

North Red Deer River Water Services Commission



Regular Meeting Agenda

Date:	February 17, 2026	Time:	9:00am
Location:	COUNCIL CHAMBERS LACOMBE, AB		
Invitees:	<p>Members: John Ireland, Lacombe County – Chair Clayton Nelson, Town of Ponoka – Vice-Chair Jim Sands, Town of Blackfalds – Director Kim Proud, City of Lacombe – Director Mark Matejka, Ponoka County – Director</p> <p>Others: Jordan Thompson, NRDRWSC CAO Councillor Cheryl Littlechild, Ermineskin Cree Nation Councillor Craig Makinaw, Ermineskin Cree Nation Kim Isaak, CAO, Town of Blackfalds Matthew Goudy, CAO, City of Lacombe Tim Timmons, County Manager, Lacombe County Sandra Lund, CAO, Town of Ponoka Peter Hall, CAO, Ponoka County Preston Weran, Director of Infrastructure and Planning Services, Town of Blackfalds Michael Minchin, Director of Corporate Services, Lacombe County Doug Halldorson, Director of Operations, City of Lacombe Jeff Edgington, Manager of Operations, Town of Ponoka Acting Manager, Phil Bevans, City of Lacombe Manager Chris Huston, City of Lacombe Manager Angela Smith, City of Lacombe</p> <p>Guests: Albert Frootman, MPA, RPP, MCIP, Prinicpal, Localis Michelle Tetreault, BA, Localis</p>		
Recorded by:	Iwa Post – NRDRWSC Executive Assistant		
1. Call to Order by Chair			
2. Adoption of Agenda			
3. Adoption of Minutes:			
3.1 Regular Meeting Minutes – December 15, 2025			
4. Presentations			
5. Reports:			

5.1 Administration
5.2 Chair
5.3 Waterline Extension Project Management Report (Localis)
6. New Business / Emergent Items:
6.1 Waterline Extension Onboarding Committee Recommendations
6.2 2026 Revised Schedule of Meetings
6.3 Remuneration and Mileage Allowance Policy
7. Correspondence
8. In Camera:
8.1 Legal (ATIA Section 26)
9. Next Meeting Date:
March 23, 2026 (Tentative), in Council Chambers, City of Lacombe, at 9:00am
10. Adjournment

NORTH RED DEER RIVER WATER SERVICES COMMISSION
MEETING MINUTES
December 15, 2025

In Attendance: John Ireland, NRDRWSC Chair, Lacombe County Reeve
Clayton Nelson, NRDRWSC Vice-Chair, Town of Ponoka Councillor
Jim Sands, NRDRWSC Director, Town of Blackfalds Councillor
Kim Proud, NRDRWSC Director, City of Lacombe Councillor
Mark Matejka, NRDRWSC Director, Ponoka County Councillor

Others Present: Jordan Thompson, NRDRWSC Manager
Preston Weran, Director of Infrastructure and Planning Services, Town of Blackfalds
Jeff Edgington, Manager of Operations, Town of Ponoka
TJ Brown, Acting Manager of Engineering, City of Lacombe
Angela Smith, Regional Utilities Foreman, City of Lacombe (*REMOTE*)
Iwalani Post, NRDRWSC Executive Assistant

Guests: Alberta Frootman, MPA, RPP, Principal, Localis
Asif Muhammad, Administrative Support, Localis

Regrets: Cheryl Littlechild, Councillor, Ermineskin Cree Nation
Craig Mackinaw, Councillor, Ermineskin Cree Nation
Matthew Goudy, CAO, City of Lacombe
Kim Isaak, CAO, Town of Blackfalds
Sandra Lund, CAO, Town of Ponoka
Tim Timmons, County Manager, Lacombe County
Peter Hall, CAO, Ponoka County
Michael Minchin, Director of Corporate Services, Lacombe County
Doug Halldorson, Director of Operations, City of Lacombe
Michael Levia, Acting Manager of Finance, City of Lacombe
Chris Huston, Manager of Utilities, City of Lacombe

1. Call to Order:

Chair Ireland called the meeting to order at 9:00 am.

2. Adoption of the Regular Meeting Agenda:

MOVED by Vice-Chair Nelson that the regular meeting agenda for December 15, 2025, be adopted as amended.

CARRIED UNANIMOUSLY

3. Adoption of Minutes:

MOVED by Director Matejka that the minutes for November 17, 2025, Organizational Meeting be adopted as amended.

CARRIED UNANIMOUSLY

MOVED by Director Proud that the minutes for November 17, 2025, Regular Meeting be adopted as presented.

CARRIED UNANIMOUSLY

4. Presentations

5. Reports:

5.1. Administration

Manager Thompson presented the Administration Report noting that the Red Deer River Basin remains at Drought Stage 0 of 5. The Glennifer Reservoir / Dickson Dam is currently 88% full, which is below normal for this time of year.

Financials were provided for January to October 2025. Water volumes are 0.42% higher than this time in 2024, revenue is higher than the YTD budget by 5.15%, and expenses are 4.59% higher than budgeted amounts. The Commission is currently showing a net surplus of approximately \$92K.

Operations noted that they are coordinating with Town of Blackfalds regarding the Broadway reservoir expansion, the water meter testing was completed with all meters passing, and a new vault heater for Ponoka Riverside will be installed in December.

