raises the question as to whether or not there should be any other decisions of the Board that should require a supermajority.

A couple of additional provisions on voting may be useful. The Commission Board presently has 5 Directors and the instances of a tie vote occurring would be infrequent. Should new Members be added, there becomes the possibility for an even number of directors. Clause 4.9 clarifies that a resolution is lost if there are equal votes for and against.

A second amendment – 4.10 – provides that Directors must vote on all motions except in circumstances where abstention is permitted. This reflects a similar requirement for members of Council. These provisions could read:

4.9 Except as provided in Clauses 13.1 and 15.1, any matter properly placed before a meeting of the Board shall be decided by a majority of the votes cast by the

Directors at the relevant Board Meeting. If there is an equal number of votes for and against a Board resolution, the resolution is defeated

- 4.10 *A Director attending a Board meeting shall vote on all matters before the Board unless a Director is required or permitted to abstain from voting under any bylaw of the Commission or provision of the Act.*

It raises the question as to whether or not there should be any other decisions of the Board that should require a supermajority.

4 Amendments to Financial Provisions

The financial provisions of Bylaw 1 are in Section 8. The Bylaw provides that rates are to be calculated on a Cost of Service basis. A number of changes are proposed to more logically order the sequence of clauses in Section 8 and to provide more precise wording of existing provisions. These are set out in the **Bylaw_1_with_possible_changes**. Substantive changes to the Bylaw are addressed following:

Revised Clause 8.3 would remove the limitations on the amount of reserves and surplus that the Commission can hold and instead simply provides authority to establish reserves.

8.3 *The Commission may establish and maintain restricted surpluses for operating and capital purposes, also referred to as operating and capital reserves respectively, in accordance with the policies, procedures and directions of the Board from time to time.*

New sub clause (b3) of revised clause 8.4 would provide for inclusion of a capital surcharge in the revenue requirement if the revenue generated with just the cost of service rate is insufficient.

(b3) *estimated additional annual contributions required over and above revenue generated from cost of service rate to provide necessary funds for the demonstrated long term capital renewal of the System (capital surcharge)*

Revised Clause 8.5 provides that the rate may not exceed the rate calculated on a cost of service basis

New Clause 8.6 allows the cost of service rate to be exceeded to allow a transition

8.6 *Notwithstanding Clause 8.5, where the rate in a prior year was higher than the rate that would have been calculated on a cost of service basis, the Commission may, in the interests of rate and revenue stability, set rates in the forthcoming years which serve to transition to a cost of service rate.*

5 Amendments for Expansion of Membership to Include Maskwacis First Nations

For clarity, Clause 10.1 should be amended at this time to also include the addition of an “Indian Reserve” as a Member of the Commission to allow consideration of the Maskwacis extension to continue. Section 602.02 (1) of the Act provides that “Two or more municipal authorities may agree to jointly establish a commission.” Section 602.01 (1)(g) provides that “municipal authority” includes “a Metis settlement, an Indian reserve and an armed forces base.” Section 10.1 could read:

10.1 The Board may agree to the addition of a municipal authority, or an Indian Reserve as a Member of the Commission if sufficient capacity for the supply of water can be made available or if the long term interests of the existing Members are not adversely affected.

When it is known which of the First Nations are to be included initially, Clause 1.11 would be amended to include the specific First Nation as a Member. As well Clause 7.1 would be amended to add a minimum entitled annual volume for the particular First Nation, subject to the discussion of the whole notion of allocated volumes in the following section. Whether the First Nation volume is added onto the present allocations for the existing Members or whether the total volume is reallocated among the existing and new members is dependent on the City of Red Deer’s agreement to provide the additional volume. This also leads into the next policy issue.

6 Water Allocation Among Members

Section 7 of Bylaw 1 addresses the volume of water to be supplied to the Members. Clause 7.1 sets out the specific minimum annual volumes to which the Member are entitled. Below are the volume projections in the recent rate study:

	Projected Volume		Bylaw No 1		2045 Volume as % of Bylaw 1
	2033	2045	Allocations	Existing %	
Existing Members					
Town of Ponoka	780,917	879,957	2,097,000	22%	42%
City of Lacombe	1,915,429	2,487,005	4,862,000	50%	51%
Town of Blackfalds	1,923,059	3,166,861	1,903,000	20%	166%
Lacombe County	51,327	51,327	400,000	4%	13%
Wolf Creek Village	9,623	9,623	400,000	4%	2%
Total Existing	4,680,355	6,594,773	9,662,000	100%	68%

The total volume in 2045 is projected at only 68% of the Bylaw 1 total allocation. The projected growth of individual Members however is different from what was originally

envisioned. Blackfalds will reach 100% of its allocation in about 10 years. If this clause is to remain in the Bylaw the Commission will need at some point to address the determination of minimum allocations.

The other consideration in all of this is the expiry of the initial 25 year water supply agreement with the City of Red Deer on August 31, 2030. The current supply agreement does not provide a minimum annual allocation for water to the Commission. The only obligation of the City is to use “Best Efforts” to:

- i. supply the Commission with the Annual Quantity for that year established on a rolling 5 year projection process.
- ii. “Avoid situations where it is unable to supply to the Commission the quantity of Water which the Commission requires.”

When the issue of renewing the supply agreement with the City is taken up, presumably no later than about 2025 if not sooner, the whole issue of the future water availability in the Red Deer River, the willingness of the City to supply the Commission at all, the future volumes of water that can be available to the Commission and commitments the Commission can make to its Members will be need to be addressed. Into the mix will be added the need to renew the current water license which now allows up to 13.3 Million m3 annually and which expires in 2031.

The question the Board may need to address at some point is whether the inclusion of the specific water allocations in the Bylaw remains relevant. Of the other entities reviewed above with respect to voting:

<p>Those that included specific allocations to Members:</p> <ul style="list-style-type: none"> • Shirley McClellan water commission • WILD water commission • ACE Water Corp 	<p>Those that do not include specific allocations to Members:</p> <ul style="list-style-type: none"> • Mountain View water commission • South Red Deer wastewater commission • Capital Region NE water commission • Capital Region SW water commission • Sylvan Lake wastewater commission
---	---

A clause that could replace the existing 7.1 might be:

7.1 Subject to constraints beyond the control of the Commission, the Commission shall meet the ongoing water needs of the Member and the Commission shall undertake capital planning, put in place capital financing and undertake to increase capacity of the System to ensure that the needs of the Members are met.

7 Non-substantive and Other Amendments

A number of housekeeping and minor amendments are made to the Bylaw to update references, make corrections, clarify terms and fill in a few holes. These are shown on the **Bylaw_1_with_possible_changes document**.

Appendix A – Amendments to the *Municipal Government Act*

Regional Services Commissions Recent Legislative Changes

March 18, 2021


Roy Bedford, Municipal Viability Advisor
Marnie Lee, Municipal Viability Advisor
Desiree Kuori, Municipal Accountability Advisor



Alberta

Classification: Protected A

Agenda

-  Regional Services Commissions Overview
-  Legislative Changes
-  Implications for Regional Services Commissions
-  Expectations for the Transition
 - Bylaws
-  Questions

2

Alberta

Poll Question:

Are you:

- An RSC Manager/CAO
- Other RSC staff member
- Board member
- Municipal staff



3

RSC Overview

- Opportunity for municipal authorities to collectively (two or more members) provide services on a regional basis
- Separate legal entity
- Governed by a Board of Directors
- Not intended to make a profit
- Governed by the *Municipal Government Act (MGA)* Part 15.1
- There are currently 76 RSCs within the province

4

RSC Powers and Duties

- Legal status as an autonomous corporation
- Natural Person Powers, except as limited by the *MGA* or the RSC's bylaws
 - Own and expropriate land
 - Borrow money
- Board responsibilities
- Administration of the RSC

5

The logo for the Government of Alberta, featuring the word "Alberta" in a stylized script font with a small square icon to the right.

Legislative Changes

- Streamline the process for establishing and operating RSCs
- Increase accountable to member municipal authorities
- Regional Services Commissions Repeal Regulation
- Came into effect September 1, 2020
- Scope of powers and duties remain the same with additional autonomy and flexibility

6

The logo for the Government of Alberta, featuring the word "Alberta" in a stylized script font with a small square icon to the right.

Key Changes for Existing RSCs

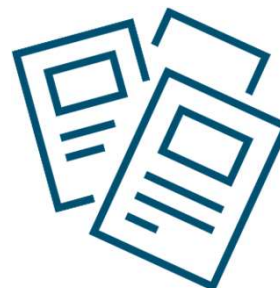
- Provincial approvals are no longer required for:
 - Changes to RSC services
 - Changes to board of director bylaws
 - Addition and/or removal of members or non-member municipal authority customers
 - Disposal of assets
 - Disestablishment
- Minister notification for substantive changes within 60 days
- Powers and duties will not significantly change

7



Key Changes for Establishing RSCs

- Municipal authorities may agree on establishment through council or band resolution
- Resolutions must specify:
 - The name of the RSC
 - Names of members
 - The first board of directors
 - The first chair of the RSC



8



Key Changes for Establishing RSCs

- Minister notification within 60 days, must include:
 - Resolutions of all members
 - RSC office location
 - Contact information
- Formally established once a ministerial order listing all RSCs is updated

9



Governance Implications

- Existing RSC members, board of directors, and chair will continue according to RSC bylaws (or ministerial order in the case of recently established RSCs)
 - No longer need to have Minister approve Board of Directors Bylaw
- RSCs will be subject to Sections 197 & 199 in the *MGA*, that govern meetings held by municipal councils

10



Financial Implications

- Continue to operate on a non-profit, full cost-recovery basis
- Alignment with municipal financial processes
 - Addressing financial shortfall (*MGA* Section 244)
 - Requirements for capital budgets (*MGA* Sections 245 & 246)
 - Use of borrowed money (*MGA* Section 253)
- No change to debt limit regulations, audited financial statements and financial information returns



11

Transition Requirements

- Review and update bylaws to comply with legislative requirements by **September 1, 2021**



12

Bylaw Requirements

- Outlined in Section 602.09(1) of the *MGA*
- RSCs must ensure they adopt bylaws that address:
 - The services provided by the RSC
 - Administration
 - The process for changing board directors and chair, and terms of office
 - The process for adding and removing members
 - Fees charged for services
 - Disposal of assets
 - Terms for disestablishment

13



Developing Bylaws and Resources

- Consistent process
 - Approval
 - Amendments
- Standard format
 - Naming
 - Numbering
 - Important clauses to include
- Security

14



Questions?



Alberta

Thank you!

Contact Information:

- 780-427-2225 or toll-free by first dialing 310-0000
- ma.lgsmail@gov.ab.ca
- Administrative updates at lgs.updates@gov.ab.ca

Alberta

Agreements for services

602 The Minister may enter into agreements with the Government of Canada or its agencies or with any other public body or person for the purpose of obtaining any service, benefit or other advantages for the whole or part of an improvement district or for its residents.

1994 cM-26.1 s602

Part 15.1

Regional Services Commissions

Interpretation

602.01(1) In this Part,

- (a) “board” means the board of directors of a commission;
- (b) “borrowing” means a borrowing as defined in section 241(a.1);
- (c) “bylaws” means the bylaws of a commission;
- (d) “capital property” means capital property as defined in section 241(c);
- (e) “commission” means a regional services commission;
- (f) “member” means, in respect of a commission, a municipal authority that is a member of the commission;
- (g) “municipal authority” means a municipal authority as defined in section 1(1)(p), and includes a Metis settlement, an Indian reserve and an armed forces base;
- (h) “public utility” means a public utility as defined in section 1(1)(y), excluding public transportation operated by or on behalf of a municipality;
- (i) “resolution” means a resolution passed by a municipal authority or commission under this Part;
- (j) “service” means, in respect of a commission, a service that the bylaws authorize the commission to provide;
- (k) “transportation service” means a service to transport people or goods by vehicle, including a vehicle that runs on rails.

(2) A reference to a bylaw or resolution in this Act outside this Part does not include a bylaw or resolution passed by a commission.

RSA 2000 cM-26 s602.1;2020 c25 s11

Division 1

Establishment and Operation

Establishing commissions

602.02(1) Two or more municipal authorities may agree to jointly establish a commission by passing resolutions.

(2) Before being passed under subsection (1), the proposed resolutions must be advertised in accordance with section 606.

(3) Within 60 days of the resolutions being passed under subsection (1), the Minister must be notified of the resolutions.

(4) A notification under subsection (3) must include copies of all the resolutions passed under subsection (1) and provide the commission's office location and contact information.

(5) A commission is not established until an order listing the commission is issued by the Minister under section 602.04.

RSA 2000 cM-26 s602.2;2016 c24 s88;2020 c25 s11

Resolution and notification

602.03(1) A resolution establishing a commission must specify

- (a) the name of the commission, and
- (b) the names of the members, the first board of directors and the first chair of the commission.

(2) The commission must notify the Minister within 60 days of any change to any of the information provided under section 602.02(4).

(3) If a commission is to be disestablished under section 602.09(1)(g), the commission must notify the Minister within 60 days of the commission's being disestablished.

2020 c25 s11

List of commissions

602.04 The Minister may issue an order listing or updating the list of the names of all the commissions established or disestablished each time the Minister receives a notification under section 602.02(3) or 602.03(2) or (3), as the case may be.

2020 c25 s11

Corporation

602.05 A commission is a corporation.

RSA 2000 cM-26 s602.03;2020 c25 s11

Board of directors

602.06(1) A commission is governed by a board.

(2) Subject to sections 602.03(1)(b) and 602.07, the directors of the board are to be appointed and the chair of the commission designated in accordance with the commission's bylaws.

RSA 2000 cM-26 s602.04;2020 c25 s11

Directors representing Province

602.07(1) If, in the Minister's opinion, a service that a commission is authorized to provide is a service that is provided by the Government of Alberta or that may affect a service provided by the Government of Alberta, the Minister may, despite the bylaws, appoint as many directors of the commission as the Minister considers necessary.

(2) A director appointed under this section has the powers, duties and functions of a director appointed in accordance with the commission's bylaws.

RSA 2000 cM-26 s602.05;2020 c25 s11

Delegation

602.08(1) Subject to subsection (2), a board may delegate any of its or the commission's powers, duties or functions under this Act or any other enactment.

(2) A board may not delegate

- (a) the power or duty to pass bylaws,
- (b) the power to expropriate,
- (c) the power to authorize a borrowing,
- (d) the power to adopt budgets, and
- (e) the power to approve financial statements.

RSA 2000 cM-26 s602.06;2020 c25 s11

Bylaws

602.09(1) Each board must pass bylaws

- (a) respecting the provision of the commission's services;
- (b) respecting the administration of the commission;
- (c) respecting the process for changing the directors of the board and the chair of the commission and for setting the terms of office of the board and the chair;

- (d) respecting the process for adding or removing members;
- (e) respecting the fees to be charged by the commission for services provided to its customers or to any class of its customers;
- (f) respecting the disposal of assets by the commission;
- (g) respecting the process for disestablishment of the commission, including the treatment of assets and liabilities on disestablishment.

(2) The *Regulations Act* does not apply to the bylaws passed under subsection (1).

RSA 2000 cM-26 s602.07;2020 c25 s11

Meetings

602.1(1) Subject to subsection (2), sections 197 and 199 apply to the meetings of a commission.

(2) Notwithstanding sections 197 and 199, for the purposes of this Part, a reference in sections 197 and 199 to a council, councils and council committees shall be read as a reference to a board, boards and board committees, respectively.

RSA 2000 cM-26 s602.08;2015 c8 s55;2019 c22 s10(16);2020 c25 s11

Compliance with growth plan and ALSA regional plan

602.11 In carrying out its functions and in exercising its jurisdiction under this Act and other enactments, a commission must act in accordance with any applicable growth plan under Part 17.1 and any applicable ALSA regional plan.

RSA 2000 cM-26 s602.021;2020 c25 s11

Control of profit corporations

602.12 Division 9 of Part 3 does not apply to a commission.

RSA 2000 cM-26 s602.09;2016 c24 s89;2020 c25 s11

Division 2 Powers and Duties

Natural person powers

602.13 A commission has natural person powers, except to the extent that they are limited by this Act or any other enactment.

RSA 2000 cM-26 s602.1;2020 c25 s11

Service area

602.14 A commission may, as authorized by its bylaws, provide services

- (a) within the boundaries of its members, and

- (b) outside the boundaries of its members with approval
 - (i) from the other municipal authority within whose boundaries the services are to be provided, and
 - (ii) in the case of services to be provided in a part of a province or territory adjoining Alberta, the authority from that province or territory whose jurisdiction includes the provision of the services in that part of the province or territory.

RSA 2000 cM-26 s602.11;2020 c25 s11

Profit and surpluses**602.15** A commission may not

- (a) operate for the purposes of making a profit, or
- (b) distribute any of its surpluses to its members.

2020 c25 s11

Traffic Safety Act**602.16** A commission that is authorized by its bylaws to provide transportation services is subject to the *Traffic Safety Act*.

RSA 2000 cM-26 s602.12;RSA 2000 cT-6 s205;2020 c25 s11

Acquisition of land**602.17(1)** A commission may acquire an estate or interest in land in a province or territory adjoining Alberta if the local government within whose boundaries the land is located consents in writing to the acquisition.**(2)** This section does not apply until the commission exercises the right of acquisition under subsection (1).

RSA 2000 cM-26 s602.125;2020 c25 s11

Expropriation**602.18(1)** A commission may acquire by expropriation under the *Expropriation Act* an estate or interest in land for the purpose of providing a public utility or a transportation service.**(2)** A commission may acquire by expropriation an estate or interest under subsection (1) in land that is outside the boundaries of its members only if the municipal authority in whose boundaries the land is located consents in writing to the acquisition.

RSA 2000 cM-26 s602.13;2020 c25 s11

Public utility disputes**602.19** If there is a dispute between a commission and another commission or a commission and any municipal authority with respect to

- (a) rates, tolls or charges for a service that is a public utility,
- (b) compensation for the acquisition by the commission of facilities used to provide a service that is a public utility, or
- (c) the use of any road, square, bridge, subway or watercourse by the commission to provide a service that is a public utility,

any party involved in the dispute may submit the dispute to the Alberta Utilities Commission, and the Alberta Utilities Commission may issue an order on any terms and conditions that the Alberta Utilities Commission considers appropriate.

RSA 2000 cM-26 s602.14;2007 cA-37.2 s82(17);2020 c25 s11

Other disputes

602.2(1) If

- (a) there is a dispute between a commission and another commission or a commission and any municipal authority and the matter in dispute is not under the jurisdiction of the Alberta Utilities Commission or the Alberta Transportation Safety Board or any other board or tribunal created by an enactment, or
- (b) there is a dispute between a commission and a municipal authority, other than an improvement district or special area, in respect of an expropriation that requires the consent of the municipal authority under section 602.18(2), any party involved in the dispute may submit the dispute to the Municipal Government Board.

(2) If a dispute is submitted to the Municipal Government Board, each party involved in the dispute must submit a written statement to the Board and to the other parties involved in the dispute that sets out

- (a) a summary of the facts and its position in the dispute, and
- (b) an address to which any notice or decision of the Board is to be sent.

(3) The Municipal Government Board must hold a hearing after the written statements have been submitted, or after the expiry of a time period established by the Board for submission of the statements, whichever occurs first.

RSA 2000 cM-26 s602.15;RSA 2000 cT-6 s205;
2007 cA-37.2 s82(17);2020 c25 s11

Order of Municipal Government Board

602.21(1) After hearing a dispute under section 602.2(3), the Municipal Government Board may make any order it considers appropriate.

(2) The order under subsection (1) may

- (a) include terms and conditions, and
- (b) be effective on a future date or for a limited time.

(3) The Municipal Government Board must send its order, and its reasons if requested, to the parties involved in the dispute.

(4) An order of the Municipal Government Board under this section is binding on the parties involved in the dispute.

RSA 2000 cM-26 s602.16;2020 c25 s11

**Division 3
Financial Matters****Financial year**

602.22 The financial year of a commission is the calendar year.

RSA 2000 cM-26 s602.18;2020 c25 s11

Operating budget

602.23(1) A commission must adopt an operating budget for each calendar year.

(2) An operating budget must include the estimated amount of each of the following expenditures and transfers:

- (a) the amount needed to enable the commission to provide its services;
- (b) the amount needed to pay the debt obligations in respect of borrowings made to acquire, construct, remove or improve capital property;
- (c) if necessary, the amount needed to provide for a depreciation or depletion allowance, or both, for any public utility the commission is authorized to provide;
- (d) the amount to be transferred to reserves;
- (e) the amount to be transferred to the capital budget;
- (f) the amount needed to recover any shortfall as required under section 602.24.

(3) An operating budget must include the estimated amount of each of the following sources of revenue and transfers:

- (a) fees for services provided;
- (b) grants;
- (c) transfers from the commission's accumulated surplus funds or reserves;
- (d) any other source of revenue.

(4) The estimated revenue and transfers under subsection (3) must be at least sufficient to pay the estimated expenditures and transfers under subsection (2).

(5) The Minister may make regulations respecting budgets and that define terms used in this section that are not defined in section 602.01.

RSA 2000 cM-26 s602.19,602.2;2020 c25 s11

Financial shortfall

602.24(1) Subject to subsection (2), section 244 applies to a commission.

(2) Notwithstanding section 244, for the purposes of this Part, a reference in section 244 to a municipality shall be read as a reference to a commission.

RSA 2000 cM-26 s602.21;2020 c25 s11

Capital budget

602.25(1) Subject to subsection (2), sections 245 and 246 apply to a commission.

(2) Notwithstanding sections 245 and 246, for the purposes of this Part, a reference in section 245 to each council shall be read as a reference to each board.

RSA 2000 cM-26 s602.22;2020 c25 s11

Expenditure of money

602.26(1) A commission may make an expenditure only if it is

- (a) included in the commission's operating budget or capital budget or otherwise authorized by its board,
- (b) for an emergency, or
- (c) legally required to be paid.

(2) Each board must establish procedures to authorize and verify expenditures that are not included in a budget.

(3) If the Minister establishes a budget for a commission by virtue of section 244(3), the commission may not make an expenditure that is not included in the budget unless the expenditure is

- (a) authorized by the Minister,
- (b) for an emergency, or
- (c) legally required to be paid.

RSA 2000 cM-26 s602.24;2020 c25 s11

Annual budget

602.27(1) For the purpose of this section, “annual budget” means an annual budget as defined in section 241(a.02).

(2) A commission may adopt an annual budget in a format that is consistent with its financial statements.

(3) For the purpose of section 602.26, the adoption of an annual budget is equivalent to the adoption of an operating budget under section 602.23 or the adoption of a capital budget under section 602.25.

2020 c25 s11

Civil liability of directors re expenditure

602.28(1) Subject to subsection (2), a director of a board who

- (a) makes an expenditure that is not authorized under section 602.26,
- (b) votes to spend money that has been obtained under a borrowing on something that is not within the purpose for which the money was borrowed, or
- (c) votes to spend money that has been obtained under a grant on something that is not within the purpose for which the grant was given

is liable to the commission for the expenditure or amount spent.

(2) A director is not liable under subsection (1)(b) if spending the money is allowed under section 602.3.

(3) If more than one director of the board is liable to the commission under this section in respect of a particular expenditure or amount spent, the directors are jointly and severally liable to the commission for the expenditure or amount spent.

(4) The liability under this section may be enforced by action by

- (a) the commission,
- (b) a member of the commission,
- (c) a taxpayer of a member of the commission, or
- (d) a person who holds a security under a borrowing made by the commission.

RSA 2000 cM-26 s602.3;2020 c25 s11

Authorized investments

602.29 A commission may invest its money only in the investments referred to in section 250(2)(a) to (d).

RSA 2000 cM-26 s602.26;2020 c25 s11

Use of borrowed money

602.3(1) Subject to subsection (2), section 253 applies to a commission.

(2) Notwithstanding section 253, for the purposes of this Part, a reference in section 253 to a municipality shall be read as a reference to a commission.

RSA 2000 cM-26 s602.27;2020 c25 s11

Borrowing

602.31 No commission may make a borrowing if the borrowing will cause the commission to exceed its debt limit, unless the borrowing is approved by the Minister.

RSA 2000 cM-26 s602.28;2020 c25 s11

Debt limit regulations

602.32(1) The Minister may make regulations

- (a) respecting how a debt limit for a commission is determined;
- (b) defining debt for the purposes of determining whether a commission has exceeded its debt limit, and the definition may include anything related to a commission's finances.

(2) The regulations made under this section may establish different methods of determining debt limits and different definitions of debt for different commissions.

RSA 2000 cM-26 s602.29;2020 c25 s11

Civil liability of directors re borrowing

602.33(1) When a commission makes a borrowing that causes the commission to exceed its debt limit, a director of the board who voted to authorize the borrowing is liable to the commission for the

amount borrowed, unless the borrowing has been approved by the Minister.

(2) If subsection (1) applies to more than one director of the board, the directors are jointly and severally liable to the commission for the amount borrowed.

(3) The liability under this section may be enforced by action by

- (a) the commission,
- (b) a member of the commission,
- (c) a taxpayer of a member of the commission, or
- (d) a person who holds a security under a borrowing made by the commission.

RSA 2000 cM-26 s602.3;2020 c25 s11

Loans and guarantees

602.34 A commission may not lend money or guarantee the repayment of a loan.

RSA 2000 cM-26 s602.31;2020 c25 s11

Financial information return

602.35(1) Each commission must prepare a financial information return respecting the financial affairs of the commission for the immediately preceding calendar year.

(2) The Minister may establish requirements respecting the financial information return, including requirements respecting the accounting principles and standards to be used in preparing the return.

RSA 2000 cM-26 s602.32;2020 c25 s11

Audited financial statements

602.36 Each commission must prepare audited annual financial statements for the immediately preceding calendar year.

RSA 2000 cM-26 s602.33;2020 c25 s11

Distribution of returns and statements

602.37 Each commission must submit its financial information return and audited annual financial statements to the Minister and each member of the commission by May 1 of the year following the year for which the return and statements have been prepared.

RSA 2000 cM-26 s602.34;2020 c25 s11

Division 4 Minister's Powers

Inspection

602.38(1) The Minister may require any matter connected with the management, administration or operation of any commission to be inspected

- (a) on the Minister's initiative, or
- (b) on the request of a member of the commission.

(2) For the purposes of subsection (1), the management, administration or operation of a commission includes

- (a) the affairs of the commission,
- (b) the conduct of a director of the board or of an employee or agent of the commission, and
- (c) the conduct of a person who has an agreement with the commission relating to the duties or obligations of the commission or the person under the agreement.

(3) The Minister may appoint one or more persons as inspectors for the purposes of carrying out inspections under this section.

(4) An inspector

- (a) may require the attendance of any director of the board, any officer of the commission or any other person whose presence the inspector considers necessary during the course of an inspection, and
- (b) has the same powers, privileges and immunities as a commissioner under the *Public Inquiries Act*.

(5) When required to do so by an inspector, a commission must produce for examination and inspection all the books and records of the commission.

(6) After the completion of an inspection, the inspector must make a report to the Minister and, if the inspection was made at the request of a member of the commission, to the member and the commission.

RSA 2000 cM-26 s602.35;2020 c25 s11

Directions and dismissal

602.39(1) If because of an inspection under section 602.38 or a report of an official administrator under section 602.41 the Minister considers that a commission is managed in an irregular, improper or improvident manner, the Minister may by order direct the board

to take any action that the Minister considers proper in the circumstances.

(2) If an order of the Minister under this section is not carried out to the satisfaction of the Minister and the Minister considers that the commission continues to be managed in an irregular, improper or improvident manner, and all reasonable efforts to resolve the situation have been attempted and have been unsuccessful, the Minister may make one or more of the following orders:

- (a) an order suspending the authority of the board to make bylaws in respect of any matter specified in the order;
- (b) an order exercising bylaw-making authority in respect of all or any of the matters for which bylaw-making authority is suspended under clause (a);
- (c) an order removing a suspension of bylaw-making authority, with or without conditions;
- (d) an order withholding money otherwise payable by the Government to the commission pending compliance with an order of the Minister;
- (e) an order repealing, amending and making policies and procedures with respect to the commission;
- (f) an order requiring or prohibiting any other action as necessary to ensure an order is complied with;
- (g) an order dismissing the board or any director of the board.

(3) Before making an order under subsection (2), the Minister must give the commission notice of the intended order and at least 14 days in which to respond.

(4) If an order of the Minister under this section is not carried out to the satisfaction of the Minister, the Minister may dismiss the board or any director of the board.

(5) On the dismissal of the board or of any director of the board, the Minister may direct that a new board or director be appointed or may appoint a new board or director.