5.2. Chair

Chair Ireland reported on the Waterline Extension Onboarding Committee meeting with ECN attending.

MOVED by Director Sands to accept the December 15, 2025, Administrative Report and Chair Report as information.

CARRIED UNANIMOUSLY

5.3. Waterline Extension Project Management Team Report

Albert Frootman and Asif Muhammad of Localis presented the Waterline Extension Project report. The project continues to advance on schedule. Financial reporting and cash flow planning has been provided to Alberta Transportation and Economic Corridors in preparation for year-end. The PMT met with Ministry of Environment and Protected Areas and it appears that an amendment to the registration will be sufficient for the extension. Focus areas for the next month include contract finalization, committee meetings, and preparation of new member agreement and bylaws.

MOVED by Vice-Chair Nelson to accept the December 15, 2025, Waterline Extension Project Management Team Report as information.

CARRIED UNANIMOUSLY

6. New Business:

6.1. 2026 Proposed Operating and Capital Budgets

Manager Thompson presented comments and responses to the 2026 Operating and Capital Budget following its distribution to Member CAOs after the November 17, 2025 Regular Meeting. Administration prepared the 2026 Operating and Capital Budgets based on the 2026-2040 Financial Plan which ensures the Commission's capital debt is paid off by 2031; maintains the Capital Reserve to support the Commission's asset management plan without requiring new debt before at least 2040; and assumes a future grant or new debt is required to top off Capital Reserves to replace the mainline at the end of its life.

MOVED by Director Sands that the Commission approves the 2026 Operating Budget.

CARRIED UNANIMOUSLY

MOVED by Vice-Chair Nelson that the Commission approves the 2026 Capital Budget.

CARRIED UNANIMOUSLY

6.2. 2026 Utility Rate Bylaw 3.10 – 2nd and 3rd Reading

Manager Thompson presented for second and third reading of Bylaw 3.10, an amendment to the Commission's Water Rate Bylaw 3, for the 2026 Water Rate to members be set to \$2.52/m³, consistent with the 2026 Operating Budget.

MOVED by Director Proud that the Commission give second reading to Bylaw 3.10, an amendment to the Commission's Water Rate Bylaw 3.

CARRIED UNANIMOUSLY

MOVED by Director Matejka that the Commission give third reading to Bylaw 3.10, an amendment to the Commission's Water Rate Bylaw 3.

CARRIED UNANIMOUSLY

7. In Camera

MOVED by Director Sands to move In Camera at 9:26 am, with Commission Administration (Manager Thompson, Executive Assistant Post), Project Management Consultant (Albert Frootman), and Member Administration (Director Weran, Manager Edgington) present.

CARRIED UNANIMOUSLY

MOVED by Vice-Chair Nelson to return to Open Meeting at 10:30 am.

CARRIED UNANIMOUSLY

MOVED by Director Proud that the Commission direct Administration to implement the recommended actions outlined in this report, including issuing written notice to the City of Red Deer to initiate mediation.

CARRIED UNANIMOUSLY

8. Next Meeting:

Tuesday, February 17th, 2026, at 9:00 am, City of Lacombe Council Chambers.

Adjournment:

MOVED by Director Matejka to adjourn the regular meeting at 10:36 am.

CARRIED UNANIMOUSLY

Chairperson

Manager



PROJECT MANAGEMENT TEAM REPORT TO COMMISSION

Report Date:	February 5 2026	Report Period:	Jan 2026 – Feb 2026
Report to:	North Red Deer River Water Services Commission	From:	Project Management Team
Contact:	Jordan Thompson, NRDRWSC CAO	Overall Project Status:	●
Project:	NRDRWSC Waterline Expansion Project	Project duration:	Nov 2024 – Dec 2030 (62 months including Warranty)
Project Status indicators:	On time: ● Needs attention and follow ups: ● Behind Schedule: ●		



Executive Summary

The Waterline Expansion Project continues to advance in alignment with the approved Project Plan. Procurement activities remain on schedule. Contracts for professional services have been signed. Agreements for General Services (to support project execution apart from the main construction contract) have been reached with Pidherneys and CBO Earthworks, based on rate sheets or 80% of roadbuilder rates. The engineering services contract and auditor services is under negotiation; progress is being made with the expectation of bringing this to the February 17 Board meeting.

Construction is anticipated to begin in Q4 2026.

Onboarding Committee meeting was held on February 4. Outcome was direction to bring the ECN membership agreement (“1.0”) to the Board on February 17. Next meeting is scheduled for March 9.

Next Technical Committee meeting to be held on March 3.



Key Activities Completed in the reporting period:

Contract Signing/Agreements:

Negotiation

- General Engineering Services
- Auditor

Engagement

- TEC – Cashflow projections/ROW discussions
- ISC – Membership Buy-in updates
- 2026 governance calendar

Data Management:

- Draft crossing list
- Line list created

Asset Registry:

- Cost data for existing assets including 2025 asset value

Early Works:

- Metering station – location decision outstanding

New Member Buy-in:

- AE2S calculations completed

Governance and Administration:

- Onboarding committee meeting
- New membership agreement drafted
- Bylaws drafted – further review