(6) The Minister may appoint an official administrator

- (a) on the dismissal of a board, or
- (b) on the dismissal of one or more directors of the board if the remaining directors do not constitute a quorum.

(7) An official administrator appointed under subsection (6) has all the powers and duties of the board.

RSA 2000 cM-26 s602.36;2017 c13 s1(52);2020 c25 s11

Official administrator as supervisor

602.4(1) The Minister may at any time appoint an official administrator to supervise a commission and the board.

(2) As long as the appointment of an official administrator under this section continues,

- (a) no bylaw or resolution that authorizes the commission to incur a liability or to dispose of the money or property of the commission has any effect until the bylaw or resolution has been approved in writing by the official administrator, and
- (b) the official administrator may at any time within 30 days after the passing of any bylaw or resolution disallow it, and the bylaw or resolution so disallowed becomes and is deemed to have always been void.

RSA 2000 cM-26 s602.37;2020 c25 s11

Reports of official administrators

602.41 An official administrator appointed under section 602.39(6) or 602.4 shall on request of the Minister, and may at any other time, report to the Minister on

- (a) any matter respecting the commission, or the board or the administration of the commission,
- (b) any matter respecting the provision of services by the commission, or
- (c) any other matter that the Minister may consider necessary.

2017 c13 s1(53);2020 c25 s11

Enforcement when commission under supervision

602.42(1) If the Minister considers that a commission has, while under the supervision of an official administrator,

- (a) incurred a liability or disposed of money or property without the written approval of the official administrator required by section 602.4(2)(a), or
- (b) acted on a bylaw or resolution that has been disallowed by the official administrator under section 602.4(2)(b),

the Minister may take any necessary measures to address the situation, including, without limitation, making one or more orders referred to in section 602.39(2)(a) to (g).

(2) Before making an order under subsection (1), the Minister must give the commission notice of the intended order and at least 14 days in which to respond.

2017 c13 s1(53);2020 c25 s11

Remuneration for official administrator

602.43 When an official administrator is appointed for a commission by the Minister under this Part, the remuneration and expenses of the official administrator as set by the Minister must, if required by the Minister, be paid by the commission.

RSA 2000 cM-26 s602.38;2020 c25 s11

Providing Minister with copies and information

602.44(1) The Minister may direct a commission to provide

- (a) a copy of any document in its possession, or
- (b) any information or statistics respecting the commission

to the Minister within the time specified by the Minister.

(2) A commission must comply with a direction of the Minister under this section and provide any copy, information or statistics to the Minister without charge.

(3) This section does not apply to documents prepared or information acquired by a commission that is subject to any type of legal privilege, including solicitor-client privilege.

RSA 2000 cM-26 s602.381;2020 c25 s11

Ministerial orders

602.45(1) In addition to any other orders that the Minister may make under this Part, the Minister may

- (a) by order take any action that a commission or a board may or must take under this Part, or
- (b) make an order providing for any other matter that the Minister considers necessary for carrying out the purposes of this Part.

(2) If there is a conflict or inconsistency between an order made by the Minister under subsection (1) and an action taken by a commission or a board, the Minister's order prevails to the extent of the conflict or inconsistency.

(3) The *Regulations Act* does not apply to an order made by the Minister under this Part.

2020 c25 s11

Ministerial regulations

602.46 The Minister may make regulations to remedy any confusion or inconsistency in applying the provisions of this Part.

2020 c25 s11

**Division 5
Transitional Provisions and
Ministerial Regulations****Transitional provisions**

602.47(1) In this Division,

- (a) “continued commissions” means the regional services commissions established and existing under the former provisions before this Part comes into force;
- (b) “former provisions” means the provisions in Part 15.1 of this Act in force immediately before the coming into force of this Division.

(2) Continued commissions continue as regional services commissions as if the continued commissions are established under this Part.

(3) The bylaws and resolutions of the continued commissions continue until repealed, amended or replaced by the boards of the continued commissions.

(4) The members, the boards and the chairs of the continued commissions continue until changed according to the bylaws amended or replaced under subsection (3).

(5) On the coming into force of this Part, all liabilities, assets, rights, duties, functions and obligations of continued commissions continue to have effect until expired or amended under this Part or any other enactment.

(6) A reference to commissions in any enactment, regulation, order, bylaw, certificate of title, agreement or any other instrument is continued.

(7) Within one year after the coming into force of this Part, all continued commissions must ensure that the bylaws of the continued commissions conform to the requirements in section 602.09.

(8) The Minister may issue an order listing all the continued commissions continued under this section.

2020 c25 s11

Ministerial regulations

602.48 The Minister may make regulations to deal with any difficulty or impossibility resulting from transitioning to this Part from the former provisions.

2020 c25 s11

Part 16

Miscellaneous

Lieutenant Governor in Council regulations

603(1) The Lieutenant Governor in Council may make regulations

- (a) for any matter that the Minister considers is not provided for or is insufficiently provided for in this Act;
- (b) restricting the power or duty of a council to pass bylaws.

(2) A regulation made under subsection (1) is repealed on the earliest of

- (a) the coming into force of an amendment that adds the matter to this Act;
- (b) the coming into force of a regulation that repeals the regulation made under subsection (1);
- (c) two years after the regulation comes into force.

(3) The repeal of a regulation under subsection (2)(b) or (c) does not affect anything done, incurred or acquired under the authority of the regulation before the repeal of the regulation.

1994 cM-26.1 s603

Validation of regulations

603.1(1) Despite any decision of a court to the contrary made before or after the coming into force of this section,

- (a) a regulation made under section 603(1) before the coming into force of this section, including a new regulation described in clause (c), is validated and declared for all purposes to have been validly made as of the date on which the regulation was made,
- (b) everything done under a regulation referred to in clause (a) is validated and declared for all purposes to have been validly done, and
- (c) where a regulation made under section 603(1) before the coming into force of this section (in this clause called the “former regulation”) is repealed and another regulation

Appendix B – Alberta Regulation 105/2004

ALBERTA REGULATION 105/2004

Municipal Government Act

**NORTH RED DEER RIVER WATER SERVICES
COMMISSION REGULATION**

Establishment

1 A regional services commission known as the North Red Deer River Water Services Commission is established.

Members

2 The following municipalities are members of the Commission:

- (a) Lacombe County;
- (b) Ponoka County;
- (c) Town of Blackfalds;
- (d) Town of Lacombe;
- (e) Town of Ponoka.

Water supply system

3 The Commission is authorized to provide and operate a water supply system.

Operating deficits

4 The Commission may not assume operating deficits that are shown on the books of any of the member municipalities.

Sale of property

5(1) The Commission may not, without the approval of the Minister, sell any of its land, buildings, equipment or inventory whose purchase has been funded wholly or partly by grants from the Government of Alberta.

(2) The Minister may not approve a sale under subsection (1) unless the Minister is satisfied

- (a) as to the repayment of the grants from the Government of Alberta and outstanding debt associated with that portion of the land, buildings, equipment or inventory to be sold,
- (b) that the sale would not have a significant adverse effect on the services the Commission provides, and

- (c) that the sale will be properly reflected in the rates subsequently charged to the customers of the Commission.

Profit and surpluses

- 6** Unless otherwise approved by the Minister, the Commission may not
- (a) operate for the purposes of making a profit, or
 - (b) distribute any of its surpluses to its member municipalities.

Approval

- 7** The Minister may make an approval under section 5 or 6 subject to any terms or conditions the Minister considers appropriate.

Existing Provisions	Possible Changes
NORTH RED DEER RIVER WATER SERVICES COMMISSION	New words and ideas marked in grey highlight
BYLAW 1	
BEING A BY-LAW RESPECTING THE APPOINTMENT OF A BOARD OF DIRECTORS AND CHAIRPERSON, GOVERNING THE FEES TO BE CHARGED BY THE COMMISSION AND THE GOVERNANCE OF ADMINISTRATION OF THE COMMISSION	
WHEREAS pursuant to the provisions of the Municipal Government Act, the Board of the Commission must pass Bylaws respecting the appointment of its directors and the designation of its Chair, governing the fees to be charged by the Commission for services and may pass Bylaws respecting the provision of the Commission's services and the governance of the administration of the Commission; and	
NOW THEREFORE the Board enacts the following	
1. DEFINITIONS	
1.1 "Act" means the <i>Municipal Government Act</i> , R.S.A. 2000, c. M-26;	
1.2 "Annual Meeting" means the Meeting of the Board and the Members to be held on a date and at a location to be determined by the Board in accordance with this Bylaw;	
1.3 "Auditor" means the auditor of the Commission appointed by the Board pursuant to Section 5.5 hereof;	
1.4 "Board" means the Board of Directors of the Commission;	
1.5 "Budget" means the capital budget and the operating budget required by the Act;	
1.6 "Chair" means the chairperson of the Board;	
1.7 "Commission" means the North Red Deer River Water Services Commission;	
1.8 "Director" means the representative of a Member on the Board appointed in accordance with this Bylaw;	

Existing Provisions	Possible Changes
1.9 "Financial Plan" means the financial plan for the Commission for the forthcoming three (3) financial years, as it exists from year to year;	
1.10 "Manager" means the person appointed by the Board as Manager in accordance with this Bylaw;	
1.11 "Member(s)" means those members set out in the Regulation;	Member(s) means any or all of: a) Town of Blackfalds b) City of Lacombe c) Town of Ponoka d) Lacombe County e) Ponoka County
1.12 "Regulation" means Alberta Regulation No. 221/2004;	Deleted
	New Clause 1.12 "Organizational Meeting" means the first meeting of the Board held after November 1 in each year
1.13 "Regular Meeting" means the meetings of the Board to be held each year on dates and at locations to be determined by resolution of the Board pursuant to Section 4.5 hereof;	
1.14 "System" means the pipelines, pump stations and control systems operated by the Commission for the purpose of providing water to the members and customers of the Commission.	
1.15 "Special Meeting" means a meeting of the Board called in accordance with Section 4.6 of this Bylaw;	
1.16 "Water Services" means all water services provided by the Commission; and	
1.17 All other words in this Bylaw are as defined or used in the Act or the Regulation.	Remove phrase "or the Regulation."
2. OBJECTS	
2.1 The objects of the Commission are:	

Existing Provisions	Possible Changes
(a) to provide wholesale water services to its Members;	
(b) to provide water services to other customers on such terms and conditions as the Commission may determine.	
3. MANAGEMENT	
3.1 The management of this Commission shall be vested in the Board.	
4. BOARD OF DIRECTORS	
4.1 The proceedings of the Board shall be conducted in accordance with the Act and this Bylaw.	
4.2 The Board shall consist of five (5) Directors that shall be appointed as follows:	
(a) one (1) Director from the Town of Blackfalds;	
(b) one (1) Director from the Town of Lacombe;	Replace "Town" with "City"
(c) one (1) Director from the Town of Ponoka;	
(d) one (1) Director from Lacombe County;	
(e) one (1) Director from Ponoka County;	
Each Director must be an elected official of the Member appointing such Director.	
4.3 A Member may revoke the appointment of its appointed Director and may appoint a replacement Director.	
4.4 The Directors shall elect, from amongst their number, the Chair and the Vice-Chair at the first Regular Meeting of the Board in November of each year.	Replace the phrase "at the first Regular Meeting of the Board in November of each year." with the phrase "at the Organizational Meeting."
4.5 The Board, by resolution, may establish the date and number of Regular Meetings held during a year, however, there shall be not less than two (2) Regular Meetings per year.	
4.6 The Chair:	
(a) may call a Special Meeting at the discretion of the Chair;	

Existing Provisions	Possible Changes
and	
(b) shall call a Special Meeting upon receipt of written request by at least three (3) Directors.	
4.7 Notice of the time and place of every Board meeting shall be given to each Director personally, by telephone or by facsimile transmission not less than forty-eight (48) hours before the time fixed for the holding of such Board meeting, provided that any Board meeting may be held at any time and place without such notice if:	Replace “facsimile transmission” with “electronic mail”
(a) all the Directors are present thereat and signify their waiver of such notice at such meeting; or	
(b) all the Directors present thereat signify their waiver of such notice and all the Directors that are absent have signified their consent to the meeting being held in their absence.	
4.8 A Director may participate in a Board meeting or at a meeting of a committee of the Board by means of telephone conference or other electronic communications media that permits each of the Directors to hear each of the other Directors and to be heard by each of the other Directors.	<p>Replaced with new Clause 4.8</p> <p><i>4.8 A Board meeting or committee meeting may be conducted by means of electronic or other communication facilities. Notice shall be given to the public of the meeting, including the way in which it is to be conducted.</i></p> <p><i>The communication facilities shall enable the public to watch or listen to the meeting and shall enable all the meeting’s participants to watch or hear each other.</i></p> <p><i>Directors participating in a meeting held by means of a communication facility are deemed to be present at the meeting.</i></p>
4.9 Any matter properly placed before a meeting of the Board shall	Revise to read:

Existing Provisions	Possible Changes
be decided by a majority of the votes cast by the Directors at the relevant Board Meeting.	<p>4.9 <i>Except as provided in Clauses 13.1 and 15.1, any matter properly placed before a meeting of the Board shall be decided by a majority of the votes cast by the Directors at the relevant Board Meeting. If there is an equal number of votes for and against a Board resolution, the resolution is defeated</i></p> <p>Add new clause</p> <p>4.10 <i>A Director attending a Board meeting shall vote on all matters before the Board unless a Director is required or permitted to abstain from voting under any bylaw of the Commission or provision of the Act.</i></p>
4.10 A quorum of the Board shall be a majority of the Directors.	Renumber as 4.11
4.11 The Board shall be responsible for the management and conduct of the affairs of the Commission, which responsibility shall include, but not be limited to, the following:	Renumber as 4.12
(a) to approve the Financial Plan for the forthcoming three (3) years and the Budget for the forthcoming year;	Replace the word "Budget" with "Operating and Capital Budgets"
(b) to maintain the operations of the Commission in a manner which benefits its Members; and	
(c) to cause the minute books and financial records of the Commission to be maintained and to make the same available to the Members.	
4.12 The Directors shall receive for attending any Board meeting or for carrying out any Director's responsibilities, meeting fees and expenses including travel expenses as permitted by the rates and fees set out in the Financial Plan and Budget.	<p>Renumber as 4.13</p> <p>Replace "Financial Plan and Budget" with "Operating Budget"</p>
5. MEETINGS	
5.1 The Board shall call an Annual Meeting which shall be held no	

Existing Provisions		Possible Changes
	later than April 30th of each year.	
5.2	Written notice of the Annual Meeting shall be provided to each Member by mail postmarked not less than thirty (30) days prior to the date of the Annual Meeting.	
5.3	At the Annual Meeting, the Auditor shall present the audited financial statements of the Commission and the Chair shall report on the activities of the past year of the Board and the future plans of the Commission.	
5.4	At the first meeting of the Board following the Annual Meeting, the Board shall appoint the Auditor for the ensuing year whom shall report to the Board on the annual financial statement of the Commission and on the financial procedures and activities of the Commission.	
5.5	The Chair shall establish the agenda for any meeting of the Board. Directors shall be entitled to add items to the proposed agenda by [submitting] a written request to the Manager at least twenty-four (24) hours before the meeting	
5.6	The Board shall adopt the agenda at the beginning of the meeting and may, upon agreement of two thirds of those Directors present at the meeting add or delete items from the agenda.	
6.	ADMINISTRATION	
6.1	There shall be a Chair, a Vice-Chair and a Manager and such other Officers as determined by the Board in its discretion from time to time.	
6.2	The term of office of the Chair is one year.	
6.3	The Chair shall preside over each Regular Meeting, Special Meeting and the Annual Meeting and of any meetings of any committee of the Commission	
6.4	The Chair shall appoint all officials and committees as directed	

Existing Provisions		Possible Changes
	by the Board.	
6.5	The Chair shall be an ex-officio member of all committees.	
6.6	The Chair shall vote on all matters before the Board.	
6.7	The Chair shall perform all other and such other duties as are usually performed by the Chair.	
6.8	The Vice-Chair shall act and perform the duties of the Chair in his absence in the conduct of his office.	
6.9	The term of office for the Vice-Chair is one year.	
6.10	In the absence of the Chair at any meeting, the Vice-Chair shall preside over the meeting for that meeting only.	
6.11	During the absence or inability of the Chair and Vice-Chair, a Director appointed by the Board for that purpose shall exercise the duties and powers of the Chair.	
6.12	The Manager shall act as the administrative head of the Commission and without limiting the foregoing, the Manager shall	
	(a) ensure that the policies and programs of the Commission are implemented;	
	(b) advise and inform the Board on the operations and affairs of the Commission;	
	(c) maintain custody of the seal of the Commission and when required on any instrument requiring the seal of the Commission, affix the same together with one of the Chair or the Vice-Chair;	
	(d) perform the duties and exercise the powers assigned to the Manager in this Bylaw	
	(e) perform the duties and exercise the powers required of the Manager in the Act or any other applicable legislation;	

Existing Provisions	Possible Changes
(f) cause the funds of the Commission to be received and disbursed in accordance with the directions of the Board, subject to this Bylaw;	
(g) cause to be kept detailed accounts of all income and expenditures including proper vouchers for all disbursements of the Commission;	
(h) cause to be rendered to the Board at Regular Meetings or whenever required by the Board an account of all transactions of the Commission and the financial position of the Commission;	
(i) cause all facts and minutes of all proceedings to be kept on all meetings of the Commission;	
(j) cause all notices to be given to Members and to Directors required by this Bylaw;	
(k) cause to be kept all books, papers, records, correspondence, contracts and other documents belonging to the Commission and shall cause the same to be delivered up when required by the Act or when authorized by the Board to such person as may be named by the Board; and	
(l) shall carry out any lawful direction of the Board from time to time.	
6.13 The Board may select as Manager:	
(a) an individual that is an employee of the Commission;	
(b) an individual or firm engaged on a contractual basis; or	
(c) one of the Members of the Commission	
on such terms and conditions as may be acceptable to the Board	
6.14 In addition to the duties set forth herein, the Officers shall have	

Existing Provisions		Possible Changes														
such duties as the Board may from time to time determine.																
6.15	Any one of the Chair or Vice-Chair, together with the Manager are authorized to execute and deliver any cheques, promissory notes, bills of exchange and other instruments, whether negotiable or not, on behalf of the Commission.															
6.16	The Board may, from time to time, appoint an acting manager who shall be authorized, in the absence the Manager, to perform such duties of the Manager as the Board may prescribe.															
Members shall have the right to inspect and may obtain extracts or copies of all books and records of the Commission.																
7. VOLUME OF WATER SUPPLIED																
7.1	Each member of the Commission shall be entitled to the following minimum annual allocations															
<table><tr><td>Town of Blackfalds</td><td>1,903,000 m3</td></tr><tr><td>Town of Lacombe</td><td>4,862,000 m3</td></tr><tr><td>Town of Ponoka</td><td>2,097,000 m3</td></tr><tr><td>Lacombe County</td><td>400,000 m3</td></tr><tr><td>Ponoka County</td><td>400,000 m3</td></tr><tr><td colspan="2"><hr/></td></tr><tr><td>Total</td><td>9,662,000 m3</td></tr></table>		Town of Blackfalds	1,903,000 m3	Town of Lacombe	4,862,000 m3	Town of Ponoka	2,097,000 m3	Lacombe County	400,000 m3	Ponoka County	400,000 m3	<hr/>		Total	9,662,000 m3	Replace “Town of Lacombe” with “City of Lacombe”
Town of Blackfalds	1,903,000 m3															
Town of Lacombe	4,862,000 m3															
Town of Ponoka	2,097,000 m3															
Lacombe County	400,000 m3															
Ponoka County	400,000 m3															
<hr/>																
Total	9,662,000 m3															
and the Commission shall undertake to provide capacity within the systemto supply the volume of water annually requested by each member up to the allocation identified. The Commission may at its discretion, provide toMembers volumes of water exceeding these allocations.																
7.2	Members shall provide the Commission in the fall of each year, a request for water for the next ensuing year, based on a reasonable estimate of the volume of water expected to be required to meet the needs of the Member’s customers in that next year, together with a forecast of volumes anticipated to be required by the member for the second through fifth ensuing years.															

Existing Provisions	Possible Changes
<p>7.3 Where the capacity of the system is insufficient to deliver the water requested by the Members, the Members shall be allocated the available capacity proportionately based on the previous year's volumes, until such time as the Commission is able to fully supply the volume required.</p>	
<p>8. FINANCIAL</p>	
<p>8.1 The financial year of the Commission shall be the calendar year.</p>	
	<p>Move Section 8.10 forward to become Section 8.2 and revise to read:</p> <p><i>8.2 The estimated annual revenue requirements of the System shall be determined on a cost of service basis utilizing the principles set out in the American Water Works Association (AWWA) manuals of practice dealing with water rates and charges, as revised and updated from time to time, and in accordance with the findings and directives of the Alberta Utilities Commission, such approach being commonly referred to as the "utility rate model" and shall include full recovery of the annual costs of the Commission for those cost components set out in clause 8.4.</i></p>
	<p>Revised to read:</p> <p><i>8.3 The Commission may establish and maintain restricted surpluses for operating and capital purposes, also referred to as operating and capital reserves respectively, in accordance with the policies, procedures and directions of the Board from time to time.</i></p>

Existing Provisions	Possible Changes
<p>8.2 Without limiting the requirements for the Budget pursuant to the Act, the Board in the fall of each year will prepare a Financial Plan for the forthcoming three (3) financial years and Budget for the next financial year which will set out the:</p>	<p>Renumber to 8.4 and replace the word “Budget” with the words “Operating and Capital Budgets” in both cases</p>
<p>(a) expected consumption requirements of the Members;</p>	
<p>(b) estimated expenditures for the:</p>	
<p>(i) operations of the Board and Manager;</p>	
<p>(ii) operations of the system;</p>	
<p>(iii) purchase of water;</p>	
<p>(iv) repayment of debt obligations;</p>	
<p>(v) non cash expenditures; and</p>	<p>Move to next sub clause (b1)</p>
<p>(vi) return on equity and investments;</p>	<p>Move to new sub clause (b2)</p>
	<p>New sub clauses (b1), (b2) and (b3)</p> <p><i>(b1) estimated non-cash expense for the net amortization of tangible capital assets of the System</i></p> <p><i>(b2) estimated return on the utility rate base of the System</i></p> <p><i>(b3) estimated additional annual contributions required over and above revenue generated from cost of service rate to provide necessary funds for the demonstrated long term capital renewal of the System (capital surcharge)</i></p>
<p>(c) estimated revenue requirements to meet the expenditures of the Commission and the rates and fees to be charged to Members and customers of the Commission</p>	<p>Add the words “<i>non cash expense and return on the utility rate base</i>” after “expenditures”</p>

Existing Provisions	Possible Changes
(d) second and third year projections of operating expenditure, revenue requirements and rate trends;	Add word “ <i>expenses</i> ” after “expenditures”
(e) capital projects planned and expected to be completed in the forthcoming financial year and the second and third financial years of the Financial Plan;	
(f) estimated costs and sources of revenue for each year of the Financial Plan	Revise to read: (f) <i>estimated capital costs and sources of funding for each year of the Financial Plan</i>
(g) rates of remuneration and expenses to be provided to the Directors.	
8.3 Subject to and in accordance with the Act and the Budget, the Commission may:	Move forward as Clause 8.3.
(a) accumulate operating surplus funds to an amount up to but not exceeding 50% of the annual operating expenditures in any year; and	
(b) accumulate capital reserve funds to an amount up to but not exceeding the total expected capital expenditures in the five years of the Financial Plan and Budget.	
	Move existing clause 8.9 and replace with: <i>8.5 The Commission shall set out in the annual Operating Budget, the rates proposed to be charged by the Commission for providing Water Services to the Members.</i> <i>The rate to Members shall be a common rate, calculated by dividing the revenue required to be raised from rates by the total volume of water requested by the Members under Clause 7.2. The rate set may not exceed the rate that would be calculated on a cost of service basis.</i> <i>The water rate to be charged shall be approved</i>

Existing Provisions	Possible Changes
	<i>by bylaw.</i>
	<p>New clause</p> <p>8.6 <i>Notwithstanding Clause 8.5, where the rate in a prior year was higher than the rate that would have been calculated on a cost of service basis, the Commission may, in the interests of rate and revenue stability, set rates in the forthcoming years which serve to transition to a cost of service rate.</i></p>
<p>8.4 Members shall be entitled to vote on the Budget and on the Financial Plan in the proportion that their respective total actual volume water purchase bears to the total actual volume water purchase of the Commission for the immediately preceding calendar year.</p>	<p>Renumber to 8.7 and replace with:</p> <p>8.7 <i>Each Director shall be entitled to vote on the Financial Plan and Operating and Capital Budgets.</i></p>
<p>For the first year of the Commission, voting for each Member shall be based upon the proportion that their respective total estimated volume water purchase bears to the total estimated volume water purchase of the Commission.</p>	<p>Delete. No longer relevant</p>
<p>8.5 Upon receipt of authorization from the Board to distribute the proposed Budget and Financial Plan, the Manager shall distribute to each Member a complete copy of the proposed Budget and Financial Plan for the relevant financial year.</p>	<p>Renumber to 8.8</p>
<p>8.6 Any Member may submit comments and questions to the Board in writing in relation to the Budget and the Financial Plan within thirty (30) days immediately following the date of distribution of the Budget and the Financial Plan.</p>	<p>Renumber to 8.9</p>
<p>8.7 After the thirtieth (30th) day immediately following the date of distribution of the Budget and the Financial Plan, the Directors shall finalize and approve the Budget and the Financial Plan for the relevant financial year. For the purposes of this paragraph, approval of the Budget and the Financial Plan shall require a majority of those votes cast to be in favour.</p>	<p>Renumber to 8.10 and delete last sentence. It is redundant.</p>

Existing Provisions	Possible Changes
<p>If the Budget and Financial Plan are not both approved by majority vote as aforesaid, the Manager shall, as soon as reasonably practicable thereafter, deliver to each Member a revised Budget and Financial Plan for approval in accordance with this paragraph and such process shall continue until the Budget and the Financial Plan for the relevant financial year have both been approved.</p>	
<p>8.8 Subject to the Act, the Manager may, during any financial year, present to the Members amendments to the Budget and the Financial Plan for the then current financial year. Any amendments to the Budget and the Financial Plan shall be made in accordance with the procedure for approval of the Budget and the Financial Plan set forth in paragraphs 8.5, 8.6 and 8.7 herein.</p>	<p>Renumber to 8.11. Replaces “paragraphs 8.5, 8.6 and 8.7” with “Clauses 8.8, 8.9 and 8.10.”</p>
<p>8.9 The Commission shall set out in the annual Budget and Financial Plan, the rate to be charged by the Commission for providing Water Services to the Members and customers. The rate to Members shall be a common rate, calculated by dividing the estimated costs of the system determined under clause 8.10, by the total volume of water requested by the Members under Clause 7.2 and anticipated to be sold to customers.</p>	<p>Move forward to become 8.4</p>
<p>8.10 The estimated costs of the system shall be determined on a cost of service basis utilizing the principles set out in the American Water Works Association (AWWA) manuals of practice dealing with water rates and charges, as revised and updated from time to time, and in accordance with the findings and directives of the Alberta Energy and Utilities Board, such approach being commonly referred to as the “utility rate model” and shall include full recovery of the annual costs of the Commission for those cost components set out in clauses 8.2 and 8.3.</p>	<p>Move forward to become 8.2</p>
<p>8.11 For those Members purchasing water from the Commission, the Members shall pay to the Commission the product of the actual volume of water purchased by the Member in a year times the rate set out in clause 8.9. Notwithstanding the actual volume of</p>	<p>Renumber to 8.12. Replace “clause 8.9” with “Clause 8.5 in both instances</p>

Existing Provisions	Possible Changes
water purchased, the Member shall be responsible for a minimum payment to the Commission of 90% of the volume requested by the Member under clause 7.2 times the rate set out in clause 8.9.	
8.12 For those Members not purchasing water from the Commission, the Member shall be responsible for a minimum annual payment to the Commission equal to the sum of the following:	Renumber to 8.13
(a) $\frac{1}{x}$ of the annual cost attributed to the Board of Directors where "x" is the number of members of the Commission	
(a) "y" times the cost components set out in sub-clauses 8.2 (b)(iv)(v)(vi) for the system where "y" is the ratio of the members volume allocation to the total volume allocation set out in Clause 7.1.	Replace "sub-clauses 8.2 (b)(iv)(v)(vi)" with "sub-clauses 8.4 (i)(ii)(iv)"
8.13 The vote on Capital Items shall be a weighted vote based upon the allocated water volume assigned to each Member upon which the Capital Cost is prepared.	Clause is deleted
9. CUSTOMERS AND RESTRICTIONS IN USE OF WATER	
9.1 The Commission shall not sell Water Services to a Member and a Member shall not resell Water Services to any customer for the purpose of the supply of Water Services to a confined feeding operation or for injection into any geological subsurface structure or formation.	
9.2 The Commission may terminate the supply of water services to any Member for failure to pay for water services received from the Commission.	
10. CHANGE IN MEMBERSHIP	10. ADDITION OF NEW MEMBERS (Renamed)
10.1 The Board may agree to the addition of a municipality as a Member of the Commission if sufficient capacity for the supply of water can be made available.	Revise to read: <i>10.1 The Board may agree to the addition of a municipal authority, or an Indian Reserve as a</i>