Project Deliverables Status

Deliverable Category	Status	Comments
Phase 2 – MoU & GoA Funding Agreement	●	MoU complete GoA Updated Funding Agreement subject to project tendering (Q3) Cash flow projections submitted to TEC November 2025 Updated cash flow being finalized
Phase 2 – Asset Management	●	Updated costing for existing Commission assets Altalis and Abadata Enhanced cadastral mapping Draft crossing list Line list created
Phase 2 – System Integration	●	Utility Coordination Committee to be established Planning registration with Utility Safety Partners to be completed
Phase 2 – System Integration	●	RAM being updated regularly RACI – monitoring ENVISION – propose session for Technical Committee and/or Commission Board
Phase 3 - Agreements	●	Membership and Supply Agreements, bylaw updates in progress CRD Water Supply Agreement pending
Phase 4 – Project Start-up	●	Committees formed Design engineer contract in negotiation Stakeholder engagement in progress
Phase 4 – Procurement Activities (RFPs)	●	Auditor and Engineering contracts to be brought to Feb 17, 2026 Commission Board meeting
Engagement	●	Onboarding Committee meeting held



PROJECT MANAGEMENT TEAM REPORT TO COMMISSION

Phase 5 – Design & Documentation	●	Early works (including ECN metering station) discussed October 2025; on hold; design not yet started
Phase 6 – Tender & Award	●	Exploring options for posting of tender to maximize industry exposure
Phase 7 – Construction & Commissioning	●	Q4 2026
Phase 8 - Closeout	●	Q4 2027/Q1 2028
Early Works	●	Behind schedule - delays linked to contract negotiation time.

Issues and Risks

Risk / Issue	Impact	Mitigation	Status
Extra time needed to negotiate contracts	Medium	Allocate additional internal resources	Active
Year End Reporting – items not grant eligible	Medium	Confirm items with project auditors monthly prior to submitting invoices	Active
Spending on detailed design, construction procurement prior to member onboarding	High	Sign ECN membership agreement in March Additional engagement with existing members regarding bylaw updates	Active
Metering Station	Low	Ongoing collaboration	Active

Overall Risk Outlook ● : *Stable-monitored monthly through Risk Register.*



PROJECT MANAGEMENT TEAM REPORT TO COMMISSION

Schedule		
Detail	Date	Status
Onboarding Committee	Feb 4, 2026	On track; bylaws & agreements being prepared
Technical Committee	Feb 25, 2026	Pending
NRDRWSC Board meeting	Feb 17, 2026	Confirmed Present ECN Interim Membership Agreement
NRDRWSC Board meeting	March	Table new bylaws; for consultation



What's Next

Planned Activities for February

Phase 3 Tasks

- Continue to work with lawyer on agreements and bylaw updates
- Present Interim ECN Membership Agreement at February 17 Board Meeting

Phase 4 Tasks

- Establish Utility Coordinating Committee
- Establish the Land Acquisitions Team
- Commencement of legal and regulatory approvals

Finance

- Prepare year-end reports
- Submit grant claims to TEC
- Provide documentation to auditor

Next Steps

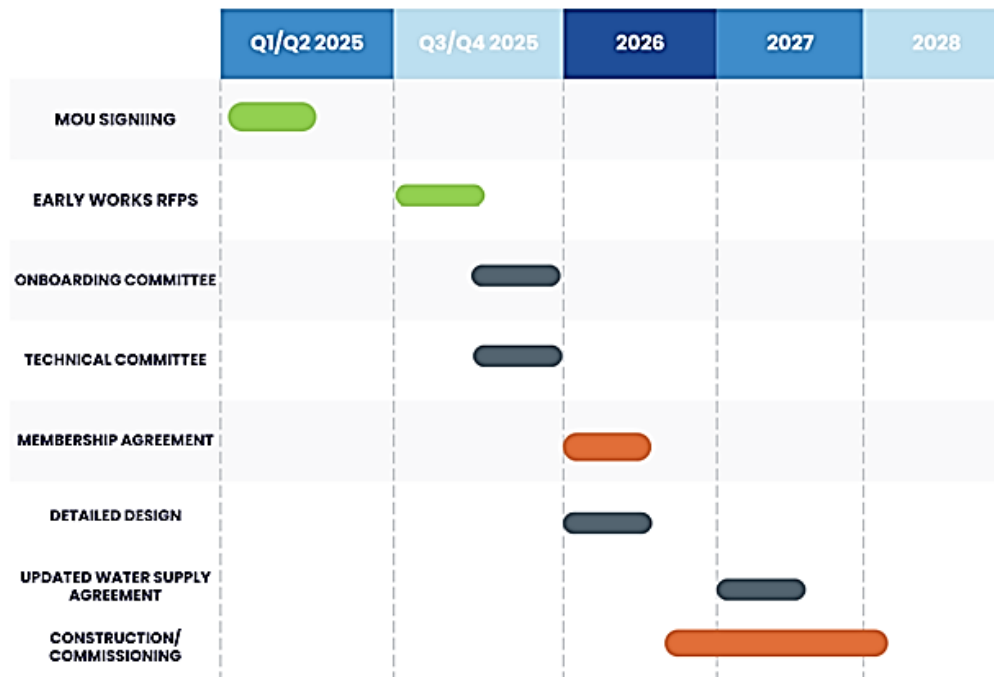
- Continue to implement CAO direction from September Board Meeting (additional scope of work)
 - Asset register
 - Rate review background
- Finalize contract negotiations for Engineering and Grant Audit Services
- Award General Services contract
- Project branding with ECN



Request for Client Action

PMT is recommending to hold a special board meeting to facilitate Board vision exercise (NRDRWSC 100+ years). Date to be confirmed.

Project Plan Milestone Overview





PROJECT MANAGEMENT TEAM REPORT TO COMMISSION

Summary Statement

The Waterline Expansion Project remains on track, with procurement and governance activities progressing. Focus areas for the next month include background study startup, contract finalization, member agreement and bylaw drafting and stakeholder consultation. Continued risk monitoring and financial planning remain priorities.

Request For Decision

Waterline Extension Onboarding Committee Recommendations

Date: February 17, 2026

Prepared by: Albert Frootman, Richard Jones,
Jordan Thompson, CAO

Presented by: Albert Frootman, Richard Jones, Jordan Thompson, CAO



PURPOSE:

The purpose of this report is to update the Board on the recommendations of the Waterline Extension Onboarding Committee.

ACTION/RECOMMENDATION:

1.
 - a. **[Recommended]** THAT the Commission direct Administration to finalize and execute the **Interim ECN Membership Agreement** as proposed.

AND
 - b. **[Recommended]** THAT the Commission direct Administration to prepare and provide to the Directors and Members the **revised bylaws (Governance, Operational and Terms of Service)** to replace [Bylaw 1](#) for feedback and consideration by September 2026.

AND
 - c. **[Recommended]** THAT the Commission direct Administration to prepare and provide to the Directors and Members the **revised membership agreements for existing members** consideration by September 2026.

ISSUE ANALYSIS:

The Memorandum of Understanding with Ermineskin Cree Nation (ECN) established the Onboarding Committee as a forum for communication, onboarding, and development of the final agreements required to advance the waterline extension project.

The ECN/NRDRWSC MOU indicates the “recommendations or resolutions of the Onboarding Committee and/or Technical Committee shall be reasonably acknowledged and implemented by the Commission, wherever the Commission determines it is reasonably possible. However, the Commission shall retain sole discretion to proceed as necessary to fulfill its obligations, this MOU and related legal obligations (including but not limited to the terms of Grant Agreements). Without limiting the foregoing, no committee or committee member shall enter into any agreement with respect to the Project or purport to act on behalf of or bind the Commission or ECN.”

Onboarding Committee Recommendations

At its February 4th, 2026 meeting, the Onboarding Committee recommended that the Board

restructure Bylaw 1 into three separate bylaws. A key element of this restructuring is ensuring that service terms that apply to all Members are enshrined in Commission bylaws rather than in individual Membership Agreements. Recommended revisions also include: removal-for-cause provisions and Director duties; adding detailed administrative procedures, attendance expectations, and confidentiality requirements; clarifying CAO authorities; escalating non-payment provisions, retitling “Commission Manager” to “Chief Administrative Officer” for consistency; and, in accordance with best practices, separating governance practices from operational matters and terms of service.

The proposed restructuring would divide Bylaw 1 into:

- Governance Bylaw
- Operations Bylaw
- Terms of Service Bylaw

The Committee also supports a staggered approach to the induction of ECN. Under this approach, ECN and the NRDRWSC would enter into a membership agreement granting ECN the right to receive notice of Board meetings, attend meetings, and attend in camera portions with Board consent, but does not include voting rights. This initial observer status for ECN would transition to full membership (voting rights) upon completion of the waterline extension project, including the right to appoint a Director and exercise voting rights.

The Committee concluded that the Commission should not delay approval of the ECN Membership Agreement until the bylaw review is complete. The Membership Agreement focuses on ECN’s specific rights, obligations, and transitional status, including the observer to member model recommended by the Committee. These provisions are unique to ECN and do not apply to all members. The bylaw review, by contrast, is a wider initiative intended to improve and clarify the Commission’s governance, operations, and terms of service for the entire organization.

Approving the Membership Agreement now provides clarity and certainty about ECN’s addition while preserving the Board’s full authority to review, revise, and adopt updated bylaws separately. This staged approach allows the Commission to expand its membership under a clear agreement without predetermining the outcome of the broader governance review.

The recommended timeline for consideration of these matters is attached.

Alternatively, if the Commission wishes to consider approval of the ECN membership agreement at the same time as the restructured bylaws and other member agreement revisions, it can pass recommended resolutions #2 and #3.

ALTERNATIVES:

1.
 - a. ***[Recommended]*** THAT the Commission direct Administration to finalize and execute the **Interim ECN Membership Agreement** as proposed.

AND

- b. ***[Recommended]*** THAT the Commission direct Administration to prepare and provide to the Directors and Members the **revised bylaws (Governance, Operational and Terms of Service)** to replace Bylaw 1 for feedback and consideration by September 2026.

AND

- c. ***[Recommended]*** THAT the Commission direct Administration to prepare and provide to the Directors and Members the **revised membership agreements for existing members** for consideration by September 2026.

OR

2. ***[Alternative]*** THAT the Commission direct Administration how it wishes to proceed.

ATTACHMENTS:

- Localis Report from Onboarding Committee
- Membership Agreement and Bylaw Process
- NRDRWSC/ECN Interim Membership Agreement



NORTH RED DEER RIVER WATER SERVICES COMMISSION: REPORT FROM ONBOARDING COMMITTEE

Prepared Date: February 10, 2026

Meeting Date: February 17, 2026

File No: NRD-41-01-100-04-RFD

Title: Membership Agreement

RECOMMENDATION / ACTIONS:

The Onboarding Committee recommends that Board of the NRDRWSC approve the Interim Membership Agreement with Ermineskin Cree Nation; and,

That the Chair and CAO be authorized to sign the membership agreement.