Existing Provisions	Possible Changes
	<i>Member of the Commission if sufficient capacity for the supply of water can be made available or if the long term interests of the existing Members are not adversely affected.</i>
10.2 A new Member shall be required to pay:	
(a) a one-time membership fee to the Commission reflecting a proportionate share of the formation costs of the Commission plus applicable interest; and	Revise to read: (a) A one-time membership fee of \$10,000; and
(b) an amount equal to the product of the depreciated replacement cost of the system and “z”, where “z” is ratio of forecasted volume of water required by the new member for five years from the date of entry of the new member, to the total forecasted volume of water required of the new and existing members for five years from the date of entry of the new member.	Revise to read: b) An amount equal to $(X + Y)$ times Z where: (i) X is the total of the payments of principal and interest made by the Members from the inception of the System to the date of entry of the new member, (ii) Y is the total restricted surplus for capital purposes at the date of entry of the new member, and (ii) Z is the ratio of forecasted volume of water required by the new member based on the projected population times the typical rates of water consumption per capita for five years from the date of entry of the new member, to the total forecasted volume of water required of the new and existing members for five years from the date of entry of the new member.
	New clause 10.3 10.3 A New Member may be required to contribute to the Commission all or a portion of the cost incurred by the Commission in extending or enhancing the System that is required to

Existing Provisions	Possible Changes
	<i>provide water services to a New Member.</i>
10.3 Any contribution received by the Commission under Clause 9.2 shall inure to the benefit of the existing members in the proportion to the contribution of the existing members to the Commission from the date of inception of the Commission to the date of entry of any new member.	Revised to read: <i>10.4 Any contribution received by the Commission under Clause 10.2 shall become part of the Commission's restricted surplus for capital purposes.</i>
10.4 A Member may withdraw from membership of the Commission upon two (2) years notice. The withdrawing Member may sell the equity contributed by the Member during the Member's term of membership of the Commission to any other Member of the Commission for such compensation and on such terms as the parties may agree subject to the approval of the Board. However, the Commission or any Member shall not be obligated to purchase the withdrawing Member's proportionate share of the system. The Commission shall not utilize the capacity of the system related to the withdrawing Member's equity or utilize the withdrawing Member's water volume allocation without fair compensation.	Moved to New Section 11
	11. WITHDRAWAL OF A MEMBER FROM THE COMMISSION (New)
	<i>11.1 A Member may withdraw from the Commission upon two years written notice</i>
	<i>11.2 The withdrawing Member may sell the equity contributed by the Member during the Member's term of membership of the Commission to any other Member of the Commission for such compensation and on such terms as the parties may agree subject to the approval of the Board.</i> <i>However, the Commission or any Member shall not be obligated to:</i> <i>(i) purchase the withdrawing Member's</i>

Existing Provisions	Possible Changes
	<p><i>proportionate share of the system, or</i></p> <p><i>(ii) compensate the Member for any respective share of surpluses accumulated by the Commission.</i></p> <p><i>The Commission shall not utilize the capacity of the system related to the withdrawing Member's equity or utilize the withdrawing Member's water volume allocation without fair compensation.</i></p>
	<p><i>11.3 The withdrawing Member shall remain responsible for any respective proportion of net current financial obligations of the Commission for which the Member is responsible and shall pay to the Commission such share and any accrued interest</i></p>
	<p><i>11.4 The withdrawing Member shall remain responsible for any respective proportion of long term debt that has been incurred by the Commission in the construction of the System and for any future long term debt that will be required to complete the System as planned at the date of notice of withdrawal and shall either:</i></p> <p><i>(i) pay the outstanding principle and any accrued interest of current long term debt and the respective share of future long term debt to the Commission or</i></p> <p><i>(ii) agree to continue to pay the respective share of the annual payments for the current and future debt such share being</i></p>

Existing Provisions	Possible Changes
	<i>determined using the allocated volumes in Clause 7.1.</i>
	12. DISPOSAL OF ASSETS (New)
	12.1 <i>The Board may dispose of any land, buildings, equipment or other tangible assets of the Commission that are not required presently or in the future to supply water services of the Commission or the disposal of which would not otherwise have any significant adverse effect on the services provided by the Commission.</i>
	12.2 <i>Any asset proposed for sale with a value exceeding \$25,000 shall be offered for public tender, public proposal or some other public process. Unless there are exceptional circumstances as determined by the Board, the most favorable tender, proposal or offer shall be chosen.</i>
	12.3 <i>Notice of the intent to dispose of any asset or group of assets exceeding \$75,000 shall be given to Members no less than 30 days prior to disposition.</i>
	12.4 <i>Proceeds from the sale of any asset shall be directed firstly to the repayment of any grant from the Government of Alberta where the applicable grant agreement requires such repayment, with remaining funds becoming part of the Commission's restricted surplus for capital purposes.</i>
	13. DISESTABLISHMENT OF THE COMMISSION
	13.1 <i>The Board may disestablish the</i>

Existing Provisions	Possible Changes
	<i>Commission upon approval of a three quarters majority of the Directors of the Board</i>
	13.2 <i>Written notice of an intent by the Board to consider disestablishment of the Commission shall be provided to each Director and each Member not less than ninety (90) days in advance of the meeting at which the resolution is to be considered.</i>
	13.3 <i>In the event that the Board approves the disestablishment of the Commission, the Board must, at the time of approval, specify further particulars of the procedure for the disestablishment including:</i>
	(a) <i>a timeline for disestablishment of the Commission, and;</i>
	(b) <i>the distribution of the assets and liabilities upon disestablishment of the Commission, which shall include:</i> (i) <i>a process for the collection and disposition of any property and assets owned by the Commission,</i> (ii) <i>identification of any contingent liabilities and arrangements to address such liabilities,</i> (iii) <i>the discharge, assignment or transfer of the Commission's obligations, and</i> <i>provide for any residual or remaining assets of the Commission to be</i>

Existing Provisions	Possible Changes
	<i>distributed to the Members in accordance with each Member's proportionate historical payments for services provided by the Commission.</i>
	13.4 <i>The Commission shall, as of the date of the Board's decision to approve disestablishment of the Commission, cease to provide services or begin the process of ceasing to provide services except to the extent that the Commission is legally required to do so or as required for the beneficial winding-up of the business or affairs of the Commission.</i>
	14. SEVERANCE (New)
	14.1 <i>Should any article, section or part of this Bylaw be found to be improperly enacted or ultra vires, for any reason, then such article, section or part shall be regarded as being severable from the Bylaw and the Bylaw remaining after such severance shall be effective and enforceable.</i>
11. AMENDMENTS	Renumber as Section 15
11.1 An amendment to this Bylaw may be passed by the Board upon a three quarters majority of the Directors of the Board.	Renumber as 15.1
11.2 Written notice of a proposed amendment to the Bylaw shall be provided to each Director and each Member not less than thirty (30) days in advance of the meeting at which the amendment is to be considered.	Renumber as 15.2

Read a first time this 24th day of June, 2004

Read a second time this 24th day of June, 2004

Read a third time this 24th day of June, 2004

Original Signed

CHAIR

Original Signed

MANAGER

APPROVED by the Honourable Minister of Minister Affairs as to section 602.07(1)(a) of
the *Municipal Government Act* only this 2 day of November, 2004.

Original Signed

The Honorable Minister of Municipal Affairs

NORTH RED DEER RIVER WATER SERVICES COMMISSION

BYLAW NO. 1.1

BEING A BY-LAW TO AMEND BYLAW 1 WHICH PROVIDES FOR THE GOVERNANCE, MANAGEMENT AND ADMINISTRATION OF THE COMMISSION

WHEREAS the Government of Alberta on September 1, 2020 enacted amendments to Part 15.1 of the *Municipal Government Act* R.S.A 2000, c.M-26 which change a number of aspects of the governance, management and administration of the regional services commissions, and

WHEREAS under the provisions s. 602.09 the Board of the Commission must pass Bylaws respecting the:

- a) provision of the commission's services;
- b) administration of the commission;
- c) process for changing the directors of the board and the chair of the commission and for setting the terms of office of the board and the chair;
- d) process for adding or removing members;
- e) fees to be charged by the commission for services provided to its customers or to any class of its customers;
- f) disposal of assets by the commission;
- g) process for disestablishment of the commission, including the treatment of assets and liabilities on disestablishment; and

WHEREAS the Commission wishes to amend Bylaw 1 to address those provisions that must be passed by bylaw and which have not already been addressed in this Bylaw, and

WHEREAS the Commission wishes to amend Bylaw 1 to remove restriction on the amount of restricted surplus funds that may be accumulated by the Commission, to clarify the expenses to be considered in the calculation of annual rates to Members and Customers of the Commission, to revise the voting requirements in certain provisions of the Bylaw and to update and clarify the wording of some provisions of the Bylaw.

NOW THEREFORE the Board enacts the following:

1. Clause 1.11 is amended to read:

1.11. Member(s) means any or all of:

- a) *Town of Blackfalds;*
- b) *City of Lacombe;*
- c) *Town of Ponoka;*

- d) *Lacombe County;*
- e) *Ponoka County.*

2. Clause 1.12 is repealed.
3. New clause 1.12 is added:
 - 1.12. *“Organizational Meeting” means the first meeting of the Board held after November 1 in each year.*
4. Clause 1.17 is amended by removing the words *“or the Regulation.”*
5. Clause 4.2 is amended by replacing the word *“Town”* with *“City”* in sub-clause (b).
6. Clause 4.4 is amended by replacing the phrase *“at the first Regular Meeting of the Board in November of each year”* with the phrase *“at the Organizational Meeting.”*
7. Clause 4.7 is amended by replacing *“facsimile transmission”* with *“electronic mail”*.
8. Clause 4.8 is replaced with the following:
 - 4.8 *A Board meeting or committee meeting may be conducted by means of electronic or other communication facilities. Notice shall be given to the public of the meeting, including the way in which it is to be conducted.*
 - The communication facilities shall enable the public to watch or listen to the meeting and shall enable all the meeting’s participants to watch or hear each other.*
 - Directors participating in a meeting held by means of a communication facility are deemed to be present at the meeting.*
9. Clause 4.9 is replaced with the following:
 - 4.9 *Except as provided in Clauses 13.1 and 15.1, any matter properly placed before a meeting of the Board shall be decided by a majority of the votes cast by the Directors at the relevant Board Meeting. If there is an equal number of votes for and against a Board resolution, the resolution is defeated.*

10. Existing Clauses 4.10, 4.11 and 4.12 are renumbered as Clauses 4.11, 4.12 and 4.13 respectively.
11. Renumbered Clause 4.12 is amended by replacing the word "*Budget*" in sub-clause (a) with the words "*Operating and Capital Budgets*".
12. Renumbered Clause 4.13 is amended by replacing the word "*Budget*" with the words "*Operating Budget*".
13. Clause 7.1 is amended by replacing "*Town of Lacombe*" with "*City of Lacombe*".
14. Section 8 is deleted and replaced with the following:
 - 8.1 *The financial year of the Commission shall be the calendar year.*
 - 8.2 *The estimated annual revenue requirements of the System shall be determined on a cost of service basis utilizing the principles set out in the American Water Works Association (AWWA) manuals of practice dealing with water rates and charges, as revised and updated from time to time, and in accordance with the findings and directives of the Alberta Utilities Commission, such approach being commonly referred to as the "utility rate model" and shall include full recovery of the annual costs of the Commission for those cost components set out in clause 8.4.*
 - 8.3 *The Commission may establish and maintain restricted surpluses for operating and capital purposes, also referred to as operating and capital reserves respectively, in accordance with the policies, procedures and directions of the Board from time to time.*
 - 8.4 *Without limiting the requirements for the Operating and Capital Budgets pursuant to the Act, the Board in the fall of each year shall prepare a Financial Plan for the forthcoming three (3) financial years and an Operating and Capital Budget for the next financial year which will set out the:*
 - (a) *expected consumption requirements of the Members;*
 - (b) *estimated cash expenditures for the:*
 - (i) *operations of the Board and Manager;*
 - (ii) *operations of the System;*
 - (iii) *purchase of water;*
 - (iv) *repayment of debt obligations;*
 - (b1) *estimated non-cash expense for the net amortization of tangible capital assets of the System;*
 - (b2) *estimated return on the utility rate base of the System;*
 - (b3) *estimated additional annual contributions required over and above revenue generated from cost of service rate to provide necessary*

funds for the demonstrated long term capital renewal of the System (capital surcharge);

- (c) estimated revenue requirements to meet the expenditures, non-cash expense and return on the utility rate base of the Commission and the rates and fees to be charged to Members and customers of the Commission;*
 - (d) second and third year projections of operating expenditures and expenses, revenue requirements and rate trends;*
 - (e) capital projects planned and expected to be completed in the forthcoming financial year and the second and third financial years of the Financial Plan;*
 - (f) estimated capital costs and sources of funding for each year of the Financial Plan;*
 - (g) rates of remuneration and expenses to be provided to the Directors.*
- 8.5 The Commission shall set out in the annual Operating Budget, the rates proposed to be charged by the Commission for providing Water Services to the Members.*
- The rate to Members shall be a common rate, calculated by dividing the revenue required to be raised from rates by the total volume of water requested by the Members under Clause 7.2. The rate set may not exceed the rate that would be calculated on a cost of service basis.*
- The water rate to be charged shall be approved by bylaw.*
- 8.6 Notwithstanding Clause 8.5, where the rate in a prior year was higher than the rate that would have been calculated on a cost of service basis, the Commission may, in the interests of rate and revenue stability, set rates in the forthcoming years which serve to transition to a cost of service rate.*
- 8.7 Each Director shall be entitled to vote on the Financial Plan and Operating and Capital Budgets.*
- 8.8 Upon receipt of authorization from the Board to distribute the proposed Budget and Financial Plan, the Manager shall distribute to each Member a complete copy of the proposed Budgets and Financial Plan for the relevant financial year.*
- 8.9 Any Member may submit comments and questions to the Board in writing in relation to the Budgets and the Financial Plan within thirty (30) days immediately following the date of distribution of the Budgets and the Financial Plan.*
- 8.10 After the thirtieth (30th) day immediately following the date of distribution of the Budget and the Financial Plan, the Directors shall finalize and*

approve the Budgets and the Financial Plan for the relevant financial year.

8.11 Subject to the Act, the Manager may, during any financial year, present to the Members amendments to the Operating or Capital Budgets or the Financial Plan for the then current financial year. Any amendments to the Budgets or Financial Plan shall be made in accordance with the procedure for approval set forth in clauses paragraphs 8.8, 8.9 and 8.10 herein.

8.12 For those Members purchasing water from the Commission, the Members shall pay to the Commission the product of the actual volume of water purchased by the Member in a year times the rate set out in clause 8.5. Notwithstanding the actual volume of water purchased, the Member shall be responsible for a minimum payment to the Commission of 90% of the volume requested by the Member under clause 7.2 times the rate set out in clause 8.5.

8.13 For those Members not purchasing water from the Commission, the Member shall be responsible for a minimum annual payment to the Commission equal to the sum of the following:

- (a) $1/x$ of the annual cost attributed to the Board of Directors where "x" is the number of members of the Commission, and*
- (b) "y" times the cost components set out in sub-clauses 8.4 (b)(i)(ii)(vi) for the system where "y" is the ratio of the members volume allocation to the total volume allocation set out in Clause 7.1.*

15. Section 10 is deleted and replaced with the following:

10. ADDITION OF NEW MEMBERS

10.1 The Board may agree to the addition of a municipal authority or an Indian Reserve as a Member of the Commission if sufficient capacity for the supply of water can be made available or if the long term interests of the existing Members are not adversely affected.

10.2 A new Member shall be required to pay:

- (a) A one-time membership fee of \$10,000; and*
- b) An amount equal to $(X + Y)$ times Z where:*
 - (i) X is the total of the payments of principal and interest made by the Members from the inception of the System to the date of entry of the new member,*
 - (ii) Y is the total restricted surplus for capital purposes at the date of entry of the new member, and*

(ii) *Z is the ratio of forecasted volume of water required by the new member based on the projected population times the typical rates of water consumption per capita for five years from the date of entry of the new member, to the total forecasted volume of water required of the new and existing members for five years from the date of entry of the new member.*

10.3 *A New Member may be required to contribute to the Commission all or a portion of the cost incurred by the Commission in extending or enhancing the System that is required to provide water services to a New Member.*

10.4 *Any contribution received by the Commission under Clause 10.2 shall become part of the Commission's restricted surplus for capital purposes.*

16. Section 11 is renumbered as Section 15.

17. New Section 11 is added as follows:

11. WITHDRAWAL OF A MEMBER FROM THE COMMISSION

11.1 *A Member may withdraw from the Commission upon two years written notice.*

11.2 *The withdrawing Member may sell the equity contributed by the Member during the Member's term of membership of the Commission to any other Member of the Commission for such compensation and on such terms as the parties may agree subject to the approval of the Board.*

However, the Commission or any Member shall not be obligated to:

- (i) purchase the withdrawing Member's proportionate share of the system, or*
- (ii) compensate the Member for any respective share of surpluses accumulated by the Commission.*

The Commission shall not utilize the capacity of the system related to the withdrawing Member's equity or utilize the withdrawing Member's water volume allocation without fair compensation.

11.3 *The withdrawing Member shall remain responsible for any respective proportion of net current financial obligations of the Commission for which the Member is responsible and shall pay to the Commission such share and any accrued interest.*

11.4 *The withdrawing Member shall remain responsible for any respective proportion of long term debt that has been incurred by the Commission in the construction of the System and for any future long term debt that will be required to complete the System as planned at the date of notice of withdrawal and shall either:*

- (i) *pay the outstanding principle and any accrued interest of current long term debt and the respective share of future long term debt to the Commission, or*
- (ii) *agree to continue to pay the respective share of the annual payments for the current and future debt such share being determined using the allocated volumes in Clause 7.1.*

18. New Section 12 is added as follows:

12. DISPOSAL OF ASSETS

- 12.1 *The Board may dispose of any land, buildings, equipment or other tangible assets of the Commission that are not required presently or in the future to supply water services of the Commission or the disposal of which would not otherwise have any significant adverse effect on the services provided by the Commission.*
- 12.2 *Any asset proposed for sale with a value exceeding \$25,000 shall be offered for public tender, public proposal or some other public process. Unless there are exceptional circumstances as determined by the Board, the most favorable tender, proposal or offer shall be chosen.*
- 12.3 *Notice of the intent to dispose of any asset or group of assets exceeding \$75,000 shall be given to Members no less than 30 days prior to disposition.*
- 12.4 *Proceeds from the sale of any asset shall be directed firstly to the repayment of any grant from the Government of Alberta where the applicable grant agreement requires such repayment, with remaining funds becoming part of the Commission's restricted surplus for capital purposes.*

19. New Section 13 is added as follows:

13. DISESTABLISHMENT OF THE COMMISSION

- 13.1 *The Board may disestablish the Commission upon approval of a three quarters majority of the Directors of the Board.*
- 13.2 *Written notice of an intent by the Board to consider disestablishment of the Commission shall be provided to each Director and each Member not less than ninety (90) days in advance of the meeting at which the resolution is to be considered.*
- 13.3 *In the event that the Board approves the disestablishment of the Commission, the Board must, at the time of approval, specify further particulars of the procedure for the disestablishment including:*
 - (a) *a timeline for disestablishment of the Commission, and;*
 - (b) *the distribution of the assets and liabilities upon disestablishment of the Commission, which shall include:*

- (i) *a process for the collection and disposition of any property and assets owned by the Commission,*
- (ii) *identification of any contingent liabilities and arrangements to address such liabilities,*
- (iii) *the discharge, assignment or transfer of the Commission's obligations, and*

provide for any residual or remaining assets of the Commission to be distributed to the Members in accordance with each Member's proportionate historical payments for services provided by the Commission.

13.4 The Commission shall, as of the date of the Board's decision to approve disestablishment of the Commission, cease to provide services or begin the process of ceasing to provide services except to the extent that the Commission is legally required to do so or as required for the beneficial winding-up of the business or affairs of the Commission.

20. New Section 14 is added as follows:

14. SEVERANCE

14.1 Should any article, section or part of this Bylaw be found to be improperly enacted or ultra vires, for any reason, then such article, section or part shall be regarded as being severable from the Bylaw and the Bylaw remaining after such severance shall be effective and enforceable.

21. This bylaw takes effect upon final passing.

Read a first time this ___ day of _____, 20__

Read a second time this ___ day of _____, 20__

Read a third time this ___ day of _____, 20__

CHAIRPERSON

MANAGER

Request For Decision

Preliminary 2022-2024 Financial Plan and 2022-2031 Capital Budget

Date: May 17, 2021

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO



PURPOSE:

To present the 2022-2024 Financial Plan and 2022-2031 Capital Budget for information.

ACTION/RECOMMENDATION:

THAT the Commission accepts the 2022-2024 Financial Plan and 2022-2031 Capital Budget as information.

ISSUE ANALYSIS:

At the March 1st Special Meeting the Board directed:

“... Administration to prepare future NRDRWSC budgets based on a cost of service basis as per Bylaw 1 section 8.10.”

Administration engaged Mr. Jenkins to prepared two financial plans with and without the waterline extension. Mr. Jenkins report is attached. The Commission’s utility model also includes infrastructure requirements and projected life cycle costs for 2021 to 2121 identified in the Asset Management Plan.

Administration will bring the 2022 Budget for deliberation and adoption in the fall of 2021.

FINANCIAL IMPLICATIONS:

The plans are both prepared transitioning from present rates to cost of service rates by 2030.

ALTERNATIVES:

The Commission may choose to:

- A. **[Recommended]** THAT the Commission accepts the 2022-2024 Financial Plan and 2022-2031 Capital Budget as information.
- B. **[Alternative]** THAT the Commission directs Administration return the 2022-2024 Financial Plan and 2022-2031 Capital Budget with the following changes for consideration in the fall of 2021:
 - **[Mover to specify changes]**

ATTACHMENTS:

- Memorandum: 2022-2024 Financial Plan, Robert (Bob) Jenkins
- NRDRWSC Financial Model.4.3 Present System
- NRDRWSC Financial Model.4.3 Extension

MEMORANDUM

Date: May 12, 2021

To: Jordan Thompson, CET, PMP
Manager,
North Red Deer River Water Services Commission

From: Robert Jenkins
R. Jenkins Consulting Ltd.

RE: 2022 – 2024 Financial Plan

I have taken the rate model developed for the earlier discussion with the Board about projected rates and financial impact of the Maskwacis Extension and enhanced it to become an overall financial model for the Commission. The first 3 years of the model essentially become the 2022 – 2024 Financial Plan with the first year becoming the 2022 Operating Budget and 2022 Capital Budget.

The model has been merged with the initial financial model included in the draft Asset Management Plan presented by Stantec Consulting Ltd. and will become the financial model incorporated into the Asset Management Plan as well.

Tables from the 2022 – 2024 Financial Plan for Present System – Draft are enclosed.

Modelling Highlights

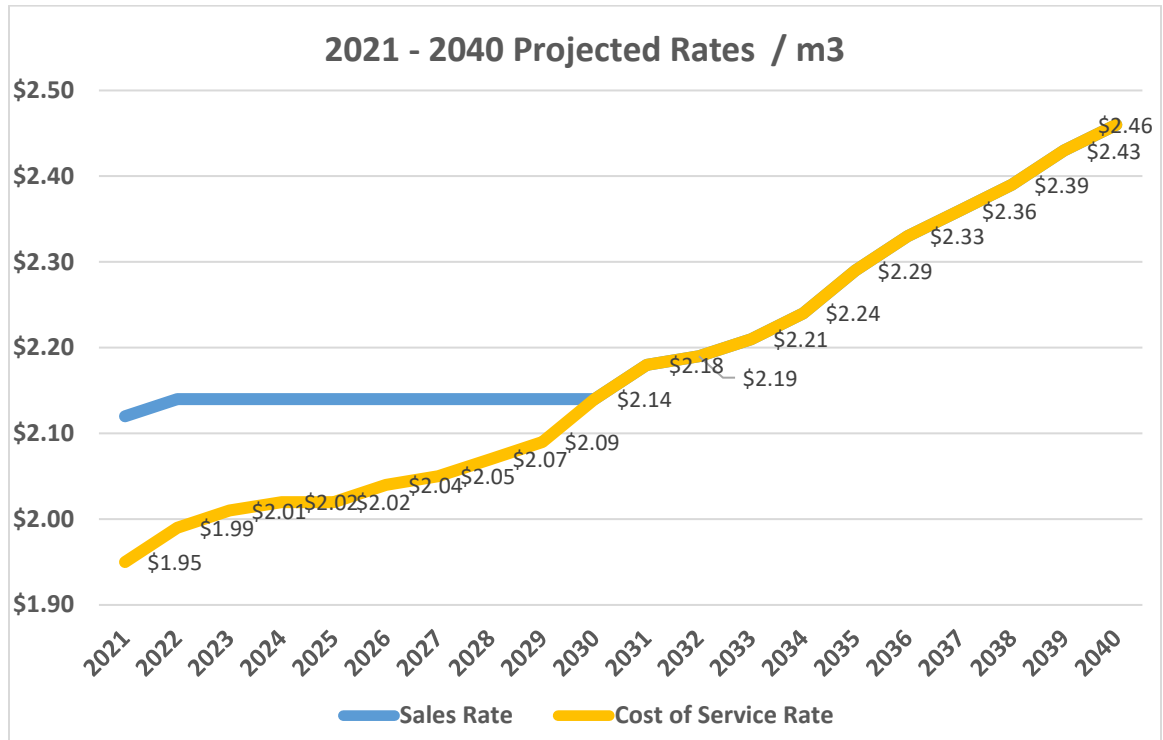
1. Modelling of operating revenue, expense and rate projections have been extended a further 10 years to 2040.
2. A similar operating approach to the present continues to be assumed. The number of annual cost escalators have been expanded in reflection of the Stantec model to include:
 - General – 2%
 - Utilities – 5%
 - Maintenance and Repairs – 3%
 - Materials – 3%
 - Contract – 2%
3. The target operating surplus is set at \$20,000 per year. The operating surplus as a percentage of sales declines from 48% in 2022 to 46% in 2024. This remains well above the target of 25% for optimum liquidity.
4. The infrastructure requirements and capital investment forecast for 2021 to 2121 developed for the Asset Management Plan have been incorporated into the model.

Because the financial model portrays inflated costs, the 2021 costs in the Asset Management Plan have factored for an annual inflation rate of 2% into the future.

5. Based on the final sales volumes for 2020, the projected future consumption volumes for the Members have been reduced from what was included in the initial financial model.
 - Town of Ponoka is reduced slightly from 250 litres per person per day (lcd) to 247 lcd
 - City of Lacombe is reduced from 277 lcd to 254 lcd
 - Town of Blackfalds is reduced from 225 lcd to 220 lcd with a more gradual escalation to 250 lcd by 2040 rather than the earlier 275 lcd.
6. Water sales rates have been calculated on a cost of service basis with a phase-in from present rates to 2030.

Financial Summary

7. The operating summary for the years 2022 – 2024 are set out in Table S1. The information in this table are drawn from the more detailed tables 4.1 through 4.6
8. The cost of service rate for 2022 is \$1.99 / m3 rising to \$2.14 in 2030. To phase in the present rate level to the cost of service rate level a \$0.15 /m3 is added to bring the 2022 rate to \$2.14. The \$2.14 rate is held until 2030 with amount of phase-in charge gradually reduced.



9. From 2031 onward, the cost of service rate becomes the sales rate reaching \$2.46 /m3 by 2040. In 2021 dollars, this rate is \$1.69 /m3.
10. The capital expense and funding is summarized for 2021 – 2031 on Table S2. Table 2.1 sets out the capital expense and funding to 2040. The financial model sets out the capital expense and funding to 2121.
11. Based on the Asset Management Plan, there is only about \$220,000 in expense identified from 2022 – 2030, \$100,000 for meter replacements in 2025 and 2027 and a SCADA upgrading in 2030 for \$120,000.
12. Looking beyond 2030, \$1.75 Million is identified in 2035 for renewal of Lateral 9 - Lucas Heights Reservoir (North) and \$730,000 for major SCADA renewal in 2040-2041.
13. All of these capital expenses can be financed from Capital Reserve funds.
14. The Asset Management Plan identifies the total capital cost estimates for the period 2022 – 2046 at \$5 Million or a yearly average of \$200,000. Over that same period the financial plan identifies transfers from operating revenue to the capital reserve fund of \$14.6 Million or \$554,000 each year. Yearly amortization in that same period is about \$460,000.
15. The Commission continues in a strong financial position over the next 20 years. Table 4.6 sets selected balance sheet items. The original debentures for \$19 Million are paid off by 2013. Reserve balances in 2040 are:
 - Operating Reserve - \$765,000
 - Capital Reserves - \$10.9 Million
 - Unrestricted Surplus - \$3.2 Million

The lowest balance in the capital reserve occurs in 2022 at \$4.7 Million.

16. Interest income earned on the Commission's cash reserves becomes a significant source of revenue in the future. While shown as quite low in 2022 – 2024 with low rates of return of 1%, by 2040 expected annual revenue would exceed \$400,000 if rates are 1.5% above inflation.

Maskwacis Extension

A version of the Financial Plan which would include the Maskwacis Extension has also been prepared and is also enclosed. The plan is based on water services beginning for Ermineskin Cree Nation in mid 2023.

There are not any significant changes in operating expenses and revenue. Operating expenses affected by volume and size of the System have been increased by 15%. Revenue increases with additional sales volumes but is partially offset by increased treated water costs from the City.

There is no impact on capital on the assumption that extension is fully funded by others. The new member and capital contribution funds of \$3.4 Million would be added to capital reserves.

The phase-in to cost of service rates would be remain unchanged with a \$2.14 rate held until 2030. The changes in revenue and expenses result in a cost of service rate being \$0.02 lower than the cost of service rate for just the present system.

Submitted



Robert (Bob) Jenkins, Principal
R. Jenkins Consulting Ltd.
22 Bruns Bay
Lacombe, AB T4L 1P2
h: 403-782-4265
c: 403-506-5014
rjenkins52@telus.net

North Red Deer River Water Services Commission

2022 - 2024 Financial Plan for Present System - Draft

Version 4.3 - May 11, 2021

Prepared by Robert Jenkins, R. Jenkins Consulting Ltd.

Table S1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Operating Budget

[Index](#)

	2021 Projected	2022 Proposed	2023 Proposed	2024 Proposed
<u>Sales Volume (m3)</u>				
Town of Ponoka	676,010	682,924	689,753	696,651
City of Lacombe	1,322,079	1,351,707	1,381,445	1,411,837
Town of Blackfalds	873,602	928,777	984,002	1,042,427
Lacombe County (through Blackfalds)	37,722	45,512	47,373	49,310
Wolf Creek Village (Ponoka Cnty)	13,162	13,162	13,162	13,162
Total Sales	2,922,575	3,022,083	3,115,735	3,213,386
<u>Annual Expense</u>				
Operating Purposes				
Board	\$6,000	\$6,120	\$6,242	\$6,367
Administration	\$106,946	\$109,085	\$111,266	\$113,492
System Operations	\$182,984	\$186,909	\$190,923	\$195,029
Purchase of Treated Water				
Volume (m3)	2,968,091	3,069,149	3,164,260	3,263,433
Average Rate (/m3)	\$1.55	\$1.58	\$1.62	\$1.65
Expense	\$4,595,919	\$4,860,829	\$5,111,318	\$5,369,417
Total Operating Expense	\$4,891,849	\$5,162,942	\$5,419,750	\$5,684,305
Capital Expense				
Debt Payments	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901
To Reserves (Restricted Surplus)	\$400,000	\$227,585	\$172,115	\$137,475
Total Capital Expense	\$1,674,901	\$1,502,487	\$1,447,017	\$1,412,376
Total Annual Expense	\$6,566,751	\$6,665,429	\$6,866,767	\$7,096,681
<u>Rate to Members (/m3)</u>				
Cost of Service Rate	\$1.95	\$1.99	\$2.01	\$2.02
Phase in to Cost of Service Rate	\$0.17	\$0.15	\$0.13	\$0.12
Sales Rate	\$2.12	\$2.14	\$2.14	\$2.14

Table S1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Operating Budget

[Index](#)

	2021 Projected	2022 Proposed	2023 Proposed	2024 Proposed
<u>Annual Revenue</u>				
Sales to Members				
Town of Ponoka	\$1,433,142	\$1,461,458	\$1,476,072	\$1,490,833
City of Lacombe	\$2,802,807	\$2,892,654	\$2,956,292	\$3,021,331
Town of Blackfalds	\$1,852,035	\$1,987,583	\$2,105,764	\$2,230,794
Lacombe County (through Blackfalds)	\$79,971	\$97,396	\$101,378	\$105,523
Wolf Creek Village (Ponoka Cnty)	\$27,903	\$28,166	\$28,166	\$28,166
Total Member Sales	\$6,195,858	\$6,467,257	\$6,667,673	\$6,876,647
Non-rate Revenue				
Other Revenue	\$1,530	\$1,530	\$1,530	\$1,530
Interest	\$125,000	\$65,000	\$65,000	\$85,000
County Contributions	\$150,738	\$151,642	\$152,564	\$153,504
Transfer from Reserves	\$125,000	\$0	\$0	\$0
Total Non Rate Revenue	\$402,268	\$218,172	\$219,094	\$240,034
Total Revenue	\$6,598,126	\$6,685,429	\$6,886,767	\$7,116,681
Unrestricted Surplus	\$31,376	\$20,000	\$20,000	\$20,000
<u>Surplus Balance at Year End</u>				
Restricted Surplus				
Operating Reserve	\$763,543	\$763,543	\$763,543	\$763,543
Capital Reserve	\$4,300,364	\$4,527,949	\$4,700,064	\$4,837,539
	\$5,063,907	\$5,291,492	\$5,463,607	\$5,601,082
Unrestricted Surplus				
Operating	\$3,206,567	\$3,226,567	\$3,246,567	\$3,266,567
Capital	\$233,104	\$233,104	\$233,104	\$233,104
	\$3,439,671	\$3,459,671	\$3,479,671	\$3,499,671
Total Surplus	\$8,503,577	\$8,751,163	\$8,943,278	\$9,100,753

Table S1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Operating Budget

[Index](#)

	2021 Projected	2022 Proposed	2023 Proposed	2024 Proposed
<u>Debenture Debt</u>				
Annual Payments				
Interest	\$469,512	\$432,785	\$394,383	\$354,230
Principal	\$805,389	\$842,116	\$880,518	\$920,671
Total Payments	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901
Average Interest Rate	4.509%	4.509%	4.509%	4.509%
Debt Principal Owing at Year End	\$9,806,425	\$8,964,309	\$8,083,791	\$7,163,120
Debt Limit				
Statutory Debt Limit (2 x Revenue)	\$12,946,253	\$13,370,858	\$13,773,533	\$14,233,361
Actual Debt	\$9,806,425	\$8,964,309	\$8,083,791	\$7,163,120
Annual Debt Servicing Limit				
Statutory Limit (35% of Rev)	\$2,265,594	\$2,339,900	\$2,410,368	\$2,490,838
Annual Payments	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901
<u>Liquidity</u>				
<u>Annual Revenue</u>	\$6,598,126	\$6,685,429	\$6,886,767	\$7,116,681
<u>Unrestricted Surplus Target</u>				
Proportion of Revenue	25%	25%	25%	25%
Amount	\$1,649,532	\$1,671,357	\$1,721,692	\$1,779,170
<u>Unrestricted Surplus</u>				
At Year End	\$3,206,567	\$3,226,567	\$3,246,567	\$3,266,567
Proportion of Revenue	49%	48%	47%	46%

Table S2
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Capital Budget 2022 - 2031

[Index](#)

Capital Projects

	2021 Projected	2022 Proposed	2023 Proposed	2024 Proposed	2025 Proposed	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	2031 Proposed
Asset Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Transmission System	\$158,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Laterals											
Meter Replacement - Laterals 1, 3-9)					\$86,595						
Meter Replacement - Lateral 2							\$11,262				
SCADA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$119,509	\$0
Maskwacis Extension	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expense	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0

Capital Funding

Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Reserves	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0
Total Capital Funding	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0

Capital Reserve Funds

Additions	\$400,000	\$227,585	\$172,115	\$137,475	\$133,604	\$83,789	\$39,504	\$85	(\$4,993)	(\$38,914)	\$268,853
Withdrawals	(\$158,000)	\$0	\$0	\$0	(\$86,595)	\$0	(\$11,262)	\$0	\$0	(\$119,509)	\$0
Closing Balance	\$4,533,468	\$4,761,053	\$4,933,168	\$5,070,643	\$5,117,652	\$5,201,441	\$5,229,684	\$5,229,768	\$5,224,775	\$5,066,352	\$5,335,205

Total

Asset Management

Capital Cost Estimate - Asset Management Plan

Total 25 Year Expenditures - 2022 - 2046	\$5,088,757
Yearly Average	\$203,550

Funding From Operating Revenue

Transfers to Capital Reserves - 2022 - 2046	\$13,861,975
Yearly Average	\$554,479

Capital Reserve

Lowest Balance	\$4,761,053
Highest Balance	\$14,102,454

Amortization of Tangible Capital Assets

Total 2021 - 2040	\$9,167,299
Yearly average	\$458,365

Table S3
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Phase In to Cost of Service Rates

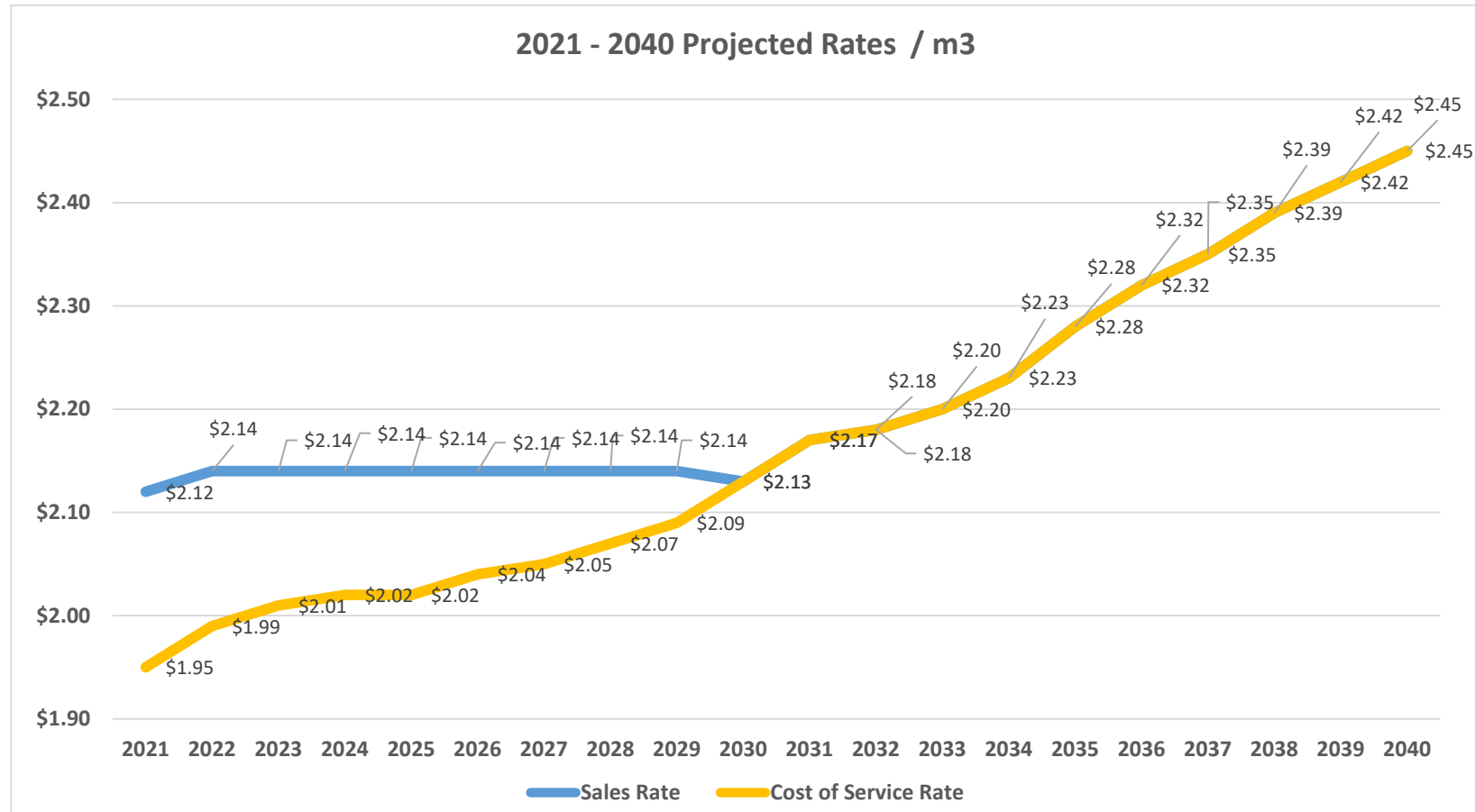


Table 1.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Population and Volume Projections for Capacity

[Index](#)

2018	2019	2020	2021	2022	2023	2024	2025	2030	2040	2048
------	------	------	------	------	------	------	------	------	------	------

Population

Growth Rates	
2020 - 2030	2031 - 2045

Existing System - Connected Urban Members

Town of Ponoka	1.0%	1.0%	7,374	7,437	7,500	7,500	7,575	7,651	7,727	7,805	8,203	9,061	9,812
City of Lacombe	2.2%	2.2%	12,995	13,985	14,125	14,266	14,580	14,901	15,229	15,564	17,353	21,571	25,673
Town of Blackfalds	5.0%	4.0%	10,125	10,631	10,755	10,916	11,462	12,035	12,637	13,269	16,935	25,068	34,307
Total Existing System			30,494	32,053	32,380	32,682	33,617	34,587	35,593	36,637	42,490	55,700	69,792

Maskwacis First Nations

Ermineskin	2.54%	2.54%	3,668	3,761	3,857	3,955	4,055	4,158	4,264	4,372	4,956	6,369	7,784
Louis Bull	2.54%	2.54%	1,873	1,921	1,969	2,019	2,071	2,123	2,177	2,232	2,531	3,252	3,975
Montana	2.54%	2.54%	784	804	824	845	867	889	911	934	1,059	1,361	1,664
Samson	2.54%	2.54%	6,431	6,594	6,762	6,934	7,110	7,290	7,475	7,665	8,690	11,167	13,648
Total Maskwacis			12,756	13,080	13,412	13,753	14,102	14,460	14,828	15,204	17,236	22,150	27,072
Total System			43,250	45,133	45,792	46,435	47,719	49,047	50,421	51,841	59,726	77,849	96,863

Consumption Factors - Litres per Person per Day (lcd)

Existing System - Connected Urban Members

Town of Ponoka	264	249	247	247	247	247	247	247	247	247	247
City of Lacombe	283	258	251	254	254	254	254	254	254	254	254
Town of Blackfalds	230	223	220	220	222	224	226	228	238	250	250

Maskwacis First Nations

Ermineskin	275	0	0	0	0	0	0	0	0	0	0	0
Louis Bull	275	0	0	0	0	0	0	0	0	0	0	0
Montana	275	0	0	0	0	0	0	0	0	0	0	0
Samson	275	0	0	0	0	0	0	0	0	0	0	0

Annual Volume

Existing System - Connected Urban Members

Town of Ponoka	710,837	676,582	669,830	676,010	682,924	689,753	696,651	703,617	739,509	816,878	884,562
City of Lacombe	1,343,888	1,317,834	1,294,962	1,322,079	1,351,707	1,381,445	1,411,837	1,442,897	1,608,755	1,999,856	2,380,159
Town of Blackfalds	814,539	832,929	860,548	873,602	928,777	984,002	1,042,427	1,104,235	1,471,126	2,287,423	3,130,496
Lacombe County (through Blackfalds)	34,310	36,109	37,722	37,722	45,512	47,373	49,310	51,327	51,327	51,327	51,327
City of Red Deer	3,929	5,049	12,887	-							
Ponoka County (Wolf Creek Village)	9,170	16,028	9,455	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162
Total Existing System	2,916,673	2,884,531	2,885,404	2,922,575	3,022,083	3,115,735	3,213,386	3,315,238	3,883,879	5,168,646	6,459,705

Table 1.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Population and Volume Projections for Capacity

[Index](#)

Maskwacis First Nations

Ermineskin	-	-	-	-	-	-	-	-	-	-	-
Louis Bull	-	-	-	-	-	-	-	-	-	-	-
Montana	-	-	-	-	-	-	-	-	-	-	-
Samson	-	-	-	-	-	-	-	-	-	-	-
Total Maskwacis	-	-	-	-	-	-	-	-	-	-	-
Total System	2,916,673	2,884,531	2,885,404	2,922,575	3,022,083	3,115,735	3,213,386	3,315,238	3,883,879	5,168,646	6,459,705

Average Annual Daily Flow (l/s)

Existing System - Connected Urban Members

Town of Ponoka	22.5	21.5	21.2	21.4	21.7	21.9	22.1	22.3	23.4	25.9	28.0
City of Lacombe	42.6	41.8	41.1	41.9	42.9	43.8	44.8	45.8	51.0	63.4	75.5
Town of Blackfalds	25.8	26.4	27.3	27.7	29.5	31.2	33.1	35.0	46.6	72.5	99.3
Lacombe County (through Blackfalds)	1.1	1.1	1.2	1.2	1.4	1.5	1.6	1.6	1.6	1.6	1.6
Ponoka County (Wolf Creek Village)	0.3	0.5	0.3	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Total Existing System	92.4	91.3	91.1	92.7	95.8	98.8	101.9	105.1	123.2	163.9	204.8

Maskwacis First Nations

Ermineskin	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Louis Bull	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Montana	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Samson	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Maskwacis	-	-	-	-	-	-	-	-	-	-	-
Total System	92.36	91.31	91.09	92.67	95.83	98.80	101.90	105.13	123.16	163.90	204.84

Maximum Day Volume (l/s)

Max Day Factor

Existing System - Connected Urban Members

Town of Ponoka	1.5	33.8	32.2	31.9	32.2	32.5	32.8	33.1	33.5	35.2	38.9	42.1
City of Lacombe	1.5	63.9	62.7	61.6	62.9	64.3	65.7	67.2	68.6	76.5	95.1	113.2
Town of Blackfalds	1.5	38.7	39.6	40.9	41.6	44.2	46.8	49.6	52.5	70.0	108.8	148.9
Lacombe County (through Blackfalds)	1.5	1.6	1.7	1.8	1.8	2.2	2.3	2.3	2.4	2.4	2.4	2.4
Ponoka County (Wolf Creek Village)	1.5	0.4	0.8	0.4	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total Existing System		138.5	137.0	136.6	139.0	143.7	148.2	152.8	157.7	184.7	245.8	307.3

Maskwacis First Nations

Ermineskin	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Louis Bull	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Montana	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Samson	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Maskwacis		-	-	-	-	-	-	-	-	-	-	-
Total System		138.54	136.96	136.63	139.01	143.74	148.20	152.84	157.69	184.74	245.85	307.25

Table 1.2
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Sales and Purchase Volumes (m3)

[Index](#)

Sales Volumes

Existing System - Connected Urban Members

	2021 Budget	2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated	2026 Estimated	2027 Estimated	2028 Estimated	2029 Estimated	2030 Estimated	2040 Estimated
Town of Ponoka	676,010	682,924	689,753	696,651	703,617	710,654	717,760	724,938	732,187	739,509	816,878
City of Lacombe	1,322,079	1,351,707	1,381,445	1,411,837	1,442,897	1,474,641	1,507,083	1,540,239	1,574,124	1,608,755	1,999,856
Town of Blackfalds	873,602	928,777	984,002	1,042,427	1,104,235	1,169,617	1,238,777	1,311,929	1,389,299	1,471,126	2,287,423
Lacombe County (through Blackfalds)	37,722	45,512	47,373	49,310	51,327	51,327	51,327	51,327	51,327	51,327	51,327
City of Red Deer											
Wolf Creek Village (Ponoka Cnty)	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162
Total Existing System	2,922,575	3,022,083	3,115,735	3,213,386	3,315,238	3,419,400	3,528,109	3,641,594	3,760,099	3,883,879	5,168,646
Total System Sales	2,922,575	3,022,083	3,115,735	3,213,386	3,315,238	3,419,400	3,528,109	3,641,594	3,760,099	3,883,879	5,168,646

Purchase of Water from the City of Red Deer

Unrecorded Volume Factor	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%
Purchased	2,968,091	3,069,149	3,164,260	3,263,433	3,366,870	3,472,655	3,583,057	3,698,309	3,818,660	3,944,367	5,249,144

Table 2.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Capital Project Expense and Funding

[Index](#)

Main Transmission System

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Original System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Enhancement, Replacements, Renewals												
Asset Management	\$108,312											
Main Transmission Line												
Valve Replacement		\$158,000										
Main Line 1		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 2		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 3		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 4		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 5		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 6		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 7		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$158,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Laterals												
LATERAL 1 : Blackfalds - Old East Railway Reservoir (WTP) Connection (Southern Lateral)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 2 : Blackfalds - Broadway Avenue New Reservoir		\$0	\$0	\$0	\$0	\$0	\$0	\$11,262	\$0	\$0	\$0	\$0
LATERAL 3 : Lacombe - Pumphouse B Connection (Well #9)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 4 : Lacombe - Pumphouse A Connection		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 5 : Lacombe - Pumphouse C Connection		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 6 : Ponoka County - Morningside Subdivision to Wolf Creek Subdivision Reservoir		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 7 : Ponoka - Riverside Booster Station (East)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 8 : Ponoka - 39th Avenue Reservoir West (old WTP)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 9 : Ponoka - Lucas Heights Reservoir (North)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$0	\$0
SCADA	\$15,801	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$119,509	\$0
Total Enhancement, Replacements, Renewals	\$124,113	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0

[Index](#)

Table 2.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Capital Project Expense and Funding

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total Capital Expenses	\$124,113	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0
Capital Revenues:												
Capital Contribution				\$0								
Debenture Proceeds												
Interest Income												
Provincial / Federal Infrastructure Grants												
Transfer from Capital Reserve	\$124,113	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0
Total Capital Revenues	\$124,113	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0
Unexpended (Overexpended) Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	2032	2033	2034	2035	2036	2037	2038	2039	2040
<u>Main Transmission System</u>									
Original System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Enhancement, Replacements, Renewals									
<u>Asset Management</u>									
<u>Main Transmission Line</u>									
Valve Replacement									
Main Line 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 7	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Laterals</u>									
LATERAL 1 : Blackfalds - Old East Railway Reservoir (WTP) Connection (Southern Lateral)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 2 : Blackfalds - Broadway Avenue New Reservoir	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 3 : Lacombe - Pumphouse B Connection (Well #9)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 4 : Lacombe - Pumphouse A Connection	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 5 : Lacombe - Pumphouse C Connection	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 6 : Ponoka County - Morningside Subdivision to Wolf Creek Subdivision Reservoir	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 7 : Ponoka - Riverside Booster Station (East)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 8 : Ponoka - 39th Avenue Reservoir West (old WTP)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 9 : Ponoka - Lucas Heights Reservoir (North)	\$0	\$0	\$0	\$1,748,969	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$1,748,969	\$0	\$0	\$0	\$0	\$0
<u>SCADA</u>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$582,724
Total Enhancement, Replacements, Renewals	\$0	\$0	\$0	\$1,748,969	\$0	\$0	\$0	\$0	\$582,724

[Index](#)

	2032	2033	2034	2035	2036	2037	2038	2039	2040
Total Capital Expenses	\$0	\$0	\$0	\$1,748,969	\$0	\$0	\$0	\$0	\$582,724
Capital Revenues:									
Capital Contribution									
Debenture Proceeds									
Interest Income									
Provincial / Federal Infrastructure Grants									
Transfer from Capital Reserve	\$0	\$0	\$0	\$1,748,969	\$0	\$0	\$0	\$0	\$582,724
Total Capital Revenues	\$0	\$0	\$0	\$1,748,969	\$0	\$0	\$0	\$0	\$582,724
Unexpended (Overexpended) Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Table 4.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Cost of Service Rate Calculation - Revenue Requirement and Rate
2021 - 2040

[Index](#)

Annual Expense

Board

Remuneration	\$4,750	\$4,845	\$4,942	\$5,041	\$5,142	\$5,677	\$6,920
Travel	\$1,250	\$1,275	\$1,301	\$1,327	\$1,353	\$1,494	\$1,821
Total Board	\$6,000	\$6,120	\$6,242	\$6,367	\$6,495	\$7,171	\$8,741

Management and Administration

Management Fees	\$62,092	\$63,334	\$64,601	\$65,893	\$67,210	\$74,206	\$90,456
General Services	\$19,054	\$19,435	\$19,824	\$20,220	\$20,624	\$22,771	\$27,758
Professional Services	\$25,800	\$26,316	\$26,842	\$27,379	\$27,927	\$30,833	\$37,586
Goods and Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Administration	\$106,946	\$109,085	\$111,266	\$113,492	\$115,762	\$127,810	\$155,800

Purchase of Treated Water - City of Red Deer

January - February							
% of Annual Volume	15.6%	15.6%	15.6%	15.6%	15.6%	15.6%	15.6%
Purchase Volume	462,234	477,973	492,785	508,229	524,338	614,274	817,473
Rate	\$1.54	\$1.55	\$1.59	\$1.62	\$1.65	\$1.82	\$2.22
Cost of Purchased Water	\$711,841	\$740,857	\$783,527	\$823,331	\$865,158	\$1,117,049	\$1,812,112
March - December							
Purchase Volume	2,505,857	2,591,177	2,671,476	2,755,203	2,842,532	3,330,093	4,431,671
Purchase Rate							
% increase in rate		2.6%	1.9%	1.9%	1.8%	2%	2%
Rate	\$1.55	\$1.59	\$1.62	\$1.65	\$1.68	\$1.85	\$2.26

Table 4.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Cost of Service Rate Calculation - Revenue Requirement and Rate
2021 - 2040

Index	2021	2022	2023	2024	2025	2030	2040
	Projected	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
Cost of Purchase Water	\$3,884,079	\$4,119,971	\$4,327,791	\$4,546,086	\$4,775,454	\$6,176,843	\$10,020,268
CRD Return on Acquired Assets a	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Rate / m3	\$1.55	\$1.58	\$1.62	\$1.65	\$1.68	\$1.85	\$2.25
Total Cost of Water	\$4,595,919	\$4,860,829	\$5,111,318	\$5,369,417	\$5,640,612	\$7,293,892	\$11,832,380
Operations							
Services	\$140,084	\$142,886	\$145,744	\$148,658	\$151,632	\$167,414	\$204,076
Goods and Supplies	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$6,524	\$8,768
Repair and Maintenance	\$32,900	\$33,623	\$34,362	\$35,119	\$35,892	\$40,031	\$49,858
Utilities	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$7,757	\$12,635
Total Operations	\$182,984	\$186,909	\$190,923	\$195,029	\$199,229	\$221,726	\$275,336
Total Cash Expense	\$4,891,849	\$5,162,942	\$5,419,750	\$5,684,305	\$5,962,097	\$7,650,598	\$12,272,257
Amortization of Tangible Capital Assets Net of No Cost Capital (NCC)							
Annual Amortization	\$443,295	\$443,295	\$443,295	\$443,295	\$446,182	\$453,052	\$480,355
Less: Amortization of NCC	-\$230,912	-\$230,912	-\$230,912	-\$230,912	-\$230,912	-\$230,912	-\$230,912
Total Capital	\$212,383	\$212,383	\$212,383	\$212,383	\$215,269	\$222,139	\$249,443
Return on the Rate Base	\$858,890	\$847,990	\$836,980	\$826,029	\$817,733	\$770,129	\$656,612
Total Expense	\$5,963,122	\$6,223,314	\$6,469,113	\$6,722,716	\$6,995,099	\$8,642,866	\$13,178,312

Table 4.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Cost of Service Rate Calculation - Revenue Requirement and Rate
2021 - 2040

[Index](#)

Less: Non Rate Revenue

	2021 Projected	2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated	2030 Estimated	2040 Estimated
Other Revenue	-\$1,530	-\$1,530	-\$1,530	-\$1,530	-\$1,530	-\$1,530	-\$1,530
Interest	-\$125,000	-\$65,000	-\$65,000	-\$85,000	-\$140,000	-\$215,000	-\$435,000
Government Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Contributions	-\$150,738	-\$151,642	-\$152,564	-\$153,504	-\$154,462	-\$159,552	-\$65,816
Total No Rate Revenue	-\$277,268	-\$218,172	-\$219,094	-\$240,034	-\$295,992	-\$376,082	-\$502,346
Net Revenue Required from Rate:	\$5,685,854	\$6,005,143	\$6,250,019	\$6,482,682	\$6,699,106	\$8,266,784	\$12,675,966
Sales Volume	2,922,575	3,022,083	3,115,735	3,213,386	3,315,238	3,883,879	5,168,646
Rate / m3	\$1.95	\$1.99	\$2.01	\$2.02	\$2.02	\$2.13	\$2.45