1.0 PURPOSE

To advise on the activities of the Onboarding Committee, and to report the recommendation of the Committee to the Board to enter into an Interim Membership Agreement with Ermineskin Cree Nation.

2.0 BACKGROUND

The Onboarding Committee has held two meetings, on December 10, 2025 and February 4, 2026. Updates to the membership agreement and bylaws have been discussed – both to bring Ermineskin Cree Nation into membership and to modernize these documents based on legal advice after 20 years of operation. The intention is to create separate membership and water supply agreements, and create separate governance, operations, and terms of service bylaws. The membership agreement would be virtually identical for all members; the water supply agreement would include specific terms such as licensing allocations and the point of delivery of water.

Work on these documents is ongoing, and will include consultation with existing Commission members consistent with Bylaw 1, which requires a minimum of 30 days' notice of any change.



NORTH RED DEER RIVER WATER SERVICES COMMISSION: REPORT FROM ONBOARDING COMMITTEE

However, the Onboarding Committee is recommending an Interim Membership Agreement for Ermineskin Cree Nation, which has been prepared with a view to executing this as soon as reasonably possible.

3.0 ANALYSIS

The purpose of the proposed Interim Membership Agreement is to bring Ermineskin Cree Nation on board as a member with the right to appoint an elected member of the ECN Council as an Observer, who would receive notice of all meetings and be entitled to attend and participate in all meetings until the completion of the project and the signing of a water supply agreement. At that point, the agreement would give the ECN the right to appoint a Director and an Alternate Director, with voting rights.

This step will demonstrate continued tangible progress to the Government of Alberta, and represents “best general practice” in project management. The Commission can proceed to expend funds on engineering and construction with the knowledge that a new member will be connected, and Ermineskin Cree Nation, which has been working on system design with their engineering consultants, will be supported in their efforts to confirm federal government funding for on-reserve water system construction and improvements. This step has been recommended by legal counsel for both parties.

Updated bylaws (governance, operations, and terms of service) will be completed in the coming weeks and discussed by the Onboarding Committee at its next meeting scheduled for March 9, 2026. They are intended to be brought forward for first reading at the next meeting of the Commission Board, in anticipation of consultations with the members. In addition, a new membership agreement with updated language will be developed for review and consultation. It is anticipated that all members, including Ermineskin Cree Nation, will be asked to sign this new agreement.

4.0 Recommendation

The Onboarding Committee recommends the Interim Membership Agreement for Ermineskin Cree Nation for approval by the Commission Board.



MEMBERSHIP AGREEMENT AND BYLAW PROCESS

February 2026

Membership Agreement 1.0

- February 17, 2026 – Onboarding Committee Recommendation to approve ECN Membership Agreement 1.0

Updated Membership Agreement and Bylaws

March 9, 2026

- Onboarding Committee to discuss updated membership agreement and governance, operations, terms of service bylaws

March/April 2026

- To be tabled for First Reading

April/May, 2026

- PMT, CAO, Commission Chair and Brownlee Law to facilitate individual member consultation meetings
- Provide overview on new agreement and bylaws
- Update NRDRWSC governance documents consistent with best practices

Updated Membership Agreement and Bylaws

June 2026

- PMT and Brownlee Law to present to member councils proposed final drafts as required
- Member councils to pass motions confirming acceptance of new agreement and bylaws

Sept 21, 2026

- Updated membership agreement and bylaws tabled for second and third reading
- September – documentation updated on NRDRWSC website

North Red Deer River Water Services Commission Membership Agreement

THIS AGREEMENT is made effective this _____ day of _____ 2026 (“Effective Date”)

BETWEEN:

[•]
 (“Member”)

- and -

NORTH RED DEER RIVER WATER SERVICES COMMISSION
 (“Commission”)

RECITALS:

- A. The Member is a First Nation.
- B. The Member has applied to become a member of the Commission.

NOW THEREFORE, THIS AGREEMENT WITNESSETH that in consideration of the premises and the mutual agreements and conditions herein contained, the receipt and sufficiency of which are acknowledged, the parties hereby agree as follows:

ARTICLE 1 – INTERPRETATION

1.1 **Defined Terms:** In this Agreement, unless the context otherwise requires, the following terms have the meanings set out below:

- (a) “Act” means the *Municipal Government Act*, RSA 2000, c M-26, as amended from time to time.
- (b) “Agreement” means this agreement, including the recitals, which form part of this Agreement.
- (c) “Bylaws” means the Bylaws of the Commission as amended or restated from time to time.
- (d) “CAO” means the chief administrative officer or the commission manager of the Commission, as the case may be.
- (e) “Director(s)” refers to the individual(s) appointed as Director(s) of the Commission according to the Bylaws.

- (f) “Member” means [●].
 - (g) “Observer” means an individual appointed by a Member in accordance with this Agreement to attend meetings of the Board in a non-director, non-voting capacity, subject to the confidentiality and other obligations set out in this Agreement.
 - (h) “Project” means the NRDRWSC Waterline Extension Project Plan.
- 1.2 **Other Definitions:** Words and phrases used in this Agreement and not defined herein have the same meaning assigned to them respectively in the Bylaws.
- 1.3 **Conflict:** This agreement should be read in conjunction with the Bylaws. In case of any conflict between the provisions of this Agreement and the Bylaws, this Agreement governs unless expressly stated otherwise in the Bylaws.

ARTICLE 2 – MEMBERSHIP

- 2.1 **Membership Admission:** Subject to the condition precedent in Section 2.2, the Commission admits the Member as a member of the Commission, subject to the provisions of the Act, the Bylaws and this Agreement. The Member accepts membership on the terms and conditions set out herein, the Act, and the Bylaws.
- 2.2 **Condition Precedent:** This Agreement shall have no force or effect unless and until:
- (a) the Commission’s board of directors has passed a resolution, in accordance with the Bylaws, approving the admission of the Member; and
 - (b) the Member has satisfied the financial contribution requirements set out in Section 7.1.

ARTICLE 3 – TERM AND TERMINATION

- 3.1 **Term:** All covenants and agreements contained herein became effective and binding upon the parties as of the later of the Effective Date or the date of the passage of the board of directors’ resolution as set out in Section 2.2, and this Agreement shall remain in full force and effect until terminated in accordance with its terms.
- 3.2 **Termination:** This Agreement may be terminated on the occurrence of any of the following events:
- (a) by written agreement of the parties;
 - (b) by resolution of the Commission in accordance with the Bylaws approving the termination of this Agreement;

- (c) where the Member fails to achieve material Project milestones within the timeframes approved by the Commission, and such failure continues for 120 days after written notice from the Commission specifying milestone and corrective action required;
- (d) where the Member is unable to demonstrate, to the reasonable satisfaction of the Commission, that it has secured or will secure sufficient funding to complete the Project, and such deficiency is not remedied within 120 days after written notice from the Commission;
- (e) where the Project is not completed within 5 years of the Effective Date;
- (f) upon the bankruptcy, insolvency or receivership of the Commission; or
- (g) upon the disestablishment of the Commission.

Upon termination, the Member shall have no ownership of, interest in, or claim to any of the Commission's assets, including, but not limited to, licences and statutory approvals. Additionally, the Member is not entitled to the return of any financial contributions made pursuant to this Agreement.

ARTICLE 4 – CONDUCT OF THE BUSINESS AND AFFAIRS OF THE COMMISSION

- 4.1 **Appointment of Observer (Prior to Project Completion):** Until the Project has been completed to the satisfaction of the Commission, as determined by resolution of the Board, the Member shall have the right to appoint one (1) Observer, who must be an elected official of the Member.

The Observer shall:

- (a) receive notice of all Board meetings;
- (b) be entitled to attend and participate in meetings;
- (c) may attend in-camera portions of meetings only with the consent of the Board and subject to a continuing obligation to maintain the confidentiality of all confidential information received, whether during or after such meetings; and
- (d) not be entitled to vote and shall not be deemed to be a Director for the purposes of the Act or the Bylaws.

- 4.2 **Appointment of Director:** Upon:

- (a) completion of the Project to the satisfaction of the Commission; and
- (b) the Member or the Member's designated entity entering into a water supply agreement with the Commission,

the Member shall have the right to appoint one (1) Director and one (1) alternate Director, who must be an elected official of the Member.

4.3 **Removal:** The Commission may remove the Member's Observer or Director from the Board, by a resolution, for cause. Cause includes:

- (a) engaging in unethical or criminal conduct;
- (b) breaching a fiduciary duty owed to the Commission;
- (c) engaging in conduct that that harms, or is reasonably likely to harm, the reputation, integrity or effective operation of the Commission;
- (d) failing to attend three (3) consecutive Meetings without prior authorization from the Board for such absence.

4.4 **Director's Obligations:** The Member understands and acknowledges that:

- (a) The Directors shall manage or supervise the management of the business and affairs of the Commission in accordance with the Act and the Bylaws.
- (b) The Directors shall act honestly and in good faith with a view to the best interest of the Commission.
- (c) The Directors shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- (d) The Directors shall act in accordance with and be governed by the Act and the Bylaws.

4.5 **Appointment and Replacement:** A Member shall appoint or replace an Observer or Director by providing written notice to the Commission, signed by an authorized elected official or senior administrative officer of the Member. The appointment or replacement takes effect at 12:01 a.m. on the first business day following receipt of such notice by the Commission, unless a later effective date is specified in the notice.

ARTICLE 5–WATER SERVICES

5.1 **Water Services:** The Commission shall have no obligation to supply water services to the Member unless and until a water supply agreement has been duly executed between the Commission and the Member or its designated entity. The Commission shall supply water services only in accordance with the terms and conditions of that water supply agreement and the Commission's bylaws.

5.2. **Condition Precedent to Supply:** Notwithstanding section 5.1, the Commission has no obligation to supply water or provide water services unless and until the Member or its designated entity:

- (a) has fully completed its water distribution system to the satisfaction of the Commission, as determined by the Commission acting reasonably; and
- (b) has obtained, and continues to maintain compliance with all applicable licences, permits, approvals, inspections, and certifications required by law or by the Commission.