Table 4.2
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Cost of Service Rate Calculation - Utility Rate Base
2021 - 2040

[Index](#)

Debt Information

Annual Payments

Interest	\$469,512	\$432,785	\$394,383	\$354,230	\$312,246	\$71,800	\$0
Principal	\$805,389	\$842,116	\$880,518	\$920,671	\$962,655	\$1,203,102	\$0
Total Payment	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$0
Average Cost of Debt	4.509%	4.509%	4.509%	4.509%	4.509%	4.507%	3.000%
Principal at Year End	\$9,806,425	\$8,964,309	\$8,083,791	\$7,163,120	\$6,200,465	\$687,276	
Principal at Mid-Year	\$10,209,120	\$9,385,367	\$8,524,050	\$7,623,456	\$6,681,793	\$1,288,827	

Tangible Capital Assets

Original Cost	\$33,673,375	\$33,673,375	\$33,673,375	\$33,673,375	\$33,759,969	\$33,879,479	\$35,628,448
Accumulated Amortization	-\$6,609,111	-\$7,052,406	-\$7,495,701	-\$7,938,997	-\$8,385,178	-\$10,634,503	-\$15,333,115
Net Value at Year End	\$27,064,264	\$26,620,969	\$26,177,673	\$25,734,378	\$25,374,791	\$23,244,976	\$20,295,333
Net Value at Mid Year	\$27,285,911	\$26,842,616	\$26,399,321	\$25,956,026	\$25,554,585	\$23,411,747	\$20,535,510

Utility Rate Base

Net Plant in Service mid Year	\$27,285,911	\$26,842,616	\$26,399,321	\$25,956,026	\$25,554,585	\$23,411,747	\$20,535,510
Add: Necessary Working Capital	\$611,481	\$645,368	\$677,469	\$710,538	\$745,262	\$956,325	\$1,534,032
Total Utility Rate Base Mid Year	\$27,897,393	\$27,487,984	\$27,076,790	\$26,666,564	\$26,299,847	\$24,368,072	\$22,069,543

No Cost Capital

Original Contribution	\$17,247,052	\$17,247,052	\$17,247,052	\$17,247,052	\$17,247,052	\$17,247,052	\$17,247,052
Accumulated Amortization	-\$3,532,789	-\$3,763,701	-\$3,994,614	-\$4,225,526	-\$4,456,439	-\$5,611,001	-\$7,920,126
Net Value at Year End	\$13,714,263	\$13,483,351	\$13,252,438	\$13,021,526	\$12,790,613	\$11,636,051	\$9,326,926
Net Value at Mid Year	\$13,829,719	\$13,598,807	\$13,367,894	\$13,136,982	\$12,906,069	\$11,751,507	\$9,442,382

Capitalization

Net Rate Base	\$14,067,673	\$13,889,177	\$13,708,895	\$13,529,582	\$13,393,777	\$12,616,565	\$12,627,160
Debt	\$10,209,120	\$9,385,367	\$8,524,050	\$7,623,456	\$6,681,793	\$1,288,827	\$0
	73%	68%	62%	56%	50%	10%	0%
Equity	\$3,858,554	\$4,503,810	\$5,184,845	\$5,906,126	\$6,711,985	\$11,327,738	\$12,627,160
	27%	32%	38%	44%	50%	90%	100%

Table 4.3
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Cost of Service Rate Calculation - Return on Utility Rate Base
2021 - 2040

[Index](#)

Rate Base

Total Utility Rate Base Mid Year	\$27,897,393	\$27,487,984	\$27,076,790	\$26,666,564	\$26,299,847	\$24,368,072	\$22,069,543
Less: No Cost Capital	-\$13,829,719	-\$13,598,807	-\$13,367,894	-\$13,136,982	-\$12,906,069	-\$11,751,507	-\$9,442,382
Net Rate Base	\$14,067,673	\$13,889,177	\$13,708,895	\$13,529,582	\$13,393,777	\$12,616,565	\$12,627,160

Capital Structure - AUC Generic Return

Actual and Deemed Debt	60%	\$8,440,604	\$8,333,506	\$8,225,337	\$8,117,749	\$8,036,266	\$7,569,939	\$7,576,296
Deemed Equity @	40%	\$5,627,069	\$5,555,671	\$5,483,558	\$5,411,833	\$5,357,511	\$5,046,626	\$5,050,864
		\$14,067,673	\$13,889,177	\$13,708,895	\$13,529,582	\$13,393,777	\$12,616,565	\$12,627,160

Return on Long Term Debt

Deemed Debt at Mid Year	\$8,440,604	\$8,333,506	\$8,225,337	\$8,117,749	\$8,036,266	\$7,569,939	\$7,576,296
Average Interest Rate	4.509%	4.509%	4.509%	4.509%	4.509%	4.507%	3.000%
Calculated Return	\$380,589	\$375,758	\$370,877	\$366,023	\$362,344	\$341,166	\$227,289

Return on Deemed Equity

Deemed Equity	\$5,627,069	\$5,555,671	\$5,483,558	\$5,411,833	\$5,357,511	\$5,046,626	\$5,050,864
Return on Deemed Equity	8.500%	8.500%	8.500%	8.500%	8.500%	8.500%	8.500%
Calculated Return	\$478,301	\$472,232	\$466,102	\$460,006	\$455,388	\$428,963	\$429,323

Total Return On Rate Base

	\$858,890	\$847,990	\$836,980	\$826,029	\$817,733	\$770,129	\$656,612
--	------------------	------------------	------------------	------------------	------------------	------------------	------------------

Table 4.4
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Rate Calculation

[Index](#)

	2021 Projected	2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated	2030 Estimated	2040 Estimated
Cost of Service Rate							
Rate / m3	\$1.95	\$1.99	\$2.01	\$2.02	\$2.02	\$2.13	\$2.45
Cost of Service Rate Phase-In							
Target Rate	2.12	2.14	2.14	2.14	2.14	2.13	2.45
Additional	\$0.17	\$0.15	\$0.13	\$0.12	\$0.12	\$0.00	\$0.00
CRD Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Rate to Existing Members							
Rate / m3 Required	\$2.12	\$2.14	\$2.14	\$2.14	\$2.14	\$2.13	\$2.45
Rate / m3 Set or Projected	\$2.12	\$2.14	\$2.14	\$2.14	\$2.14	\$2.13	\$2.45
Rate in 2021 Dollars	\$2.12	\$2.10	\$2.06	\$2.02	\$1.98	\$1.78	\$1.68
Rate Revenue from Members							
Town of Ponoka	\$1,433,142	\$1,461,458	\$1,476,072	\$1,490,833	\$1,505,741	\$1,575,154	\$2,001,351
City of Lacombe	\$2,802,807	\$2,892,654	\$2,956,292	\$3,021,331	\$3,087,800	\$3,426,648	\$4,899,648
Town of Blackfalds							
Town	\$1,852,035	\$1,987,583	\$2,105,764	\$2,230,794	\$2,363,062	\$3,133,499	\$5,604,185
Lacombe County	\$79,971	\$97,396	\$101,378	\$105,523	\$109,840	\$109,327	\$125,751
Total Blackfalds	\$1,932,006	\$2,084,979	\$2,207,142	\$2,336,317	\$2,472,902	\$3,242,826	\$5,729,937
City of Red Deer							
Wolf Creek Village	\$27,903	\$28,166	\$28,166	\$28,166	\$28,166	\$28,035	\$32,246
Ermineskin			\$0	\$0	\$0	\$0	\$0
Louis Bull			\$0	\$0	\$0	\$0	\$0
Montana			\$0	\$0	\$0	\$0	\$0
Samson			\$0	\$0	\$0	\$0	\$0
	\$6,195,858	\$6,467,257	\$6,667,673	\$6,876,647	\$7,094,609	\$8,272,662	\$12,663,182

Table 4.5
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Income Statement
2021 - 2040

[Index](#)

Revenue

	2021 Projected	2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated	2030 Estimated	2040 Estimated
Sales to Members	\$6,195,858	\$6,467,257	\$6,667,673	\$6,876,647	\$7,094,609	\$8,272,662	\$12,663,182
Other Revenue							
Other Revenue	\$1,530	\$1,530	\$1,530	\$1,530	\$1,530	\$1,530	\$1,530
Interest	\$125,000	\$65,000	\$65,000	\$85,000	\$140,000	\$215,000	\$435,000
Government Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Contributions	\$150,738	\$151,642	\$152,564	\$153,504	\$154,462	\$159,552	\$65,816
Transfer from Reserves	\$125,000	\$0	\$0	\$0	\$0	\$257,841	\$0
Total Other Revenue	\$402,268	\$218,172	\$219,094	\$240,034	\$295,992	\$633,923	\$502,346
Total Revenue	\$6,598,126	\$6,685,429	\$6,886,767	\$7,116,681	\$7,390,602	\$8,906,585	\$13,165,529

Expense

Cash Expense

Board	\$6,000	\$6,120	\$6,242	\$6,367	\$6,495	\$7,171	\$8,741
Management and Administration	\$106,946	\$109,085	\$111,266	\$113,492	\$115,762	\$127,810	\$155,800
Purchase of Water	\$4,595,919	\$4,860,829	\$5,111,318	\$5,369,417	\$5,640,612	\$7,293,892	\$11,832,380
Operations	\$182,984	\$186,909	\$190,923	\$195,029	\$199,229	\$221,726	\$275,336
Total Expense	\$4,891,849	\$5,162,942	\$5,419,750	\$5,684,305	\$5,962,097	\$7,650,598	\$12,272,257
Operating Surplus	\$1,706,277	\$1,522,487	\$1,467,017	\$1,432,376	\$1,428,505	\$1,255,987	\$893,271
Less Debt Payments	-\$1,274,901	-\$1,274,901	-\$1,274,901	-\$1,274,901	-\$1,274,901	-\$1,274,901	\$0
Net Cash Surplus	\$431,376	\$247,585	\$192,115	\$157,475	\$153,604	(\$18,914)	\$893,271

Restrictions in Surplus

Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purposes	-\$400,000	-\$227,585	-\$172,115	-\$137,475	-\$133,604	\$38,914	-\$873,271
Total Restriction	-\$400,000	-\$227,585	-\$172,115	-\$137,475	-\$133,604	\$38,914	-\$873,271
Unrestricted Surplus	\$31,376	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000

Table 4.6
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan for Present System - Draft
Selected Balance Sheet Items

[Index](#)

Assets

Tangible Capital Assets

Original Cost	\$33,673,375	\$33,673,375	\$33,673,375	\$33,673,375	\$33,673,375	\$33,759,969	\$33,879,479	\$35,628,448
Less: Amortization	\$6,165,816	\$6,609,111	\$7,052,406	\$7,495,701	\$7,938,997	\$8,385,178	\$10,634,503	\$15,333,115
Net Book Value	\$27,665,081	\$27,285,911	\$26,842,616	\$26,399,321	\$25,956,026	\$25,554,585	\$23,411,747	\$20,535,510

Liabilities

Debt Principal Owning	\$10,611,814	\$9,806,425	\$8,964,309	\$8,083,791	\$7,163,120	\$6,200,465	\$687,276	\$0
------------------------------	---------------------	--------------------	--------------------	--------------------	--------------------	--------------------	------------------	------------

Restricted Surplus (Reserves)

Operating Reserve

Additions		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Withdrawals								
Closing Balance	\$763,543	\$763,543	\$763,543	\$763,543	\$763,543	\$763,543	\$763,543	\$763,543

Maskwacis Buy-In

Membership Fee				\$0	\$0			
Capital Contribution				\$0	\$0			
Closing Balance			\$0	\$0	\$0	\$0	\$0	\$0

Capital Reserve

Additions	\$442,103	\$400,000	\$227,585	\$172,115	\$137,475	\$133,604	(\$38,914)	\$873,271
Withdrawals	(\$124,113)	(\$158,000)	\$0	\$0	\$0	(\$86,595)	(\$119,509)	(\$582,724)
Closing Balance	\$4,058,364	\$4,300,364	\$4,527,949	\$4,700,064	\$4,837,539	\$4,884,548	\$4,833,248	\$10,658,858

Unrestricted Surplus

Operating

Additions / (Net Cash Loss)	\$38,693	\$31,376	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Withdrawals	(\$259,565)	(\$125,000)	\$0	\$0	\$0	\$0	(\$257,841)	\$0
Closing Balance	\$3,300,191	\$3,206,567	\$3,226,567	\$3,246,567	\$3,266,567	\$3,286,567	\$2,989,661	\$3,189,661

Capital

Additions								
Withdrawals								
Closing Balance	\$233,104	\$233,104	\$233,104	\$233,104	\$233,104	\$233,104	\$233,104	\$233,104

Total Surplus	\$8,355,202	\$8,503,577	\$8,751,163	\$8,943,278	\$9,100,753	\$9,167,762	\$8,819,556	\$14,845,166
----------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	--------------------	---------------------

North Red Deer River Water Services Commission

2022 - 2024 Financial Plan with Maskwacis Extension

Version 4.3 - May 11, 2021

Prepared by Robert Jenkins, R. Jenkins Consulting Ltd.

Table S1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Operating Budget

[Index](#)

	2021 Projected	2022 Proposed	2023 Proposed	2024 Proposed
<u>Sales Volume (m3)</u>				
Town of Ponoka	676,010	682,924	689,753	696,651
City of Lacombe	1,322,079	1,351,707	1,381,445	1,411,837
Town of Blackfalds	873,602	928,777	984,002	1,042,427
Lacombe County (through Blackfalds)	37,722	45,512	47,373	49,310
Wolf Creek Village (Ponoka Cnty)	13,162	13,162	13,162	13,162
Ermineskin Cree Nation	-	-	63,120	128,391
Louis Bull Tribe	-	-	-	-
Montana First Nation	-	-	-	-
Samson Cree Nation	-	-	-	-
Total Sales	2,922,575	3,022,083	3,115,735	3,213,386
<u>Annual Expense</u>				
Operating Purposes				
Board	\$6,000	\$6,120	\$7,167	\$7,311
Administration	\$106,946	\$109,085	\$120,956	\$123,376
System Operations	\$182,984	\$186,909	\$218,364	\$223,062
Purchase of Treated Water				
Volume (m3)	2,968,091	3,069,149	3,228,363	3,393,824
Average Rate (/m3)	\$1.55	\$1.58	\$1.62	\$1.65
Expense	\$4,595,919	\$4,860,829	\$5,214,866	\$5,583,953
Total Operating Expense	\$4,891,849	\$5,162,942	\$5,561,354	\$5,937,701
Capital Expense				
Debt Payments	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901
To Reserves (Restricted Surplus)	\$400,000	\$229,585	\$199,834	\$198,167
Total Capital Expense	\$1,674,901	\$1,504,487	\$1,474,736	\$1,473,068
Total Annual Expense	\$6,566,751	\$6,667,429	\$7,036,090	\$7,410,769
<u>Rate to Members (/m3)</u>				
Cost of Service Rate	\$1.95	\$1.99	\$2.00	\$2.00
Phase in to Cost of Service Rate	\$0.17	\$0.15	\$0.14	\$0.14
Sales Rate	\$2.12	\$2.14	\$2.14	\$2.14

Table S1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Operating Budget

[Index](#)

Annual Revenue

Sales to Members

	2021 Projected	2022 Proposed	2023 Proposed	2024 Proposed
Town of Ponoka	\$1,433,142	\$1,461,458	\$1,476,072	\$1,490,833
City of Lacombe	\$2,802,807	\$2,892,654	\$2,956,292	\$3,021,331
Town of Blackfalds	\$1,852,035	\$1,987,583	\$2,105,764	\$2,230,794
Lacombe County (through Blackfalds)	\$79,971	\$97,396	\$101,378	\$105,523
Wolf Creek Village (Ponoka Cnty)	\$27,903	\$28,166	\$28,166	\$28,166
Ermineskin Cree Nation	\$0	\$0	\$135,077	\$274,758
Louis Bull Tribe	\$0	\$0	\$0	\$0
Montana First Nation	\$0	\$0	\$0	\$0
Samson Cree Nation	\$0	\$0	\$0	\$0
Total Member Sales	\$6,195,858	\$6,467,257	\$6,667,673	\$6,876,647

Non-rate Revenue

Other Revenue	\$1,530	\$1,530	\$1,530	\$1,530
Interest	\$125,000	\$67,000	\$95,000	\$120,000
County Contributions	\$150,738	\$151,642	\$156,810	\$157,835
Transfer from Reserves	\$125,000	\$0	\$0	\$0
Total Non Rate Revenue	\$402,268	\$220,172	\$253,340	\$279,365
Total Revenue	\$6,598,126	\$6,687,429	\$7,056,090	\$7,430,769
Unrestricted Surplus	\$31,376	\$20,000	\$20,000	\$20,000

Surplus Balance at Year End

Restricted Surplus

Operating Reserve	\$763,543	\$763,543	\$763,543	\$763,543
Capital Reserve	\$4,300,364	\$4,529,949	\$4,729,784	\$4,927,950
	\$5,063,907	\$5,293,492	\$5,493,327	\$5,691,493

Unrestricted Surplus

Operating	\$3,206,567	\$3,226,567	\$3,246,567	\$3,266,567
Capital	\$233,104	\$233,104	\$233,104	\$233,104
	\$3,439,671	\$3,459,671	\$3,479,671	\$3,499,671
Total Surplus	\$8,503,577	\$8,753,163	\$8,972,997	\$9,191,164

Table S1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Operating Budget

[Index](#)

	2021 Projected	2022 Proposed	2023 Proposed	2024 Proposed
<u>Debenture Debt</u>				
Annual Payments				
Interest	\$469,512	\$432,785	\$394,383	\$354,230
Principal	\$805,389	\$842,116	\$880,518	\$920,671
Total Payments	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901
Average Interest Rate	4.509%	4.509%	4.509%	4.509%
Debt Principal Owning at Year End	\$9,806,425	\$8,964,309	\$8,083,791	\$7,163,120
Debt Limit				
Statutory Debt Limit (2 x Revenue)	\$12,946,253	\$13,374,858	\$13,842,025	\$14,312,023
Actual Debt	\$9,806,425	\$8,964,309	\$8,083,791	\$7,163,120
Annual Debt Servicing Limit				
Statutory Limit (35% of Rev)	\$2,265,594	\$2,340,600	\$2,422,354	\$2,504,604
Annual Payments	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901
<u>Liquidity</u>				
<u>Annual Revenue</u>	\$6,598,126	\$6,687,429	\$7,056,090	\$7,430,769
<u>Unrestricted Surplus Target</u>				
Proportion of Revenue	25%	25%	25%	25%
Amount	\$1,649,532	\$1,671,857	\$1,764,022	\$1,857,692
<u>Unrestricted Surplus</u>				
At Year End	\$3,206,567	\$3,226,567	\$3,246,567	\$3,266,567
Proportion of Revenue	49%	48%	46%	44%

Table S2
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Capital Budget 2022 - 2031

[Index](#)

Capital Projects

	2021 Projected	2022 Proposed	2023 Proposed	2024 Proposed	2025 Proposed	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	2031 Proposed
Asset Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Transmission System	\$158,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Laterals											
Meter Replacement - Laterals 1, 3-9)					\$86,595						
Meter Replacement - Lateral 2							\$11,262				
SCADA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$119,509	\$0
Maskwacis Extension	\$0	\$0	\$39,452,444	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expense	\$158,000	\$0	\$39,452,444	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0

Capital Funding

Other	\$0	\$0	\$39,452,444	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Reserves	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0
Total Capital Funding	\$158,000	\$0	\$39,452,444	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0

Capital Reserve Funds

Additions	\$400,000	\$229,585	\$3,593,787	\$198,167	\$211,079	\$171,562	\$137,524	\$102,434	(\$977)	\$20,022	\$254,659
Withdrawals	(\$158,000)	\$0	\$0	\$0	(\$86,595)	\$0	(\$11,262)	\$0	\$0	(\$119,509)	\$0
Closing Balance	\$4,533,468	\$4,763,053	\$8,356,840	\$8,555,006	\$8,679,491	\$8,851,053	\$8,977,315	\$9,079,749	\$9,078,772	\$8,979,285	\$9,233,944

Total

Asset Management

Capital Cost Estimate - Asset Management Plan

Total 25 Year Expenditures - 2022 - 2046	\$5,088,757
Yearly Average	\$203,550

Funding From Operating Revenue

Transfers to Capital Reserves - 2022 - 2046	\$17,866,249
Yearly Average	\$714,650

Capital Reserve

Lowest Balance	\$8,157,005
Highest Balance	\$18,070,894

Amortization of Tangible Capital Assets

Total 2021 - 2040	\$18,139,536
Yearly average	\$906,977

Table S3
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Phase In to Cost of Service Rates

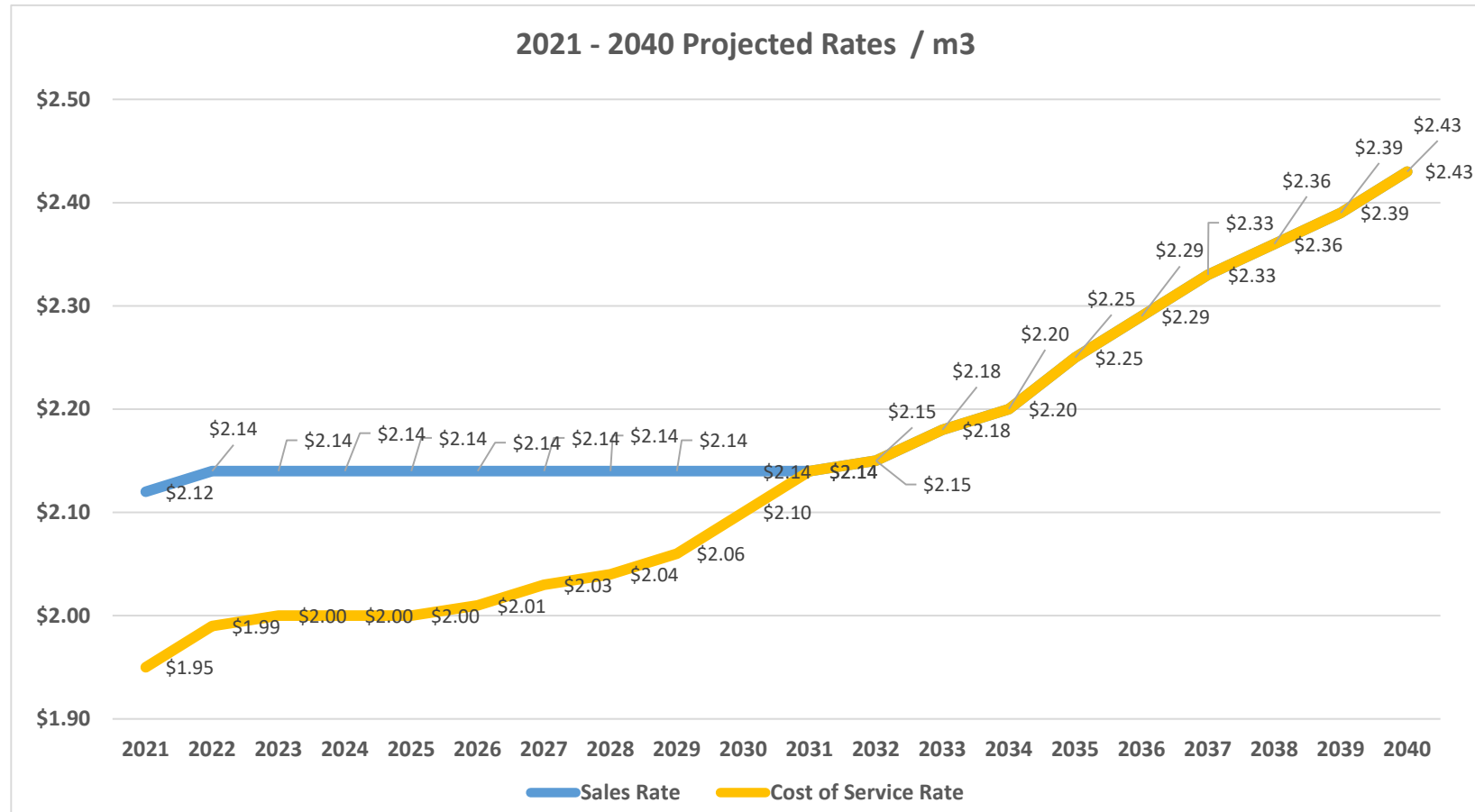


Table 1.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Population and Volume Projections for Capacity

[Index](#)

2018	2019	2020	2021	2022	2023	2024	2025	2030	2040	2048
------	------	------	------	------	------	------	------	------	------	------

Population

Growth Rates	
2020 - 2030	2031 - 2045

Existing System - Connected Urban Members

Town of Ponoka	1.0%	1.0%	7,374	7,437	7,500	7,500	7,575	7,651	7,727	7,805	8,203	9,061	9,812
City of Lacombe	2.2%	2.2%	12,995	13,985	14,125	14,266	14,580	14,901	15,229	15,564	17,353	21,571	25,673
Town of Blackfalds	5.0%	4.0%	10,125	10,631	10,755	10,916	11,462	12,035	12,637	13,269	16,935	25,068	34,307
Total Existing System			30,494	32,053	32,380	32,682	33,617	34,587	35,593	36,637	42,490	55,700	69,792

Maskwacis First Nations

Ermineskin	2.54%	2.54%	3,668	3,761	3,857	3,955	4,055	4,158	4,264	4,372	4,956	6,369	7,784
Louis Bull	2.54%	2.54%	1,873	1,921	1,969	2,019	2,071	2,123	2,177	2,232	2,531	3,252	3,975
Montana	2.54%	2.54%	784	804	824	845	867	889	911	934	1,059	1,361	1,664
Samson	2.54%	2.54%	6,431	6,594	6,762	6,934	7,110	7,290	7,475	7,665	8,690	11,167	13,648
Total Maskwacis			12,756	13,080	13,412	13,753	14,102	14,460	14,828	15,204	17,236	22,150	27,072
Total System			43,250	45,133	45,792	46,435	47,719	49,047	50,421	51,841	59,726	77,849	96,863

Consumption Factors - Litres per Person per Day (lcd)

Existing System - Connected Urban Members

Town of Ponoka	264	249	247	247	247	247	247	247	247	247	247
City of Lacombe	283	258	251	254	254	254	254	254	254	254	254
Town of Blackfalds	230	223	220	220	222	224	226	228	238	250	250

Maskwacis First Nations

Ermineskin	275	275	275	275	275	275	275	275	275	275	275	275
Louis Bull	275	0	0	0	0	0	0	0	0	0	0	0
Montana	275	0	0	0	0	0	0	0	0	0	0	0
Samson	275	0	0	0	0	0	0	0	0	0	0	0

Annual Volume

Existing System - Connected Urban Members

Town of Ponoka	710,837	676,582	669,830	676,010	682,924	689,753	696,651	703,617	739,509	816,878	884,562
City of Lacombe	1,343,888	1,317,834	1,294,962	1,322,079	1,351,707	1,381,445	1,411,837	1,442,897	1,608,755	1,999,856	2,380,159
Town of Blackfalds	814,539	832,929	860,548	873,602	928,777	984,002	1,042,427	1,104,235	1,471,126	2,287,423	3,130,496
Lacombe County (through Blackfalds)	34,310	36,109	37,722	37,722	45,512	47,373	49,310	51,327	51,327	51,327	51,327
City of Red Deer	3,929	5,049	12,887	-							
Ponoka County (Wolf Creek Village)	9,170	16,028	9,455	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162
Total Existing System	2,916,673	2,884,531	2,885,404	2,922,575	3,022,083	3,115,735	3,213,386	3,315,238	3,883,879	5,168,646	6,459,705

Table 1.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Population and Volume Projections for Capacity

[Index](#)

Maskwacis First Nations

Ermineskin	368,176	377,527	387,116	396,949	407,032	417,370	427,971	438,842	497,479	639,305	781,366
Louis Bull	-	-	-	-	-	-	-	-	-	-	-
Montana	-	-	-	-	-	-	-	-	-	-	-
Samson	-	-	-	-	-	-	-	-	-	-	-
Total Maskwacis	368,176	377,527	387,116	396,949	407,032	417,370	427,971	438,842	497,479	639,305	781,366
Total System	3,284,849	3,262,058	3,272,520	3,319,524	3,429,114	3,533,105	3,641,358	3,754,080	4,381,358	5,807,950	7,241,071