ARTICLE 6 – MEMBER OBLIGATIONS

- 6.1 **Water Supply Agreement:** The Member shall enter into a water supply agreement with the Commission on terms acceptable to both parties, acting reasonably and in accordance with this Agreement. The water supply agreement shall govern the terms and conditions under which the Commission will deliver potable water (water service) to the Member, including service level(s), connection point(s), rates and charges, operational requirements, and risk allocation.
- 6.2 **Application Fee:** The Member shall pay the application fee for a water supply agreement at the time of application, in an amount and manner as determined by the Commission.
- 6.3 **Application Completeness and Review:** Upon receipt of an application, the CAO shall review it to determine whether it is complete and contains sufficient information to enable the Commission to properly consider it. The CAO may require the applicant to provide additional information, plans, studies, reports, or materials that the CAO considers necessary to properly assess the application.

An application shall not be forwarded to the Commission for consideration until it has been deemed complete by the CAO. An application is deemed complete on the date that the application fee and all required information have been received to the satisfaction of the CAO.

Upon deeming an application complete, the CAO shall prepare a written report and recommendation for consideration by the Commission.

- 6.4 **Decision by Commission:** The Commission may approve, approve with conditions, or refuse an application, acting reasonably and having regard to:
- (a) the available capacity, condition, integrity, reliability, redundancy, and long-term performance of the System;
 - (b) water availability, including licensed allocations, contractual supply arrangements, and operational constraints;
 - (c) the engineering and operational feasibility of providing the requested water service;
 - (d) the financial impacts on the Commission, including capital costs, operating and maintenance costs, and lifecycle costs, and rate impacts on existing Members;

- (e) the impacts of the proposed water service on Members, and established service levels; and
- (f) any other factor that, in the reasonable opinion of the CAO, may make the provision of water services impractical, uneconomical, or inconsistent with the safe, reliable, and sustainable operation of the System.

6.5 **Approval:** The Commission may approve an application where the applicant has satisfied the requirements of this Agreement and all applicable Bylaws of the Commission, and the Commission's Engineering Standards.

6.6 **Conditions of Approval:** Where an application is approved, the Commission may impose such conditions as it considers appropriate, including but not limited to conditions respecting design, construction, connection, capacity allocation, security, commissioning, inspection, restoration, timing, cost recovery, and ongoing compliance with the Commission's Engineering Standards and operating requirements.

The CAO is authorized to administer, interpret, and enforce the conditions imposed by the Commission.

6.7 **Refusal, Suspension or Revocation:** Notwithstanding Section 6.4, the CAO may refuse to accept, may suspend consideration of, or may revoke an application where:

- (a) the application contains false, misleading, or materially incomplete information;
- (b) the applicant commences work or connects to the Commission's system without obtaining all required approvals; or
- (c) the applicant's actions pose, or may reasonably be expected to pose, a risk of damage to the Commission's system, water supply, or water quality.

6.8 **Reasons for Decision:** Where the Commission refuses an application or approves an application subject to conditions, the Commission shall provide written reasons for its decision, setting out the principal grounds on which the decision is based. The CAO shall provide the written reasons for decision to the applicant on behalf of the Commission.

6.9 **Reinstatement:** The CAO shall reinstate a refused, suspended, or revoked application only where the reasons for the refusal, suspension, or revocation have been remedied to the satisfaction of the CAO.

6.10 **Inspections:** The CAO or the CAO's designee may carry out inspections at any reasonable time to verify compliance with this Agreement, applicable Bylaws, conditions of approval, and the Commission's Engineering Standards.

- 6.11 **Non-Payment:** An approval is null and void if the applicant fails to pay any applicable fees, charges, or costs when due, or if payment is made by a non-negotiable instrument or is otherwise not honoured.
- 6.12 **Other Approvals:** An approval by the Commission does not relieve an applicant or owner from the obligation to obtain any other permit, licence, or approval required under this Agreement, any Bylaw, or any enactment or authority having jurisdiction.
- 6.13 **Security for Performance:** As a condition of approval, continued service, or reconnection, the Commission may require a Member to provide financial security in a form and amount acceptable to the Commission, including a letter of credit, security deposit, or other assurance, to secure payment of rates, fees, costs, or performance of obligations under this Agreement, the water supply agreement, or applicable Bylaws.
- 6.14 **Bylaws:** The Member shall be bound by the Bylaws, as amended from time to time.

ARTICLE 7– NEW MEMBER FINANCIAL CONTRIBUTION

- 7.1 **New Member Financial Contribution:** Upon execution of this Agreement, the Member shall pay to the Commission such financial contributions, fees, charges, and security as determined by the Commission in accordance with the Bylaws, and no such payment confers any ownership, proprietary interest, or capacity entitlement in the System.

ARTICLE 8 – WITHDRAWAL OF MEMBER

- 8.1 **Withdrawal:** The Member may only withdraw from the Commission in accordance with the Bylaws. Upon the effective date of the Member's withdrawal, this Agreement will automatically terminate, except for provisions which by their nature are intended to survive termination.

ARTICLE 9 – DISPUTE RESOLUTION

- 9.1 **Dispute Resolution:** The parties will use reasonable efforts to amicably resolve any dispute arising during the term or after its termination.
- 9.2 **Arbitration:** If a dispute cannot be resolved between the Commission and a Member regarding the interpretation of, subject matter of, or in any way related to this Agreement, such dispute shall be resolved by arbitration pursuant to the Arbitration Act (Alberta).
- 9.3 **Arbitration Costs:** The cost of each Arbitration shall be borne equally by the parties or as otherwise directed by the Arbitrator.