Average Annual Daily Flow (l/s)

Existing System - Connected Urban Members

Town of Ponoka	22.5	21.5	21.2	21.4	21.7	21.9	22.1	22.3	23.4	25.9	28.0
City of Lacombe	42.6	41.8	41.1	41.9	42.9	43.8	44.8	45.8	51.0	63.4	75.5
Town of Blackfalds	25.8	26.4	27.3	27.7	29.5	31.2	33.1	35.0	46.6	72.5	99.3
Lacombe County (through Blackfalds)	1.1	1.1	1.2	1.2	1.4	1.5	1.6	1.6	1.6	1.6	1.6
Ponoka County (Wolf Creek Village)	0.3	0.5	0.3	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Total Existing System	92.4	91.3	91.1	92.7	95.8	98.8	101.9	105.1	123.2	163.9	204.8

Maskwacis First Nations

Ermineskin	11.7	12.0	12.3	12.6	12.9	13.2	13.6	13.9	15.8	20.3	24.8
Louis Bull	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Montana	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Samson	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Maskwacis	11.7	12.0	12.3	12.6	12.9	13.2	13.6	13.9	15.8	20.3	24.8
Total System	104.04	103.28	103.36	105.26	108.74	112.03	115.47	119.04	138.93	184.17	229.61

Maximum Day Volume (l/s)

Max Day Factor

Existing System - Connected Urban Members

Town of Ponoka	1.5	33.8	32.2	31.9	32.2	32.5	32.8	33.1	33.5	35.2	38.9	42.1
City of Lacombe	1.5	63.9	62.7	61.6	62.9	64.3	65.7	67.2	68.6	76.5	95.1	113.2
Town of Blackfalds	1.5	38.7	39.6	40.9	41.6	44.2	46.8	49.6	52.5	70.0	108.8	148.9
Lacombe County (through Blackfalds)	1.5	1.6	1.7	1.8	1.8	2.2	2.3	2.3	2.4	2.4	2.4	2.4
Ponoka County (Wolf Creek Village)	1.5	0.4	0.8	0.4	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Total Existing System		138.5	137.0	136.6	139.0	143.7	148.2	152.8	157.7	184.7	245.8	307.3

Maskwacis First Nations

Ermineskin	1.5	17.5	18.0	18.4	18.9	19.4	19.9	20.4	20.9	23.7	30.4	37.2
Louis Bull	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Montana	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Samson	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Maskwacis		17.5	18.0	18.4	18.9	19.4	19.9	20.4	20.9	23.7	30.4	37.2
Total System		156.06	154.92	155.04	157.89	163.10	168.05	173.20	178.56	208.40	276.25	344.42

Table 1.2
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Sales and Purchase Volumes (m3)

[Index](#)

2021 Budget	2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated	2026 Estimated	2027 Estimated	2028 Estimated	2029 Estimated	2030 Estimated	2040 Estimated
----------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------	-------------------

Sales Volumes

Existing System - Connected Urban Members

Town of Ponoka	676,010	682,924	689,753	696,651	703,617	710,654	717,760	724,938	732,187	739,509	816,878
City of Lacombe	1,322,079	1,351,707	1,381,445	1,411,837	1,442,897	1,474,641	1,507,083	1,540,239	1,574,124	1,608,755	1,999,856
Town of Blackfalds	873,602	928,777	984,002	1,042,427	1,104,235	1,169,617	1,238,777	1,311,929	1,389,299	1,471,126	2,287,423
Lacombe County (through Blackfalds)	37,722	45,512	47,373	49,310	51,327	51,327	51,327	51,327	51,327	51,327	51,327
City of Red Deer											
Wolf Creek Village (Ponoka Cnty)	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162	13,162
Total Existing System	2,922,575	3,022,083	3,115,735	3,213,386	3,315,238	3,419,400	3,528,109	3,641,594	3,760,099	3,883,879	5,168,646

Maskwacis First Nations

<u>Ermineskin</u> - Begin Service			7/1/2023	1/1/2024							
Number of Days			184								
Capacity Projection	396,949	407,032	417,370	427,971	438,842	449,988	461,418	473,138	485,156	497,479	639,305
% Connected			30%	30%	30%	35%	35%	40%	40%	40%	70%
Sales Volume	-	-	63,120	128,391	131,653	157,496	161,496	189,255	194,062	198,992	447,513

Louis Bull

Capacity Projection	-	-	-	-	-	-	-	-	-	-	-
% Connected			0%	50%	60%	60%	65%	65%	65%	65%	75%
Sales Volume			-	-	-	-	-	-	-	-	-

Montana (Begin Service to Highway 2A development lands - 2026)

Capacity Projection	-	-	-	-	-	-	-	-	-	-	-
% Connected			0%	0%	0%	10%	10%	15%	15%	15%	20%
Sales Volume			-	-	-	-	-	-	-	-	-

Samson (Begin Service 2026 to existing distribution system)

Capacity Projection	-	-	-	-	-	-	-	-	-	-	-
% Connected			0%	0%	0%	30%	30%	30%	30%	30%	70%
Sales Volume			-	-	-	-	-	-	-	-	-

Total Maskwacis	-	-	63,120	128,391	131,653	157,496	161,496	189,255	194,062	198,992	447,513
Total System Sales	2,922,575	3,022,083	3,178,855	3,341,778	3,446,891	3,576,896	3,689,605	3,830,849	3,954,161	4,082,870	5,616,159

Purchase of Water from the City of Red Deer

Unrecorded Volume Factor	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%
Purchased	2,968,091	3,069,149	3,228,363	3,393,824	3,500,573	3,632,604	3,747,068	3,890,512	4,015,744	4,146,458	5,703,627

Table 2.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Capital Project Expense and Funding

[Index](#)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Main Transmission System												
Original System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Enhancement, Replacements, Renewals												
<u>Asset Management</u>	\$108,312											
<u>Main Transmission Line</u>												
Valve Replacement		\$158,000										
Main Line 1		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 2		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 3		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 4		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 5		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 6		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 7		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$158,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Laterals</u>												
LATERAL 1 : Blackfalds - Old East Railway Reservoir (WTP) Connection (Southern Lateral)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 2 : Blackfalds - Broadway Avenue New Reservoir		\$0	\$0	\$0	\$0	\$0	\$0	\$11,262	\$0	\$0	\$0	\$0
LATERAL 3 : Lacombe - Pumphouse B Connection (Well #9)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 4 : Lacombe - Pumphouse A Connection		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 5 : Lacombe - Pumphouse C Connection		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 6 : Ponoka County - Morningside Subdivision to Wolf Creek Subdivision Reservoir		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 7 : Ponoka - Riverside Booster Station (East)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 8 : Ponoka - 39th Avenue Reservoir West (old WTP)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 9 : Ponoka - Lucas Heights Reservoir (North)		\$0	\$0	\$0	\$0	\$10,824	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$0	\$0
<u>SCADA</u>	\$15,801	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$119,509	\$0
Total Enhancement, Replacements, Renewals	\$124,113	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0

[Index](#)

Table 2.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Capital Project Expense and Funding

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Maskwacis Extension												
<u>Ponoka to Erminskin - Central East Alignment</u>												
Land				\$1,000,000								
Transmission Line				\$38,452,444								
Booster Station							\$0					
System Chloramination												
Total Maskwacis Extension	\$0	\$0	\$0	\$39,452,444	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expenses	\$124,113	\$158,000	\$0	\$39,452,444	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0
Capital Revenues:												
Capital Contribution				\$39,452,444								
Debenture Proceeds												
Interest Income												
Provincial / Federal Infrastructure Grants												
Transfer from Capital Reserve	\$124,113	\$158,000	\$0	\$0	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0
Total Capital Revenues	\$124,113	\$158,000	\$0	\$39,452,444	\$0	\$86,595	\$0	\$11,262	\$0	\$0	\$119,509	\$0
Unexpended (Overexpended) Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	2032	2033	2034	2035	2036	2037	2038	2039	2040
<u>Main Transmission System</u>									
Original System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Enhancement, Replacements, Renewals									
<u>Asset Management</u>									
<u>Main Transmission Line</u>									
Valve Replacement									
Main Line 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 4	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Line 7	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Laterals</u>									
LATERAL 1 : Blackfalds - Old East Railway Reservoir (WTP) Connection (Southern Lateral)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 2 : Blackfalds - Broadway Avenue New Reservoir	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 3 : Lacombe - Pumphouse B Connection (Well #9)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 4 : Lacombe - Pumphouse A Connection	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 5 : Lacombe - Pumphouse C Connection	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 6 : Ponoka County - Morningside Subdivision to Wolf Creek Subdivision Reservoir	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 7 : Ponoka - Riverside Booster Station (East)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 8 : Ponoka - 39th Avenue Reservoir West (old WTP)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LATERAL 9 : Ponoka - Lucas Heights Reservoir (North)	\$0	\$0	\$0	\$1,748,969	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$1,748,969	\$0	\$0	\$0	\$0	\$0
<u>SCADA</u>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$582,724
Total Enhancement, Replacements, Renewals	\$0	\$0	\$0	\$1,748,969	\$0	\$0	\$0	\$0	\$582,724

[Index](#)

[illegible]

Table 2.2
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Maskwacis Extension

[Index](#)

[Index](#)

		Selected Central East Alignment	Central East Alignment	
			Stantec Estimate 2019	Adjusted Construction Cost
<u>Project Component Costs</u>				
Cost Escalation Factor				5%
Transmission Line - Year 2022				
General		\$719,250	\$685,000	\$719,250
Sitework		\$21,000	\$20,000	\$21,000
Pipeline		\$30,021,705	\$28,592,100	\$30,021,705
Total Construction		\$30,761,955	\$29,297,100	\$30,761,955
Right of Way		\$1,000,000		\$1,000,000
Engineering	10%	\$3,076,196	\$2,929,710	\$3,076,196
Contingency	15%	\$4,614,293	\$4,394,565	\$4,614,293
		\$7,690,489	\$7,324,275	\$7,690,489
Total Transmission Line		\$39,452,444	\$36,621,375	\$39,452,444
Booster Station - Year 2026		\$0		\$6,000,000
System Chloramination		\$0		\$1,000,000
Total Capital Component Cost		\$39,452,444	\$36,621,375	\$46,452,444
<u>Project Funding</u>				
Grant - First Nations / Government of Canada / Government of Alberta				
Transmission Line	100%	\$39,452,444	\$36,621,375	\$39,452,444
Booster Station	100%	\$0		\$6,000,000
System Chloramination	0%	\$0		\$0
Total Grant		\$39,452,444	\$36,621,375	\$45,452,444
Commission Share		\$0		\$1,000,000
Total Project Funding		\$39,452,444	\$36,621,375	\$46,452,444

Table 2.4
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Maskwacis New Member Fee

[Index](#)

Calculation	Allocation Based on Share of 5 Year Volume			
	Ermineskin	Louis Bull	Montana	Samson

Calculation of Proportionate Share of Volume

Service Begins	2023	2024	2026	2026
Fifth Year	2027	2028	2030	2030
New Member 5 Year Volume m3 (Table 1.1)	2,195,590	-	-	-
Total System 5 Year Volume m3 (Table 1.1)	18,787,459	19,369,086	20,600,261	20,600,261
Proportionate Share of System Volume	11.7%	0.0%	0.0%	0.0%

Calculation of Membership Fee

Formation Costs 2006 - 2007 - Not included in Capital Asset Value	\$100,000	\$11,686	\$0	\$0	\$0
Interest from 2004					
Interest Rate	5%				
Number of Years	18				
Interest	\$140,662	\$16,438	\$0	\$0	\$0
Total Membership Fee	\$240,662	\$28,125	\$0	\$0	\$0

Table 2.5
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Maskwacis Capital Contribution for Buy In to Existing System

[Index](#)

	Calculation	Allocation Based on Share of 5 Year Volume			
		Ermineskin	Louis Bull	Montana	Samson
Proportionate Share of System Volume (Table 2.4)		11.7%	0.0%	0.0%	0.0%

3. Share of Debt Retired and Reserve Accumulated to Date by Existing Members

Debt

Original Borrowing Debentures 1 and 2	\$19,000,000
Principal Balance December 31, 2022	\$8,964,309
Principal Retired	\$10,035,691
Total Interest to Dec 31, 2022	\$10,012,214
Total Interest and Principal	\$20,047,905

First Nations Share

Principal	\$1,172,818	\$0	\$0	\$0
Interest	\$1,170,074	\$0	\$0	\$0
Total	\$2,342,892	\$2,342,892	\$0	\$0

Surplus at December 31, 2022

Restricted Surplus - Operating	\$763,543
Restricted Surplus - Capital	\$4,763,053
Unrestricted Surplus - Operating	\$3,226,567
Total	\$8,753,163

First Nation Share	\$1,022,935	\$1,022,935	\$0	\$0	\$0
Total First Nation Contribution	\$3,365,827	\$3,365,827	\$0	\$0	\$0

4. Share of Equity

Capital Asset Value

Net Book Value	\$26,620,969
Less: Debt Outstanding	
Principal Balance December 31, 2022	-\$8,964,309
Net Equity	\$17,656,660

First Nations Share	\$2,063,440	\$2,063,440	\$0	\$0	\$0
----------------------------	--------------------	--------------------	------------	------------	------------

Table 4.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Cost of Service Rate Calculation - Revenue Requirement and Rate
2021 - 2040

[Index](#)

Annual Expense

Board

Remuneration	\$4,750	\$4,845	\$5,742	\$5,857	\$5,974	\$6,596	\$8,040
Travel	\$1,250	\$1,275	\$1,426	\$1,454	\$1,483	\$1,637	\$1,996
Total Board	\$6,000	\$6,120	\$7,167	\$7,311	\$7,457	\$8,233	\$10,036

Management and Administration

Management Fees	\$62,092	\$63,334	\$74,291	\$75,776	\$77,292	\$85,337	\$104,025
General Services	\$19,054	\$19,435	\$19,824	\$20,220	\$20,624	\$22,771	\$27,758
Professional Services	\$25,800	\$26,316	\$26,842	\$27,379	\$27,927	\$30,833	\$37,586
Goods and Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Administration	\$106,946	\$109,085	\$120,956	\$123,376	\$125,843	\$138,941	\$169,368

Purchase of Treated Water - City of Red Deer

January - February							
% of Annual Volume	15.6%	15.6%	15.6%	15.6%	15.6%	15.6%	15.6%
Purchase Volume	462,234	477,973	502,768	528,536	545,160	645,747	888,252
Rate	\$1.54	\$1.55	\$1.59	\$1.62	\$1.65	\$1.82	\$2.22
Cost of Purchased Water	\$711,841	\$740,857	\$799,401	\$856,228	\$899,514	\$1,174,281	\$1,969,009
March - December							
Purchase Volume	2,505,857	2,591,177	2,725,596	2,865,288	2,955,413	3,500,711	4,815,375
Purchase Rate							
% increase in rate		2.6%	1.9%	1.9%	1.8%	2%	2%
Rate	\$1.55	\$1.59	\$1.62	\$1.65	\$1.68	\$1.85	\$2.26

Table 4.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Cost of Service Rate Calculation - Revenue Requirement and Rate
2021 - 2040

Index	2021	2022	2023	2024	2025	2030	2040
	Projected	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
Cost of Purchase Water	\$3,884,079	\$4,119,971	\$4,415,465	\$4,727,725	\$4,965,094	\$6,493,315	\$10,887,846
CRD Return on Acquired Assets a	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Rate / m3	\$1.55	\$1.58	\$1.62	\$1.65	\$1.68	\$1.85	\$2.25
Total Cost of Water	\$4,595,919	\$4,860,829	\$5,214,866	\$5,583,953	\$5,864,608	\$7,667,596	\$12,856,855
Operations							
Services	\$140,084	\$142,886	\$166,408	\$169,736	\$173,131	\$191,150	\$233,011
Goods and Supplies	\$5,000	\$5,150	\$6,100	\$6,283	\$6,472	\$7,502	\$10,083
Repair and Maintenance	\$32,900	\$33,623	\$39,517	\$40,386	\$41,276	\$46,036	\$57,336
Utilities	\$5,000	\$5,250	\$6,339	\$6,656	\$6,989	\$8,920	\$14,530
Total Operations	\$182,984	\$186,909	\$218,364	\$223,062	\$227,867	\$253,609	\$314,960
Total Cash Expense	\$4,891,849	\$5,162,942	\$5,561,354	\$5,937,701	\$6,225,776	\$8,068,379	\$13,351,219
Amortization of Tangible Capital Assets Net of No Cost Capital (NCC)							
Annual Amortization	\$443,295	\$443,295	\$699,645	\$955,994	\$958,881	\$965,751	\$993,054
Less: Amortization of NCC	-\$230,912	-\$230,912	-\$493,929	-\$756,945	-\$756,945	-\$756,945	-\$756,945
Total Capital	\$212,383	\$212,383	\$205,716	\$199,049	\$201,936	\$208,806	\$236,109
Return on the Rate Base	\$858,890	\$847,990	\$838,264	\$828,776	\$821,373	\$779,014	\$675,412
Total Expense	\$5,963,122	\$6,223,314	\$6,605,334	\$6,965,527	\$7,249,085	\$9,056,199	\$14,262,741

Table 4.1
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Cost of Service Rate Calculation - Revenue Requirement and Rate
2021 - 2040

[Index](#)

Less: Non Rate Revenue

	2021 Projected	2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated	2030 Estimated	2040 Estimated
Other Revenue	-\$1,530	-\$1,530	-\$1,530	-\$1,530	-\$1,530	-\$1,530	-\$1,530
Interest	-\$125,000	-\$67,000	-\$95,000	-\$120,000	-\$195,000	-\$320,000	-\$540,000
Government Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Contributions	-\$150,738	-\$151,642	-\$156,810	-\$157,835	-\$158,880	-\$164,430	-\$71,762
Total No Rate Revenue	-\$277,268	-\$220,172	-\$253,340	-\$279,365	-\$355,410	-\$485,960	-\$613,292
Net Revenue Required from Rate:	\$5,685,854	\$6,003,143	\$6,351,994	\$6,686,163	\$6,893,675	\$8,570,240	\$13,649,449
Sales Volume	2,922,575	3,022,083	3,178,855	3,341,778	3,446,891	4,082,870	5,616,159
Rate / m3	\$1.95	\$1.99	\$2.00	\$2.00	\$2.00	\$2.10	\$2.43

Table 4.2
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Cost of Service Rate Calculation - Utility Rate Base
2021 - 2040

[Index](#)

Debt Information

Annual Payments

Interest	\$469,512	\$432,785	\$394,383	\$354,230	\$312,246	\$71,800	\$0
Principal	\$805,389	\$842,116	\$880,518	\$920,671	\$962,655	\$1,203,102	\$0
Total Payment	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$0
Average Cost of Debt	4.509%	4.509%	4.509%	4.509%	4.509%	4.507%	3.000%
Principal at Year End	\$9,806,425	\$8,964,309	\$8,083,791	\$7,163,120	\$6,200,465	\$687,276	
Principal at Mid-Year	\$10,209,120	\$9,385,367	\$8,524,050	\$7,623,456	\$6,681,793	\$1,288,827	

Tangible Capital Assets

Original Cost	\$33,673,375	\$33,673,375	\$73,125,818	\$73,125,818	\$73,212,413	\$73,331,922	\$75,080,891
Accumulated Amortization	-\$6,609,111	-\$7,052,406	-\$7,752,051	-\$8,708,045	-\$9,666,926	-\$14,479,747	-\$24,305,352
Net Value at Year End	\$27,064,264	\$26,620,969	\$65,373,767	\$64,417,773	\$63,545,487	\$58,852,175	\$50,775,540
Net Value at Mid Year	\$27,285,911	\$26,842,616	\$45,997,368	\$64,895,770	\$63,981,630	\$59,275,296	\$51,272,067

Utility Rate Base

Net Plant in Service mid Year	\$27,285,911	\$26,842,616	\$45,997,368	\$64,895,770	\$63,981,630	\$59,275,296	\$51,272,067
Add: Necessary Working Capital	\$611,481	\$645,368	\$695,169	\$742,213	\$778,222	\$1,008,547	\$1,668,902
Total Utility Rate Base Mid Year	\$27,897,393	\$27,487,984	\$46,692,537	\$65,637,983	\$64,759,852	\$60,283,844	\$52,940,969

No Cost Capital

Original Contribution	\$17,247,052	\$17,247,052	\$56,699,496	\$56,699,496	\$56,699,496	\$56,699,496	\$56,699,496
Accumulated Amortization	-\$3,532,789	-\$3,763,701	-\$4,257,630	-\$5,014,575	-\$5,771,520	-\$9,556,246	-\$17,125,696
Net Value at Year End	\$13,714,263	\$13,483,351	\$52,441,866	\$51,684,920	\$50,927,975	\$47,143,250	\$39,573,800
Net Value at Mid Year	\$13,829,719	\$13,598,807	\$32,962,608	\$52,063,393	\$51,306,448	\$47,521,723	\$39,952,272

Capitalization

Net Rate Base	\$14,067,673	\$13,889,177	\$13,729,929	\$13,574,590	\$13,453,404	\$12,762,121	\$12,988,697
Debt	\$10,209,120	\$9,385,367	\$8,524,050	\$7,623,456	\$6,681,793	\$1,288,827	\$0
	73%	68%	62%	56%	50%	10%	0%
Equity	\$3,858,554	\$4,503,810	\$5,205,879	\$5,951,134	\$6,771,611	\$11,473,294	\$12,988,697
	27%	32%	38%	44%	50%	90%	100%

Table 4.3
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Cost of Service Rate Calculation - Return on Utility Rate Base
2021 - 2040

[Index](#)

Rate Base

Total Utility Rate Base Mid Year	\$27,897,393	\$27,487,984	\$46,692,537	\$65,637,983	\$64,759,852	\$60,283,844	\$52,940,969
Less: No Cost Capital	-\$13,829,719	-\$13,598,807	-\$32,962,608	-\$52,063,393	-\$51,306,448	-\$47,521,723	-\$39,952,272
Net Rate Base	\$14,067,673	\$13,889,177	\$13,729,929	\$13,574,590	\$13,453,404	\$12,762,121	\$12,988,697

Capital Structure - AUC Generic Return

Actual and Deemed Debt	60%	\$8,440,604	\$8,333,506	\$8,237,958	\$8,144,754	\$8,072,042	\$7,657,273	\$7,793,218
Deemed Equity @	40%	\$5,627,069	\$5,555,671	\$5,491,972	\$5,429,836	\$5,381,362	\$5,104,848	\$5,195,479
		\$14,067,673	\$13,889,177	\$13,729,929	\$13,574,590	\$13,453,404	\$12,762,121	\$12,988,697

Return on Long Term Debt

Deemed Debt at Mid Year	\$8,440,604	\$8,333,506	\$8,237,958	\$8,144,754	\$8,072,042	\$7,657,273	\$7,793,218
Average Interest Rate	4.509%	4.509%	4.509%	4.509%	4.509%	4.507%	3.000%
Calculated Return	\$380,589	\$375,758	\$371,446	\$367,240	\$363,957	\$345,102	\$233,797

Return on Deemed Equity

Deemed Equity	\$5,627,069	\$5,555,671	\$5,491,972	\$5,429,836	\$5,381,362	\$5,104,848	\$5,195,479
Return on Deemed Equity	8.500%	8.500%	8.500%	8.500%	8.500%	8.500%	8.500%
Calculated Return	\$478,301	\$472,232	\$466,818	\$461,536	\$457,416	\$433,912	\$441,616

Total Return On Rate Base

	\$858,890	\$847,990	\$838,264	\$828,776	\$821,373	\$779,014	\$675,412
--	------------------	------------------	------------------	------------------	------------------	------------------	------------------

Table 4.4
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Rate Calculation

[Index](#)

	2021 Projected	2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated	2030 Estimated	2040 Estimated
Cost of Service Rate							
Rate / m3	\$1.95	\$1.99	\$2.00	\$2.00	\$2.00	\$2.10	\$2.43
Cost of Service Rate Phase-In							
Target Rate	2.12	2.14	2.14	2.14	2.14	2.14	2.43
Additional	\$0.17	\$0.15	\$0.14	\$0.14	\$0.14	\$0.04	\$0.00
CRD Acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Rate to Existing Members							
Rate / m3 Required	\$2.12	\$2.14	\$2.14	\$2.14	\$2.14	\$2.14	\$2.43
Rate / m3 Set or Projected	\$2.12	\$2.14	\$2.14	\$2.14	\$2.14	\$2.14	\$2.43
Rate in 2021 Dollars	\$2.12	\$2.10	\$2.06	\$2.02	\$1.98	\$1.79	\$1.67
Rate Revenue from Members							
Town of Ponoka	\$1,433,142	\$1,461,458	\$1,476,072	\$1,490,833	\$1,505,741	\$1,582,549	\$1,985,013
City of Lacombe	\$2,802,807	\$2,892,654	\$2,956,292	\$3,021,331	\$3,087,800	\$3,442,735	\$4,859,651
Town of Blackfalds							
Town	\$1,852,035	\$1,987,583	\$2,105,764	\$2,230,794	\$2,363,062	\$3,148,210	\$5,558,437
Lacombe County	\$79,971	\$97,396	\$101,378	\$105,523	\$109,840	\$109,840	\$124,725
Total Blackfalds	\$1,932,006	\$2,084,979	\$2,207,142	\$2,336,317	\$2,472,902	\$3,258,050	\$5,683,162
City of Red Deer							
Wolf Creek Village	\$27,903	\$28,166	\$28,166	\$28,166	\$28,166	\$28,166	\$31,983
Ermineskin			\$135,077	\$274,758	\$281,736	\$425,842	\$1,087,457
Louis Bull			\$0	\$0	\$0	\$0	\$0
Montana			\$0	\$0	\$0	\$0	\$0
Samson			\$0	\$0	\$0	\$0	\$0
	\$6,195,858	\$6,467,257	\$6,802,750	\$7,151,405	\$7,376,346	\$8,737,343	\$13,647,266

Table 4.5
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Income Statement
2021 - 2040

[Index](#)

Revenue

	2021 Projected	2022 Estimated	2023 Estimated	2024 Estimated	2025 Estimated	2030 Estimated	2040 Estimated
Sales to Members	\$6,195,858	\$6,467,257	\$6,802,750	\$7,151,405	\$7,376,346	\$8,737,343	\$13,647,266
Other Revenue							
Other Revenue	\$1,530	\$1,530	\$1,530	\$1,530	\$1,530	\$1,530	\$1,530
Interest	\$125,000	\$67,000	\$95,000	\$120,000	\$195,000	\$320,000	\$540,000
Government Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
County Contributions	\$150,738	\$151,642	\$156,810	\$157,835	\$158,880	\$164,430	\$71,762
Transfer from Reserves	\$125,000	\$0	\$0	\$0	\$0	\$160,000	\$0
Total Other Revenue	\$402,268	\$220,172	\$253,340	\$279,365	\$355,410	\$645,960	\$613,292
Total Revenue	\$6,598,126	\$6,687,429	\$7,056,090	\$7,430,769	\$7,731,756	\$9,383,302	\$14,260,558

Expense

Cash Expense

Board	\$6,000	\$6,120	\$7,167	\$7,311	\$7,457	\$8,233	\$10,036
Management and Administration	\$106,946	\$109,085	\$120,956	\$123,376	\$125,843	\$138,941	\$169,368
Purchase of Water	\$4,595,919	\$4,860,829	\$5,214,866	\$5,583,953	\$5,864,608	\$7,667,596	\$12,856,855
Operations	\$182,984	\$186,909	\$218,364	\$223,062	\$227,867	\$253,609	\$314,960
Total Expense	\$4,891,849	\$5,162,942	\$5,561,354	\$5,937,701	\$6,225,776	\$8,068,379	\$13,351,219
Operating Surplus	\$1,706,277	\$1,524,487	\$1,494,736	\$1,493,068	\$1,505,980	\$1,314,923	\$909,339
Less Debt Payments	-\$1,274,901	-\$1,274,901	-\$1,274,901	-\$1,274,901	-\$1,274,901	-\$1,274,901	\$0
Net Cash Surplus	\$431,376	\$249,585	\$219,834	\$218,167	\$231,079	\$40,022	\$909,339

Restrictions in Surplus

Operating Purposes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Purposes	-\$400,000	-\$229,585	-\$199,834	-\$198,167	-\$211,079	-\$20,022	-\$889,339
Total Restriction	-\$400,000	-\$229,585	-\$199,834	-\$198,167	-\$211,079	-\$20,022	-\$889,339
Unrestricted Surplus	\$31,376	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000

Table 4.6
North Red Deer River Water Services Commission
2022 - 2024 Financial Plan with Maskwacis Extension
Selected Balance Sheet Items

[Index](#)

Assets

Tangible Capital Assets

Original Cost	\$33,673,375	\$33,673,375	\$33,673,375	\$73,125,818	\$73,125,818	\$73,212,413	\$73,331,922	\$75,080,891
Less: Amortization	\$6,165,816	\$6,609,111	\$7,052,406	\$7,752,051	\$8,708,045	\$9,666,926	\$14,479,747	\$24,305,352
Net Book Value	\$27,665,081	\$27,285,911	\$26,842,616	\$45,997,368	\$64,895,770	\$63,981,630	\$59,275,296	\$51,272,067

Liabilities

Debt Principal Owning	\$10,611,814	\$9,806,425	\$8,964,309	\$8,083,791	\$7,163,120	\$6,200,465	\$687,276	\$0
------------------------------	---------------------	--------------------	--------------------	--------------------	--------------------	--------------------	------------------	------------

Restricted Surplus (Reserves)

Operating Reserve

Additions		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Withdrawals								
Closing Balance	\$763,543	\$763,543	\$763,543	\$763,543	\$763,543	\$763,543	\$763,543	\$763,543

Maskwacis Buy-In

Membership Fee			\$28,125	\$0				
Capital Contribution			\$3,365,827	\$0				
Closing Balance			\$0	\$3,393,952	\$3,393,952	\$3,393,952	\$3,393,952	\$3,393,952

Capital Reserve

Additions	\$442,103	\$400,000	\$229,585	\$199,834	\$198,167	\$211,079	\$20,022	\$889,339
Withdrawals	(\$124,113)	(\$158,000)	\$0	\$0	\$0	(\$86,595)	(\$119,509)	(\$582,724)
Closing Balance	\$4,058,364	\$4,300,364	\$4,529,949	\$4,729,784	\$4,927,950	\$5,052,434	\$5,352,229	\$11,165,798

Unrestricted Surplus

Operating

Additions / (Net Cash Loss)	\$38,693	\$31,376	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Withdrawals	(\$259,565)	(\$125,000)	\$0	\$0	\$0	\$0	(\$160,000)	\$0
Closing Balance	\$3,300,191	\$3,206,567	\$3,226,567	\$3,246,567	\$3,266,567	\$3,286,567	\$3,226,567	\$3,426,567

Capital

Additions								
Withdrawals								
Closing Balance	\$233,104	\$233,104	\$233,104	\$233,104	\$233,104	\$233,104	\$233,104	\$233,104

Total Surplus	\$8,355,202	\$8,503,577	\$8,753,163	\$12,366,949	\$12,585,116	\$12,729,600	\$12,969,395	\$18,982,963
----------------------	--------------------	--------------------	--------------------	---------------------	---------------------	---------------------	---------------------	---------------------

Request For Decision

NRDRWSC Waterline Extension Project Plan

Date: May 17th, 2021

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO



PURPOSE:

To present the Board with the high-level project plan for the proposed waterline extension project.

ACTION/RECOMMENDATION:

[Recommended] THAT the Commission directs Administration to proceed with Phase 1: governance options review as presented.

[Alternative 1] THAT the Commission directs Administration to proceed directly with Phase 2 of the NRDRWSC Waterline Extension Project Plan with ECN as a *[mover to specify "member," or "customer"]*.

[Alternative 2 – No further action] THAT the Commission accepts this report as information.

ISSUE ANALYSIS:

Background

At its March 1st Special Meeting, the Commission resolved:

THAT the NRDRWSC direct Administration to engage Ermineskin Cree Nation to develop a project plan for the waterline extension.

CARRIED UNANIMOUSLY

Engagement

Following the March 1st Special Meeting, Administration drafted a document outlining the key milestones in the waterline extension project. Representatives from Ermineskin Cree Nation (ECN), and two Alberta departments, Indigenous Relations (IR) & Transportation (AT), reviewed the document and provided comments which are incorporated into the proposed project plan. Also, Stantec offered expert advice informing the project plan and is the major contributor to the "Table of key project requirements."

ATTACHMENTS:

NRDRWSC Waterline Extension Project Plan: Draft for NRDRWSC Board Review



NRDRWSC Waterline Extension Project Plan

Draft for NRDRWSC Board Review

Date: May 17th, 2021

- 2 -

Table of Contents

Introduction	4
Project Phases	4
Project Budget	4
Phase 1: Governance Options Review	5
Phase 2: ECN Agreement	6
Phase 3: Funding Agreements	7
Phase 4: Assembling a Team	7
Phase 5: Design, Construction Documents, and Updated Cost Estimate.....	9
Phase 6: Construction Contract Tender and Award.....	10
Phase 7: Construction, System Commissioning and Water On.....	11
Phase 8: Warranty Period, Project Closeout, Normal Operations.....	12
Table of Key Project Requirements.....	13

Introduction

The Administration has attempted to lay out a high-level project plan to extend the waterline to Ermineskin Cree Nation. This is a large, complex project, but this report hones in on the most critical aspects, so the Board is well informed on how the project would generally play out. The plan organizes the project into eight major milestones or phases. As (if) the project advances through each phase, plan revisions will be required to adapt to new information.

Project Phases

The eight phases that make up the project plan are:

- Phase 1: Governance options review
- Phase 2: ECN agreement
- Phase 3: Funding agreement
- Phase 4: Assembling a team
- Phase 5: Design, construction documents, and updated cost estimates
- Phase 6: Contract tender and award
- Phase 7: Construction, system commissioning and water-on
- Phase 8: Project closeout, normal operations

The preliminary estimate to water-on from the start of Phase 1 is 41-60 months.

Should the Commission elect to proceed with Phase 1 in May 2021, Administration would target bringing the governance options report to the Board in the fall of 2021. This would also permit the forthcoming Bylaw 1 amendments to be considered in advance of Phase 2.

Project Budget

In the [2019 First Nations Feasibility Study](#), Stantec Consulting estimates the project cost to be \$30M to \$42M. The currently unexecuted grant agreement with Alberta Transportation confirms 100% of the project's capital costs are grant eligible. The agreement uses \$38.9M as the current project budget.

Phase 1: Governance Options Review

Description: Administration will prepare a report outlining three governance and financial scenarios for the extension of the NRDRWSC system:

1. Full membership: like existing members, ECN is a full voting member of the Board and has system ownership share. NRDRWSC builds and operates the waterline extension to ECN's border. This is ECN's strong preference.
2. Customer: ECN is a customer of the NRDRWSC; it pays a rate for water purchased and does not have any system ownership share. NRDRWSC builds and operates the waterline extension to ECN's border. The terms and conditions of a customer agreement can resemble the existing membership agreements or be significantly different. For example, a customer agreement may have variable rates based on the actual volume of water purchased. A customer would typically not "buy in" to the system; instead, it typically pays a higher rate.
3. 3rd Party Ownership: This is a variation of the customer scenario described above, except the NRDRWSC does not build and operate the waterline extension. The NRDRWSC agrees to supply water to the owner of the waterline extension (e.g. Alberta, ECN, a Regional Services Commission). This is not the scenario contemplated by Alberta nor ECN.

Startup trigger:

- Board resolution to proceed with the governance options review.

Deliverables:

- Report outlining three governance and financial scenarios as described.

Important considerations: Administration will need to engage a third-party expert to support its review at an estimated cost of \$5,000 - \$8,000, an eligible cost under the Commission's existing Alberta Community Partnership Grant.

Estimated time: 4 months

Phase 2: ECN Agreement

Description: Administration will engage ECN to confirm the terms and conditions of membership (or customer) with the NRDRWSC. The existing membership agreement will be used as a basis for a draft agreement with ECN. The Administration will present the draft agreement to the Board for endorsement.

Startup trigger:

- Board resolution selecting its preferred governance option.
- Board resolution to proceed with Phase 2.

Deliverables:

- Board endorsement of the draft agreement
- Final, signed agreement
- Receipt of the buy-in payment.
- Participation in a traditional ceremony.

Important considerations:

- Rates
- Membership or customer relationship
- Payment terms
- Metering
- Operations responsibilities
- Dispute resolution
- Minimum/maximum flows
- Buy-in payment
- Bylaw 1 amendments

Estimated time: 4 months

Phase 3: Funding Agreements

Description: Administration will sign off on the funding agreement with the Government of Alberta, secure start-up funding to cover project costs to the end of Phase 4 and confirm project reporting requirements.

Startup trigger:

- Board resolution to proceed with Phase 3.

Deliverables:

- Final signed agreement
- Startup funding/initial draw received

Important considerations:

- Overall funding
- Cashflow

Estimated time: 3 months

Phase 4: Assembling a Team

Description: The City of Lacombe will hire a project manager to oversee the day-to-day aspects of the project. Administration will also procure the engineering consultant to lead the design, tendering and construction oversight of the waterline extension. This phase also includes the formation of a technical committee empowered to guide the technical and operational aspects of the project.

Startup trigger:

- All Phase 3 deliverables complete.

Deliverables:

- Board endorsement of the City of Lacombe project manager agreement.
- Board endorsement of the engineering services agreement.

Important considerations:

- Alignment with City of Lacombe Procurement Policy or as specified by the Board.
- Funding agreement procurement requirements.
- Amendment to the City of Lacombe Administration agreement to include project management.
- Opportunity to shorten procurement timelines under the North West Partnership Trade Agreement exemptions:

A. GENERAL EXCEPTIONS

- 1. Measures adopted or maintained relating to:*
(a) Aboriginal peoples;

- 7 -

North Red Deer River Water Services Commission

5432 56th Avenue

Lacombe, Alberta T4L 1E9

Phone: (403) 782-6666 www.nrdwsc.ca

242

(b) Water, and services and investments pertaining to water;

Estimated time: 8-9 months

- Write PM job description, post PM position, shortlisting, final selection and start date: 2-3 months
- Develop RFP, proposal period, shortlisting, and final selection of engineering consultant: 6 months

Phase 5: Design, Construction Documents, and Updated Cost Estimate

Description: Under the oversight of the project manager, the engineering consultant and technical committee execute the work plan, including engineering, environmental, geotechnical, legal survey, land assembly, and coordinating with ECN's engineers as required. The project manager will advise Alberta Transportation if the total updated project cost estimate exceeds the total project grant funds.

Startup trigger:

- All Phase 4 deliverables complete.

Deliverables:

- Board endorsement of the technical committee work plan.
- Board endorsement of technical recommendations as required, including finalizing the waterline alignment and confirming the location of the chloramine booster.
- Board endorsement of land assembly and easement agreements as required.
- Design, tender and construction documents.

Important considerations:

- Alignment with City of Lacombe Procurement Policy or as specified by the Board.
- Topographic survey, geotechnical investigation, utility sweeps, environmental screening studies and regulatory applications may depend on seasonal conditions (i.e. summer only). This will be confirmed with the engineering consultant.
- Ponoka County's approval is needed early in this phase to locate the waterline in its road allowance.
- The Commission's team will coordinate with ECN's engineers on their on-reserve water system and reservoir improvements, including tie-in details, construction schedule, and commissioning.

Estimated time: 10-20 months

Phase 6: Construction Contract Tender and Award

Description: The engineer administers the project pre-qualification and tender on behalf of the Commission, reviews the tender bids, and recommends the contractor. The project manager will advise Alberta Transportation if the total updated project cost estimate exceeds the total project grant funds and will initiate a grant agreement amendment if required.

Startup trigger:

- All Phase 5 deliverables complete.

Deliverables:

- Contractor pre-qualification recommendation
- Engineer's recommendation of award
- Alberta Transportation approval to award the construction contract, including amendments to the grant agreement if required.
- Board awards the construction contract.

Estimated time: 2 months

Phase 7: Construction, System Commissioning and Water On

Description: The project proceeds to construction. The Commission's team, including the construction contractor, will coordinate closely with ECN's team regarding tie-ins and system commissioning through to "water on."

Startup trigger:

- All Phase 6 deliverables complete.

Deliverables:

- Ground-breaking ceremony
- Various construction notifications
- Construction documentation
- Progress payments
- Commissioning complete (warranty period starts)
- Operator training
- Water-on ceremony

Important considerations:

- Maintenance of County roads during construction
- Monitoring of workmanship/quality
- Timeliness of construction

Estimated time: 14-18 months

Phase 8: Warranty Period, Project Closeout, Normal Operations

Description: Engineers and Commission operators closely monitor the system, and deficiencies are identified and corrected during the warranty period. The engineering consultant completes post construction regulatory reports, and the project manager submits final grant reports to the Province. The NRDRWSC operators oversee the day-to-day operations of the system.

Startup trigger:

- Phase 7 commissioning complete.

Deliverables:

- Deficiency trackers
- Plans of record
- Operations and maintenance manuals
- Operator training
- Post-construction regulatory reports
- Final acceptance certificate issued to contractor
- Final grant reporting
- NRDRWSC Management and Operations contract amendment.

Important considerations:

- The project manager's term will end during this phase.

Estimated time: 24 months

Table of Key Project Requirements

#	TASK	DESCRIPTION / ACTIVITIES	IMPORTANT CONSIDERATIONS	DELIVERABLES	RESPONSIBILITY	APPROVAL
Phase 1: Governance Options Review						
1.1 Governance Options Review						
1.1.1	Governance Options Review	<ul style="list-style-type: none"> Administration to prepare a report outlining three governance and financial scenarios for the extension of the NRDRWSC system 	<ul style="list-style-type: none"> Full membership vs Customer vs 3rd Party Owner and the financial and governance items for each option 	<ul style="list-style-type: none"> Draft Agreement Final Signed Agreement Receipt of buy-in payment 	<ul style="list-style-type: none"> Commission ECN GOA 	<ul style="list-style-type: none"> Commission ECN
Phase 2: ECN Agreement						
2.1 ECN Agreement						
2.1.1	Water supply agreement with Ermineskin	<ul style="list-style-type: none"> Prepare agreement for water supply between NRDRWSC and ECN Update Commission Bylaws to include ECN 	<ul style="list-style-type: none"> Rates (including Rate Stabilization Funding) Membership or Customer relationship Payment Terms Minimum/Maximum Flows Buy-in cost or Connection Fee 	<ul style="list-style-type: none"> Draft Agreement Final Signed Agreement Receipt of buy-in payment Participation in a traditional ceremony 	<ul style="list-style-type: none"> Commission ECN GOA Commission, ECN 	<ul style="list-style-type: none"> Commission ECN
Phase 3: Funding Agreements						
3.1 Funding Agreements						
3.1.1	Establish Funding Agreement with Government of Alberta	<ul style="list-style-type: none"> Send letter to AT for total project cost and cash flow Consult with AT for funding timing and amount 	<ul style="list-style-type: none"> Timing Overall funding Timing and amount of each payment 	<ul style="list-style-type: none"> Draft Agreement Final Signed Agreement 	<ul style="list-style-type: none"> Commission 	<ul style="list-style-type: none"> AT
3.1.2	Secure start-up funding	<ul style="list-style-type: none"> Initial payment so that Commission can proceed with further work 	<ul style="list-style-type: none"> Ensure no negative cash flow for Commission 	<ul style="list-style-type: none"> Funding received 	<ul style="list-style-type: none"> Commission 	<ul style="list-style-type: none"> AT

#	TASK	DESCRIPTION / ACTIVITIES	IMPORTANT CONSIDERATIONS	DELIVERABLES	RESPONSIBILITY	APPROVAL
3.1.3	Project Reporting	<ul style="list-style-type: none"> Grant reporting requirements 	<ul style="list-style-type: none"> Cost and progress updates 	<ul style="list-style-type: none"> Periodic reporting (expected quarterly) 	<ul style="list-style-type: none"> Commission 	<ul style="list-style-type: none"> AT
3.2 Notify City of Red Deer						
3.2.1	Notify CRD of additional water user / volumes	<ul style="list-style-type: none"> Notify CRD of additional water user / volumes 	<ul style="list-style-type: none"> Initial and ultimate additional water demand 	<ul style="list-style-type: none"> Letter notification 	<ul style="list-style-type: none"> Commission 	<ul style="list-style-type: none"> Commission
Phase 4: Assembling a Team						
4.1 Retain a Commission Project Manager						
4.1.1	Retain a Commission Project Manager – Long List Selection	<ul style="list-style-type: none"> Prepare job posting Post publicly or invitational 	<ul style="list-style-type: none"> Experience Duration of Agreement Compensation Terms Compliance with NRDRWSC Procurement Policy 	<ul style="list-style-type: none"> Shortlist of Candidates 	<ul style="list-style-type: none"> Commission 	<ul style="list-style-type: none"> Commission
4.1.2	Retain a Commission Project Manager – Short List Selection	<ul style="list-style-type: none"> Interview and select Project Manager 	<ul style="list-style-type: none"> Alignment of Commission vision for the Project 	<ul style="list-style-type: none"> Executed PM Agreement 	<ul style="list-style-type: none"> Commission Project Manager 	<ul style="list-style-type: none"> Commission Project Manager
4.2 Retain a Consultant						
4.2.1	Consultant Selection	<ul style="list-style-type: none"> Prepare RFP or request scope of work from preferred consultant Consider all disciplines such as: <ul style="list-style-type: none"> Engineering Environmental Geotechnical Legal Survey Land Assembly 	<ul style="list-style-type: none"> Consider consultants' past involvement with the Commission, past experience, depth and location of resources and in-house capabilities for all disciplines Consider schedule for environmental and geotechnical field work – preference to complete this work in the summer season. 	<ul style="list-style-type: none"> Terms of Reference 	<ul style="list-style-type: none"> Commission 	<ul style="list-style-type: none"> Commission

#	TASK	DESCRIPTION / ACTIVITIES	IMPORTANT CONSIDERATIONS	DELIVERABLES	RESPONSIBILITY	APPROVAL
4.2.2	Consultant Engagement	<ul style="list-style-type: none"> Executed Consultant Agreement 	<ul style="list-style-type: none"> Compliance with Funding Authority requirements and NRDRWSC procurement policy (if applicable). 	<ul style="list-style-type: none"> Executed Consultant Agreement 	<ul style="list-style-type: none"> Commission 	<ul style="list-style-type: none"> Commission
4.3 Form a Technical Committee						
4.3.1	Form a Technical Committee	<ul style="list-style-type: none"> Establish Project Technical Committee to work with the Project Manager and Consultant 	<ul style="list-style-type: none"> Past experience and expertise, availability, relationship to Commission 	<ul style="list-style-type: none"> Finalized Technical Committee 	<ul style="list-style-type: none"> Commission 	<ul style="list-style-type: none"> Commission
Phase 5: System Design						
5.1 Preliminary Design						
5.1.1	Consult on, and Finalize Alignment	<ul style="list-style-type: none"> Meet with current and future project stakeholders to identify target areas to service and/or avoid with the system alignment 	<ul style="list-style-type: none"> Identify whether formal First Nation Consultation Process Required Ermineskin Connection Point Future servicing needs for Ponoka County, and Montana & Samson Cree Nation Optimize system length and hydraulics Environmental Considerations Ponoka Road Allowance use 	<ul style="list-style-type: none"> Finalized Alignment Corridor to ECN, consulting with near-by First Nations. Finalized Road Allowance Use Agreement with Ponoka County 	<ul style="list-style-type: none"> Commission ECN Ponoka County Montana Samson 	<ul style="list-style-type: none"> Commission Ponoka County
5.1.2	Right of Way Usage Agreement with Ponoka County	<ul style="list-style-type: none"> Prepare agreement with Ponoka County to outline requirements for locating waterline within County road right of way 	<ul style="list-style-type: none"> Requirements for pre and post construction inspection Approved method(s) of installation Access during construction 	<ul style="list-style-type: none"> Draft Agreement Final Signed Agreement 	<ul style="list-style-type: none"> Commission Ponoka County 	<ul style="list-style-type: none"> Commission Ponoka County

#	TASK	DESCRIPTION / ACTIVITIES	IMPORTANT CONSIDERATIONS	DELIVERABLES	RESPONSIBILITY	APPROVAL
5.1.3	Topographic Survey	<ul style="list-style-type: none"> Conduct topographic survey and identify significant features along selected alignment 	<ul style="list-style-type: none"> Road crossings / road type Farm accesses Foreign utility conflicts Culverts Wetlands Treed areas Placement of road structure within road allowance 	<ul style="list-style-type: none"> Completed Topographic Survey 	<ul style="list-style-type: none"> Survey Consultant 	<ul style="list-style-type: none"> Commission
5.1.4	Geotechnical Investigation	<ul style="list-style-type: none"> Complete a Geotechnical Investigation of the alignment 	<ul style="list-style-type: none"> Soil type Suitability of installation method(s) Trench wall slopes 	<ul style="list-style-type: none"> Completed Geotechnical Investigation 	<ul style="list-style-type: none"> Geotechnical Consultant 	<ul style="list-style-type: none"> Commission Engineering Consultant
5.1.5	Utility Sweeps	<ul style="list-style-type: none"> Identify foreign utility conflicts 	<ul style="list-style-type: none"> Sweeps recommended instead of just locates at this stage to minimize potential for realignments and utility conflicts during construction due to unmarked foreign utilities 	<ul style="list-style-type: none"> Completed utility sweeps and provision of GIS data for the identified utilities 	<ul style="list-style-type: none"> Utility Locates Consultant 	<ul style="list-style-type: none"> Commission Engineering Consultant
5.1.6	Environmental Screening Studies and Regulatory Applications	<ul style="list-style-type: none"> Screening reports including Wetlands Assessment, Historical Resources, Species at Risk Assessment, and development of Environmental Protection Plan for construction specifications and for Conservation and Reclamation Plan submission 	<ul style="list-style-type: none"> Summer start up recommended so as not to delay design or construction activities 	<ul style="list-style-type: none"> Environmental screening reports 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

#	TASK	DESCRIPTION / ACTIVITIES	IMPORTANT CONSIDERATIONS	DELIVERABLES	RESPONSIBILITY	APPROVAL
5.1.7	Land Assembly (if needed)	<ul style="list-style-type: none"> Secure land for Chloramine Booster Station Secure crossing agreement for foreign utility crossings and parallels 	<ul style="list-style-type: none"> Certain utilities will have unique crossing requirements Retention of private land for Chloramine Booster Station will depend on desire of owner to sell and/or price offered. Multiple sites may be required. 	<ul style="list-style-type: none"> Retention of crossing agreements and Chloramine Booster Station site 	<ul style="list-style-type: none"> Land Agent Engineering Consultant 	<ul style="list-style-type: none"> Commission Engineering Consultant
5.1.8	Subdivision (Chloramine Booster Site – if needed)	<ul style="list-style-type: none"> Subdivision of Chloramine Booster Station Site 	<ul style="list-style-type: none"> Ponoka County requirements and timelines for subdivision 	<ul style="list-style-type: none"> Subdivision Application 	<ul style="list-style-type: none"> Legal Survey Consultant 	<ul style="list-style-type: none"> Commission Ponoka County
5.1.9	Traffic Impact Assessment (Chloramine Booster Site – if needed)	<ul style="list-style-type: none"> Ponoka County may require a Traffic Impact Assessment to confirm whether intersection improvements are required to support development of Chloramine Booster Station site 	<ul style="list-style-type: none"> Existing traffic counts Road geometry at proposed site 	<ul style="list-style-type: none"> Completed TIA document and list of recommended access improvements 	<ul style="list-style-type: none"> Engineering Consultant 	<ul style="list-style-type: none"> Commission Ponoka County
5.2 Detailed Design						
5.2.1	Detailed Design	<ul style="list-style-type: none"> Detailed Design Development of both drawings and technical specifications. Submission of EPEA Notification of Extension to AEP 	<ul style="list-style-type: none"> Material selection Line valve selection and delivery timelines Transient analysis of line and inclusion of protection measures such as Combination Air/Vacuum valves. Confirm Operational Needs 	<ul style="list-style-type: none"> Issued for Tender Drawings and Specifications EPEA Notification Submission 	<ul style="list-style-type: none"> Engineering Consultant Commission 	<ul style="list-style-type: none"> Commission
5.2.2	Construction Documents	<ul style="list-style-type: none"> Completion of Issued for Tender Drawings for the waterline extension and chloramine booster station Completion of technical specifications and contract document for tender 	<ul style="list-style-type: none"> Special provisions Number of contracts Contract completion dates 	<ul style="list-style-type: none"> IFT Drawings and Specifications 	<ul style="list-style-type: none"> Engineering Consultant Commission 	<ul style="list-style-type: none"> Commission

#	TASK	DESCRIPTION / ACTIVITIES	IMPORTANT CONSIDERATIONS	DELIVERABLES	RESPONSIBILITY	APPROVAL
5.3 Updated Cost Estimate						
5.3.1	Updated Cost Estimate	<ul style="list-style-type: none"> Update project Opinion of Probable Cost (OPC) 	<ul style="list-style-type: none"> Consider current economic conditions, contractor availability and pipe material costs. 	<ul style="list-style-type: none"> Updated OPC 	<ul style="list-style-type: none"> Engineering Consultant 	<ul style="list-style-type: none"> Commission
Phase 6: Construction Contract Tender and Award						
6.1 Prequalification of Contractors						
6.1.1	Optional task to short list qualified contractors	<ul style="list-style-type: none"> Publication of Request for Qualifications document outlining project and establishing 	<ul style="list-style-type: none"> Rates Selection criteria Open to all qualifiers or selection of a maximum number of bidders 	<ul style="list-style-type: none"> RFQ documents RFQ analysis summary 	<ul style="list-style-type: none"> Engineering Consultant 	<ul style="list-style-type: none"> Commission Engineering Consultant
6.2 Contract Tendering						
6.1.2	Tender for Waterline Contract(s) and Chloramine Booster Station	<ul style="list-style-type: none"> Administration of tender(s), including publication of documents, bidder enquiries, addenda, submitted tender analysis 	<ul style="list-style-type: none"> Price only or qualifications weighted tender 	<ul style="list-style-type: none"> IFT documents Tender Summary Addenda as necessary 	<ul style="list-style-type: none"> Engineering Consultant 	<ul style="list-style-type: none"> Commission Engineering Consultant
6.1.3	Contractor Award	<ul style="list-style-type: none"> Review submitted bids and award project to a contractor 	<ul style="list-style-type: none"> Bid price vs approved funding 	<ul style="list-style-type: none"> Award letter Contract agreement with contractor 	<ul style="list-style-type: none"> Engineering Consultant 	<ul style="list-style-type: none"> Commission

#	TASK	DESCRIPTION / ACTIVITIES	IMPORTANT CONSIDERATIONS	DELIVERABLES	RESPONSIBILITY	APPROVAL
Phase 7: Construction, System Commissioning and Water On						
7.1 Construction						
7.1.1	Groundbreaking Ceremony	<ul style="list-style-type: none"> Invite Senior Levels of Government / Coordinate Date and Agenda Convene Ceremony Media Releases 	<ul style="list-style-type: none"> Event format and location Event host(s), Master of Ceremonies Guests Acknowledgements Stakeholders Additional FNs participation 	<ul style="list-style-type: none"> Event Media Release 	<ul style="list-style-type: none"> Commission ECN 	<ul style="list-style-type: none"> Commission ECN
7.1.2	Construction Process	<ul style="list-style-type: none"> Construction of regional waterline extension Construction of Chloramine Booster Station Quality Assurance Monitoring 	<ul style="list-style-type: none"> Workmanship / Quality Timeliness of construction Maintenance of County roads during construction 	<ul style="list-style-type: none"> Construction Documentation Progress Payment Certificates Substantial Completion Certificates 	<ul style="list-style-type: none"> Contractors Engineering Consultant 	<ul style="list-style-type: none"> Engineering Consultant Commission Ponoka County
7.2 System Commissioning and Water On						
7.2.1	Commission system	<ul style="list-style-type: none"> Pressure testing Disinfection Commission Chloramine Booster Station 	<ul style="list-style-type: none"> Warranty inspections 	<ul style="list-style-type: none"> Pressure test reports Bacteriological test report Commissioning documentation – Chloramine Booster Station Plan of Record Drawings Construction Completion Certificates Final Acceptance Certificates (2 years after completion) 	<ul style="list-style-type: none"> Contractors Engineering Consultant 	<ul style="list-style-type: none"> Engineering Consultant Commission

#	TASK	DESCRIPTION / ACTIVITIES	IMPORTANT CONSIDERATIONS	DELIVERABLES	RESPONSIBILITY	APPROVAL
7.2.2	Substantial Completion	<ul style="list-style-type: none"> Review project for substantial completion per the Alberta Lien Act requirements. 	<ul style="list-style-type: none"> Does the completion meet the Lien Act Requirements 	<ul style="list-style-type: none"> Issue Substantial Completion Certificate 	<ul style="list-style-type: none"> Engineering Consultant 	<ul style="list-style-type: none"> Commission
7.2.3	Water On Celebration	<ul style="list-style-type: none"> Invite Senior Levels of Government / Coordinate Date and Agenda Convene Ceremony Media Releases 	<ul style="list-style-type: none"> Event format and location Event host(s), Master of Ceremonies Guests Acknowledgements Stakeholders Additional FNs participation 	<ul style="list-style-type: none"> Event Media Release 	<ul style="list-style-type: none"> Commission ECN 	<ul style="list-style-type: none"> Commission ECN
7.3 Construction Completion						
7.3.1	Seasonal Cleanup	<ul style="list-style-type: none"> Reseeding and settlement regrading as required 	<ul style="list-style-type: none"> Following Spring thaw and road bans 	<ul style="list-style-type: none"> Cleanup inspection report 	<ul style="list-style-type: none"> Contractors Engineering Consultant 	<ul style="list-style-type: none"> Engineering Consultant Commission
7.3.2	Construction Completion	<ul style="list-style-type: none"> Review project for total completion of all deficiencies and seasonal items. 	<ul style="list-style-type: none"> Is the project totally and fully complete 	<ul style="list-style-type: none"> Issue Construction Completion Certificate 	<ul style="list-style-type: none"> Engineering Consultant 	<ul style="list-style-type: none"> Commission
Phase 8: Warranty Period, Project Closeout, Normal Operations						
8.1 Warranty Period						
8.1.1	Warranty Period	<ul style="list-style-type: none"> Monitor the infrastructure and notify consultant and contractor of any items to correct 	<ul style="list-style-type: none"> Timely identification and communication of potential warranty items 	<ul style="list-style-type: none"> Correction of warranty items by contractor 	<ul style="list-style-type: none"> Engineering Consultant Commission 	<ul style="list-style-type: none"> Commission
8.1.2	Final Acceptance to Contractor	<ul style="list-style-type: none"> Review project following the two-year warranty period 	<ul style="list-style-type: none"> All warranty items completed 	<ul style="list-style-type: none"> Issue Final Acceptance Certificate 	<ul style="list-style-type: none"> Engineering Consultant 	<ul style="list-style-type: none"> Commission

#	TASK	DESCRIPTION / ACTIVITIES	IMPORTANT CONSIDERATIONS	DELIVERABLES	RESPONSIBILITY	APPROVAL
8.2 Project Close Out						
8.2.1	Complete all Close Out Documentations	<ul style="list-style-type: none"> Plan of Record drawings Operation and maintenance manuals Operator training Post-construction regulatory reports 	<ul style="list-style-type: none"> Timeliness to complete the items The Commission's Project Manager's contract will end during this close out phase. 	<ul style="list-style-type: none"> All close out documents submitted 	<ul style="list-style-type: none"> Contractors Engineering Consultant 	<ul style="list-style-type: none"> Engineering Consultant Commission
8.2.2	Final Grant Reporting	<ul style="list-style-type: none"> Report final costing to the funding authorities 	<ul style="list-style-type: none"> Ensure the project is totally and fully complete 	<ul style="list-style-type: none"> Final funding report submitted 	<ul style="list-style-type: none"> Commission 	<ul style="list-style-type: none"> Commission
		<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
8.3 Normal Operations						
8.3.1	Normal Operations	<ul style="list-style-type: none"> Perform normal operations of the system 	<ul style="list-style-type: none"> Maintenance activities Continued engaging of an engineering consultant for a general engineering, SCADA, and service work. 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Commission's Operators 	<ul style="list-style-type: none"> Commission

Request For Decision

Blindman River Isolation Valve Replacement

Date: May 17th, 2021

Prepared by: Chris Huston, Operations Supervisor

Presented by: Jordan Thompson, CAO



PURPOSE:

To request the Commission's funding approval to replace a non-functioning 24" valve on the north side of the Blindman River.

ACTION/RECOMMENDATION:

THAT the Commission approves the replacement of the 24" isolation valve in 2021 at a cost of \$144,000 funded from the capital reserve.

ISSUE ANALYSIS:

The City of Red Deer wishes to repair a water leak north of their new vault chamber (south of the Blindman River). The City of Red Deer and the Commission operators attempted to isolate the leak using the Commission's valves on the immediate north side of the River. However, they could not do so because one of the Commission's valves not seal, allowing too much water through for City of Red Deer forces to conduct their repair. The City of Red Deer asked the Commission to consider a cost-sharing option (option 1) to repair the faulty valve and water leak.

Option 1 (Recommended)– Red Deer/NRDRWSC share repair costs in 2021

Commission and City of Red Deer operators received an itemized quote from Pidherney's to conduct the City's water line repair and replace the Commission's faulty valve. The Commission would share mobilization costs as well as the costs to install a temporary "line stop." The cost of the new valve alone is \$86,000.

The Commission will save approximately \$30,000 versus a standalone valve repair. This option results in the least system downtime. Also, the Commission operators would salvage and refurbish the valve for future replacements, if required.

This option addresses a known valve issue for the Commission sharing some costs with the City of Red Deer. However, the valve issue is not of immediate concern to the Commission, and its replacement could be deferred.

Option 2 – Defer the valve replacement until 2022

The Commission would defer the replacement to consider its inclusion in the 2022 capital budget. Commission operators would coordinate with the City of Red Deer to isolate the downstream mainline valve (known to operate correctly), so City forces can complete their repair.

This option does not address the valve issue in 2021 and will likely result in downtime between 24-48hrs.

Option 3 – Do nothing

The Commission would elect to accept the faulty valve and consider its replacement in the future as part of a proactive valve replacement program, or if required to facilitate an emergency repair.

Financial

Option 1 will cost \$144,000 funded from the capital reserve.

Option 2 will cost approximately \$174,000 if approved in the 2022 capital budget.

Option 3 carries no immediate costs.

ALTERNATIVES:

The Commission may choose to:

- A. ***[Option 1 Recommended]*** THAT the Commission approves the replacement of the 24" isolation valve in 2021 at a cost of \$144,000 funded from the capital reserve.
- B. ***[Option 2]*** THAT the Commission directs Administration, to include the replacement of the 24" isolation valve in the 2022 capital budget for consideration.
- C. ***[Option 3]*** THAT the Commission accepts this report as information.

ATTACHMENTS:

None.



ALBERTA
MUNICIPAL AFFAIRS

Office of the Minister
MLA, Calgary-Hays

AR105523

August 5, 2021

His Worship Richard Poole
Mayor
Town of Blackfalds
PO Box 220
Blackfalds AB T0M 0J0

Dear Mayor Poole:

On October 18, 2021, the Government of Alberta intends to conduct a provincewide election of nominees for Canada's Senate, as well as a referendum. Senate and referendum voting will be conducted alongside the general municipal election. To support local governments administering these votes, the Senate Election Grants Regulation under the *Alberta Senate Election Act* and Referendum Payments Regulation under the *Referendum Act* require the Minister of Municipal Affairs to make payments to the local authorities that are administering the votes.

The regulations state:

- where an election under the *Local Authorities Election Act* is required in a municipality or ward, the elected authority or other body that conducts the vote under the *Alberta Senate Election Act* or *Referendum Act* in that municipality or ward shall be paid a grant of \$1 per capita or \$1,000, whichever is greater; or
- where no election under the *Local Authorities Election Act* is required in a municipality or ward, the elected authority or other body that conducts the vote under the *Alberta Senate Election Act* or *Referendum Act* in that municipality or ward shall be paid \$2 per capita or \$2,000, whichever is greater.

Given there will be both senate elections and referendum questions occurring as part of the 2021 municipal general election, municipalities holding local elections will be eligible for a grant of \$1 per capita or \$1,000 (whichever is greater) for the senate election vote and \$1 per capita or \$1,000 (whichever is greater) for the referendum for a total interim grant of \$2 per capita or \$2,000 (whichever is greater).

Should it then later be determined that a municipality does not need to hold a local election, the municipality will then be eligible for an additional grant of \$1 per capita or \$1,000 (whichever is greater) for the senate election vote and \$1 per capita or \$1,000 (whichever is greater) for the referendum for a total combined grant of \$4 per capita or \$4,000 (whichever is greater).

.../2

Based on this formula, and to streamline the process, the **Town of Blackfalds** will receive an initial grant payment of **\$20,250** in August to conduct the 2021 Senate election and referendum. If a local election is not held under the *Local Authorities Election Act* in the **Town of Blackfalds** on October 18, a second payment of **\$20,250** will be made in October.

If the Senate election and/or referendum are cancelled, the **Town of Blackfalds** will be required to return the initial grant payment to the Government of Alberta, if requested by the province.

Some municipalities may be administering the Senate election and referendum on behalf of the Minister of Municipal Affairs for a neighbouring entity, and will receive the payments calculated for the neighbouring entity. These municipalities will receive a separate letter confirming the additional amounts once the contracts are finalized.

Conducting the Senate election and the referendum at the same time as local elections will leverage efficiencies and economies of scale, while ensuring all Albertans have the ability to participate in the vote.

Thank you for your work in strengthening democracy in Alberta.

Sincerely,



Ric McIver
Minister

cc: Myron Thompson, Chief Administrative Officer, Town of Blackfalds



City of Lacombe

COUNCIL HIGHLIGHTS

August 9, 2021

4. Public Hearings

4.1 Bylaw 490 Repeal of Bylaw 244

A public hearing was held regarding Council's option to reverse the ban on Video Lottery Terminals (VLTs) in the City of Lacombe. Bylaw 244 banned Video Lottery Terminals in the City of Lacombe in 1998. Bylaw 490 repeals Bylaw 244 to reverse the prohibition introduced by Bylaw 244.

5. Requests for Decision (Regular)

5.1 Bylaw 490 (Repeal of Bylaw 244)

Council was presented with the option to reverse the ban on Video Lottery Terminals in the City of Lacombe. Bylaw 244 had previously banned Video Lottery Terminals in the City of Lacombe in 1998. Bylaw 490 would repeal Bylaw 244 to reverse the prohibition introduced by Bylaw 244.

Council gave second and third reading to Bylaw 490, allowing VLTs in Lacombe

5.2 Len Thompson Drive Paving (Tender Update)

Administration provided Council with two updates:

1. Due to work backlogs reported by shallow utility companies impacted by the Len Thompson ditch improvements, the road construction contract will be awarded in 2021 but commenced in 2022.
2. The final design cost estimate results in an all-in project cost estimate 13 percent higher than the Local Improvement Bylaw amount. Per the bylaw, the City will bear any project costs above \$1,772,800. The project is currently out for Tender, scheduled to close on August 12, 2021.

Administration requested, and was given, Council's authorization to award the construction contract to the lowest qualifying bidder, construction monitoring & inspection services to Stantec, and materials testing services to Parkland Geo on the condition that all-in project cost does not exceed \$1,772,800.

5.3 Procurement Policy

Administration requested Council's approval of the new Procurement Policy and rescinded the Purchasing and Designated Signing Authority Policies that the Procurement Policy replaces.

The Procurement Policy establishes the primary direction, philosophy, and values for the procurement of goods and services for use by the City of Lacombe. The proposed Policy aligns with applicable trade agreements.

The new policy identifies purchasing, contract signing and cheque signing authorities. The policy applies to employees or Council members who purchase, rent or lease on behalf of the City.

Council approved Procurement Policy and rescinded the previous Purchasing and the previous Designated Signing Officers Policy.

5.4 Signing Authorities Updates

Administration requested Council's endorsement of revisions to designated signing officers for the City of Lacombe for banking documents, corporate forms, and legal documents.

Council approved the addition of Guy Lapointe, Director of Community Services, as a designated signing officer for bank instructions, forms, and legal documents, and additionally approved the deletion of Deborah Juch, previous Director of Community Services, as a signing authority.

5.5 Property Tax (Late Penalty)

Administration received three formal requests to reverse late penalties:

1. A letter from the owner-operator of Best Western Plus Lacombe Inn and Suites requesting reversal of late penalties charges in the amount of \$4,754.69.
2. An email from property owner 1 requesting a penalty of \$180.25 be reversed.
3. An email from property owner 2 requesting a penalty of \$82.23 be reversed.

Council declined the request to reverse late penalties.

9. In Camera

9.2 Legal (FOIP Section 24)

Council accepted the report (Utility Improvement Update – Water Revenue) as information.

9.3 Labour (FOIP Section 24)

Council directed Administration to amend the Council Remuneration & Expenses Policy, as directed.

9.4 Land (FOIP Section 16)

Council directed Administration to finalize a lease agreement with Dancer's Edge Studio Ltd. for the property located at 5404 56 Avenue with the terms as discussed.

****The next scheduled Council Meeting:***

-Monday, August 16, 2021 – Council Committee Meeting at 5 p.m. – Kinsmen Room LMC

-Monday, September 13, 2021 – Regular Council Meeting at 5 p.m. – Kinsmen Room LMC

-Monday, September 27, 2021 – Regular Council Meeting at 5 p.m. – Kinsmen Room LMC

Council Monthly Round Table Report

TO		Members of Council		
FROM		Richard Poole		
SUBJECT		<ul style="list-style-type: none"> Summary of meetings/events attended as a Council representative during this reporting period Summary of key issues, and/or comments for Council's information 		
REPORT DATE		For the period: July 14 – August 15		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR JULYISIONS
	(Choose one)			
July 16	X			AUMA Governance Meeting in Edmonton
July 19	X			Standing Committee of Council Meeting
July 20	X			Meeting with CAO Thompson
July 21		AUMA		Leader's Caucus Meeting in High River
July 22	X		Zoom meeting	Town hall session on COVID-19 with Minister McIver
July 27	X			Regular Council Meeting
July 28-Aug 9			Vacation	Out of province
Aug 10			Dedication	Habitat for Humanity dedication of properties and key presentations.
August 10	X			Regular Council Meeting
August 11				Cheque review and signing
August 12	X			Tour of Eagle Builders Centre
August 12	X			Special Council Meeting

Council Monthly Round Table Report

TO		Members of Council		
FROM		Laura Svab		
SUBJECT		<ul style="list-style-type: none"> Summary of meetings/events attended as a Council representative during this reporting period Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: July 16, 2021 – August 15, 2021		
Date	Meeti ng	Even t	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	(Choose one)			
July 19	x			Standing Committee of Council
July 24		x		Dignitary's Breakfast - Lacombe
July 24		x		Lacombe Parade
July 27	x			Regular Council Meeting
July 29			x	Cheque Signing
Aug 10	x			Regular Council Meeting
Aug 12	x			Special Council Meeting

Council Monthly Round Table Report

TO		Members of Council		
FROM		Councillor Marina Appel		
SUBJECT		<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: July 14 – August 15		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	(Choose one)			
July 19	X			SCC - Minutes
July 20			X	Preparation for EDTAC Sub-Committee Meeting
July 20	X			EDTAC Sub-Committee Meeting – <i>will be working continuously this Summer to have a report prepared for the Fall</i>
July 27	X			RCC - Highlights
Aug 10	X			RCC - Highlights
Aug 12			X	EBC Tour
Aug 12	X		X	Special Council Meeting

Council Monthly Round Table Report

TO		Members of Council		
FROM		Jamie Hoover		
SUBJECT		<ul style="list-style-type: none"> Summary of meetings/events attended as a Council representative during this reporting period Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: June 17, 2021 to August 16, 2021		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	(Choose one)			
June 22	x			RCC
June 30			x	Remuneration interview
June 30			x	Sub-committee interview
July 13			x	Battle River Watershed workshop
July 13	x			RCC
Aug 10	x		x	RCC
Aug 10		x		Habitat for Humanity official home dedication
Aug 12			x	EBC Tour

Council Monthly Round Table Report

TO		Members of Council		
FROM		Ray Olfert		
SUBJECT		<ul style="list-style-type: none"> Summary of meetings/events attended as a Council representative during this reporting period Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: July 14 – August 15		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	(Choose one)			
July 19	x			Regular Standing Committee Meeting
July 21	x			Policing Committee Meeting
July 27	x			Regular Council Meeting
Aug 3	x			Regular Library Board Meeting
Aug 10	x			Regular Council Meeting
Aug 12	x			Special Council Meeting

Council Monthly Round Table Report

		Members of Council		
FROM		Rebecca Stendie		
SUBJECT		<ul style="list-style-type: none"> • Summary of meetings/events attended as a Council representative during this reporting period • Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: July 15, 2021 to August 15, 2021		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
	(Choose one)			
July 19	x			Standing Committee
July 27	x			Regular Council Meeting
August 10	x			Regular Council Meeting
August 12	x			Special Council Meeting

Council Monthly Round Table Report

TO		Members of Council		
FROM		Councillor Will Taylor		
SUBJECT		<ul style="list-style-type: none"> Summary of meetings/events attended as a Council representative during this reporting period Summary of key issues, decisions and/or comments for Council's information 		
REPORT DATE		For the period: July 16 to 18 August 2021		
Date	Meeting	Event	Other	KEY POINTS OF DISCUSSION AND/OR DECISIONS
		<i>(Choose one)</i>		
July 19th	x			Standing Committee Meeting
June 28 th	x			Council Meeting
August 10 th	x			Council Meeting
August 12 th			x	Tour Eagle Builders Arena/Servus Library



Town of Blackfalds
REGULAR COUNCIL MEETING
Tuesday, August 10, 2021 at 7:00 p.m.
5018 Waghorn Street, Council Chambers
MINUTES

A Regular Council meeting for the Town of Blackfalds was held on Tuesday, August 10, 2021, at 5018 Waghorn Street in Council Chambers, commencing at 7:00 p.m.

MEMBERS PRESENT

Mayor Richard Poole
Deputy Mayor Laura Svab
Councillor Marina Appel
Councillor Jamie Hoover
Councillor Ray Olfert
Councillor Rebecca Stendie
Councillor Will Taylor

ATTENDING

Myron Thompson, CAO
Preston Weran, Director of Infrastructure and Property Services
Ken Morrison, Manager of Protective Services
Darolee Bouteiller, Manager of Corporate Services
Marco Jadie, IT Tech
Kalina Van Winssen, Executive Assistant

REGRETS

Sean Barnes, Director of Community Services

MEDIA

None

PUBLIC

Kevin Hallet, Chamber of Commerce

**CALL TO
ORDER:**

Mayor Poole called the Regular Council Meeting to order at 7:00 p.m.

ADOPTION OF AGENDA

235/21 Councillor Olfert moved that Council adopt the August 10, 2021 agenda as presented.

CARRIED UNANIMOUSLY

DELEGATION

- Kevin Hallet and CAO Thompson presented the Remuneration Committee's recommended changes to the Council compensation and benefits package. This included increases to honorarium rates, per diem rates, internet compensation rates, and extending the Health Spending Account Benefit. Healthcare benefits and travel expenses were recommended to remain as is.

Council Remuneration Recommendations was added as item 6.1.

BUSINESS ARISING FROM THE MINUTES

Treaty Six Land Acknowledgement

At the July 26, 2021 Council Meeting, a Notice of Motion was brought forward to formalize the inclusion of a Treaty Six Land Acknowledgement as part of the Council Meeting procedure.

236/21 Councillor Appel moved that Council begin each Regular Council and Standing Committee Meeting going forward with a thoughtful Treaty Six Land Acknowledgement.



Town of Blackfalds
REGULAR COUNCIL MEETING
Tuesday, August 10, 2021 at 7:00 p.m.
5018 Waghorn Street, Council Chambers
MINUTES

CARRIED UNANIMOUSLY

- 237/21** Deputy Mayor Svab moved that Council direct Administration to amend the Council Procedural Bylaw to include the Treaty Six Land Acknowledgement at the start of each Council Meeting.

CARRIED UNANIMOUSLY

BUSINESS

Request for Decision – Remuneration Recommendations

- 238/21** Councillor Stendie moved that Council increase honorariums to the 75th percentile at a monthly rate of \$4,980 for the Mayor and \$2,369 for Councillors.

CARRIED UNANIMOUSLY

- 239/21** Councillor Appel moved that the Mayor position remain as part-time status.

CARRIED UNANIMOUSLY

- 240/21** Councillor Hoover moved that the per diem rate be increased to \$135 for a half day and \$255 for a full day.

CARRIED

Opposed: Deputy Mayor Svab and Councillor Stendie

- 241/21** Deputy Mayor Svab moved that Council travel rates and expenses remain the same; and, that sundry expenses be removed.

CARRIED UNANIMOUSLY

- 242/21** Councillor Appel moved that technology reimbursement rates increase to \$100 per month.

CARRIED UNANIMOUSLY

- 243/21** Councillor Hoover moved that healthcare benefits remain as is.

CARRIED UNANIMOUSLY

- 244/21** Councillor Taylor moved that the Wellness/Health Spending Account in the amount of \$475 per year be extended to Council.

CARRIED

Opposed: Mayor Poole and Deputy Mayor Svab

Request for Decision - Elected Officials Professional Development Policy

The Elected Officials Professional Development Policy is used to outline the parameters and financial considerations for Council to attend professional development sessions which support their role. This Policy was brought before Council for formal approval.

- 245/21** Councillor Stendie moved that Council formally approve Elected Officials Development Opportunities Policy 155/21.

CARRIED UNANIMOUSLY

Request for Decision – Municipal Election Special Ballots

At the July 13th Regular Council Meeting, Council directed Administration to provide special ballots in the 2021 Election. The *Local Authorities Election Act* requires that a resolution be passed which outlines when special ballot



Town of Blackfalds
REGULAR COUNCIL MEETING
Tuesday, August 10, 2021 at 7:00 p.m.
5018 Waghorn Street, Council Chambers
MINUTES

applications will be accepted until, what methods of application acceptance will be utilized, and when they must be returned by.

- 246/21** Deputy Mayor Svab moved that Council direct Administration to receive special ballot forms in writing, by telephone, fax, email, or in-person; and, furthermore, that special ballot packages must be requested by October 15th at 4:30 p.m. and returned by October 18th at 4:30 p.m.

CARRIED UNANIMOUSLY

Request for Decision – Operations Centre Water and Wastewater Connection Project

Per the Town's Utility Bylaw, the Operations Centre requires a connection into the existing municipal water and wastewater system along Duncan Avenue. This is because the existing system is undersized for the numbers of people working at the Operations Centre.

- 247/21** Councillor Taylor moved that Council award the Water and Wastewater Connection Project to Northside Construction Partnership for \$153,172.36.

CARRIED UNANIMOUSLY

Request for Decision – Parkwood Road Parking Survey

A local property owner had expressed concerns with the increase of trucks parking on Parkwood Road, north of Panorama and south of Cottonwood Road. Therefore, a survey was developed and provided to business owners in the area, which resulted in 70% of respondents indicating they would be in favour of designated parking for heavy trucks.

- 248/21** Deputy Mayor Svab moved that Council accepts the recommendation of the Policing Committee in implementing a one-year pilot allowing the parking of heavy trucks overnight between the hours of 8:00 p.m. and 6:00 a.m. in designated areas on Parkwood Road between Panorama Drive and Cottonwood Drive.

CARRIED UNANIMOUSLY

INFORMATION

- Report to Council, Building and Development Permit Report – July 2021
- Report to Council, Enforcement Services Monthly Report – July 2021
- BOLT Transit Report – July 2021
- Broadway Ave. & Minto St. Traffic Control Update
- 2021 Gas Tax Funding Allocation Letter – Minister of Municipal Affairs

- 249/21** Councillor Stendie moved to accept the Information Items as information.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

- 250/21** Councillor Appel moved that Council accept the Regular Council Meeting Minutes from July 27, 2021 as presented.

CARRIED UNANIMOUSLY

BUSINESS FOR THE GOOD OF COUNCIL

Habitat for Humanity will be building four new units in Blackfalds.



Town of Blackfalds
REGULAR COUNCIL MEETING
Tuesday, August 10, 2021 at 7:00 p.m.
5018 Waghorn Street, Council Chambers
MINUTES

There will be public communications on where and what supplies residents can use to remove graffiti around the community.

BREAK

251/21 Deputy Mayor Svab moved for a five-minute recess at 8:36 p.m.

CARRIED UNANIMOUSLY

REGULAR COUNCIL MEETING RETURNED TO ORDER

Mayor Poole called the Regular Council Meeting back to order at 8:44 p.m.

CONFIDENTIAL – Closed Session

- **FOIP S.23**

252/21 Councillor Olfert moved that Council move to a closed session commencing at 8:44 p.m. in accordance with Section 197(2) of the *Municipal Government Act* to discuss matters exempt from disclosure under Section 23 of Alberta's Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

Closed Session Attendance - FOIP S.23: Mayor Richard Poole, Deputy Mayor Laura Svab, Councillor Ray Olfert, Councillor Jamie Hoover, Councillor Marina Appel, Councillor Rebecca Stendie, Councillor Will Taylor, CAO Thompson, Pete Desrosiers

253/21 Councillor Olfert moved to come out of the closed session at 10:24 p.m.

CARRIED UNANIMOUSLY

REGULAR COUNCIL MEETING RETURNED TO ORDER

Mayor Poole called the Regular Council Meeting back to order at 10:25 p.m.

Regular Council Meeting Attendance: Mayor Richard Poole, Deputy Mayor Laura Svab, Councillor Ray Olfert, Councillor Jamie Hoover, Councillor Marina Appel, Councillor Rebecca Stendie, Councillor Will Taylor, CAO Thompson, Pete Desrosiers

254/21 Councillor Svab moved that the report be made public.

DEFEATED

In favour: Councillors Appel and Stendie

ADJOURNMENT

Mayor Poole adjourned the meeting at 10:32 p.m.

Richard Poole, Mayor

Myron Thompson, CAO



Town of Blackfalds
SPECIAL COUNCIL MEETING
Thursday, August 12, 2021 at 6:00 p.m.
5018 Waghorn Street, Council Chambers
MINUTES

A Regular Council meeting for the Town of Blackfalds was held on Thursday, August 12, 2021, at 5018 Waghorn Street in Council Chambers, commencing at 6:00 p.m.

MEMBERS PRESENT

Mayor Richard Poole
Deputy Mayor Laura Svab
Councillor Marina Appel
Councillor Jamie Hoover
Councillor Ray Olfert
Councillor Rebecca Stendie
Councillor Will Taylor

ATTENDING

Sean Barnes, Director of Community Services
Pete Desrosiers, Info Negotiators

REGRETS

Myron Thompson, CAO

MEDIA

None

PUBLIC

None

**CALL TO
ORDER:**

Mayor Poole called the Special Council Meeting to order at 7:00 p.m.

ADOPTION OF AGENDA

255/21 Councillor Olfert moved that Council adopt the August 10, 2021 agenda as presented.

CARRIED UNANIMOUSLY

CONFIDENTIAL – Closed Session

• **FOIP S.23**

256/21 Deputy Mayor Svab moved that Council move to a closed session commencing at 6:02 p.m. in accordance with Section 197(2) of the *Municipal Government Act* to discuss matters exempt from disclosure under Section 23 of Alberta's Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

Closed Session Attendance - FOIP S.23: Mayor Richard Poole, Deputy Mayor Laura Svab, Councillor Ray Olfert, Councillor Jamie Hoover, Councillor Marina Appel, Councillor Rebecca Stendie, Councillor Will Taylor, Acting CAO Barnes, Pete Desrosiers

257/21 Mayor Poole moved to come out of the closed session at 7:29 p.m.

CARRIED UNANIMOUSLY

BREAK

258/21 Councillor Stendie moved for a five-minute recess at 7:29 p.m.

CARRIED UNANIMOUSLY



Town of Blackfalds
SPECIAL COUNCIL MEETING
Thursday, August 12, 2021 at 6:00 p.m.
5018 Waghorn Street, Council Chambers
MINUTES

CONFIDENTIAL – Closed Session

- **FOIP S.23**

259/21 Councillor Appel moved that Council move to a closed session commencing at 7:50 p.m. in accordance with Section 197(2) of the *Municipal Government Act* to discuss matters exempt from disclosure under Section 23 of Alberta's Freedom of Information and Protection of Privacy Act.

CARRIED UNANIMOUSLY

Closed Session Attendance - FOIP S.23: *Mayor Richard Poole, Deputy Mayor Laura Svab, Councillor Ray Olfert, Councillor Jamie Hoover, Councillor Marina Appel, Councillor Rebecca Stendie, Councillor Will Taylor, Acting CAO Barnes, Pete Desrosiers*

260/21 Councillor Hoover moved to come out of the closed session at 10:00 p.m.

CARRIED UNANIMOUSLY

261/21 Councillor Appel moved that the Special Council Meeting proceed past 10:00 p.m.

CARRIED UNANIMOUSLY

SPECIAL COUNCIL MEETING RETURNED TO ORDER

Deputy Mayor Svab called the Special Council Meeting back to order at 10:11 p.m.

CARRIED UNANIMOUSLY

ADJOURNMENT

Councillor Hoover adjourned the meeting at 10:17 p.m.

Richard Poole, Mayor

Myron Thompson, CAO