- 9.4 **Scope of Arbitration:** The Arbitrator shall not alter, amend or otherwise change the terms of this Membership Agreement, any water services agreement, or the Bylaws.

ARTICLE 10 – GENERAL PROVISIONS

- 10.1 **Notices:** Unless otherwise specified, all notices, communications, requests and statements (“Notice”) required or permitted hereunder shall be in writing and delivered personally or by courier, sent by registered mail or electronic means to the party as follows:

Member:

[•]
[•], Alberta [•]

Attention: [•]
Email: [•]

Commission:

North Red Deer River Water Services Commission
5432 56 Avenue
Lacombe, Alberta T4L 1E9

Attention: CAO
Email: jthompson@lacombe.ca

or to such other address as each party may direct in writing from time to time.

Any Notice:

- (a) delivered personally or by courier on a Business Day will be deemed to have been given on that Business Day;
- (b) sent by registered mail will be deemed to have been given on the fifth Business Day after the date of mailing;
- (c) transmitted by electronic means will be deemed to have been given when sent, provided the sending party does not receive a message that the Notice could not be delivered to the recipient.

“Business Day” means any day Monday to Friday, excluding Saturdays, Sundays, statutory holidays, and civic holidays in Alberta, during the hours of 8:00 am and 4:30 pm (Mountain Time).

- 10.2 **Governing Law:** This Agreement shall be construed and governed by the laws of the Province of Alberta and the applicable laws of Canada, and the parties hereto irrevocably attorn to the exclusive jurisdiction of the Courts of the Province of Alberta.
- 10.3 **Time of Essence:** Time shall be of the essence.
- 10.4 **Extensions:** Any period of time set out in this Agreement may be extended with the written consent of both parties.
- 10.5 **Relationship Between Parties:** Nothing in this Agreement shall be deemed or construed as creating a principal and agent relationship, a partnership, or a joint venture between the parties.
- 10.6 **Entire Agreement:** This Agreement constitutes the entire agreement between the parties and supersedes all prior agreements, understandings, representations and warranties between the parties with respect to the subject matter hereof.
- 10.7 **Amendments:** This Agreement may only be amended by a written agreement executed by the parties and approved by a resolution of the Commission's board.
- 10.8 **Counterparts:** This Agreement may be executed and delivered in any number of counterparts, each of which, when so executed and delivered, shall be deemed to be an original, and such counterparts shall constitute the one and same instrument.
- 10.9 **Severability:** If any provision of this Agreement is or becomes illegal, invalid, or unenforceable, the remaining provisions shall not be affected, and the illegal or invalid provisions shall be severed from this Agreement.
- 10.10 **No Assignment:** No party may assign its rights or obligations under this Agreement.
- 10.11 **Independent Legal Advice:** Each party acknowledges and confirms that, prior to executing this Agreement, it has obtained independent legal advice with respect to the nature, contents, and binding legal effect of this Agreement, including the rights, obligations, and liabilities arising hereunder and the Bylaws. Each party further acknowledges that it understands this Agreement to be a legally binding agreement enforceable in accordance with its terms and that it is executing this Agreement voluntarily and without duress.

[signature page follows]

IN WITNESS WHEREOF the parties have hereunto executed this Agreement under their respective corporate seals and by the hands of their proper officers duly authorized in that regard effective as of the day and year first above written notwithstanding the actual date or dates of execution hereof.

[•]

Per: _____

Per: _____

NORTH RED DEER RIVER WATER SERVICES COMMISSION

Per: _____
Chair

Per: _____
CAO

Request For Decision



2026 Revised Schedule of Meetings

Date: February 17, 2026

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO

PURPOSE:

To propose amendments to the regular Commission meeting dates for March to December, 2026 and gauge Board interest in a tour of the City of Red Deer Water Treatment Plant.

ACTION/RECOMMENDATION:

THAT the Commission approves the Revised Regular Commission Meeting dates for 2026 as presented.

ISSUE ANALYSIS:

Due to conflicts and emerging items, Administration seeks to amend the 2026 schedule of meetings.

- **[NEW] March 23, 2026 (Bylaw restructure and revised membership agreements)**
- April 27th, 2026, at 9 AM (Annual Meeting)
- ~~June 15th, 2026~~, **June 8th, 2026** at 9 AM
- September 21st, 2026, at 9 AM
- November 9th, 2026, at 9 AM (Organizational meeting and 2026 Budget)
- December 14th, 2026, at 9 AM

We are exploring the idea of having one meeting in 2026 at another site in the region. If you are interested in hosting a meeting, please send your expression of interest to CAO Thompson.

City of Red Deer Water Treatment Plant Tour: The City of Red Deer Water Treatment Plant Supervisor has agreed to host the Board on a tour of the Plant. If there is sufficient Board interest, Administration suggests scheduling it for the morning of May 11, or 25.

ALTERNATIVES:

The Commission may choose to:

1. **[Recommended]** THAT the Commission approves the Revised Regular Commission Meeting dates for 2026 as presented.

OR

2. **[Alternate]** THAT the Commission approves the Revised Regular Commission Meeting dates for 2026 with the following amendments: *[mover to specify amendments]*.

OR

3. **[Alternate]** THAT the Commission directs Administration on how it wishes to proceed.

ATTACHMENTS: None.

Request For Decision

Remuneration and Mileage Allowance Policy

Date: February 17, 2026

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO



PURPOSE:

To seek the Boards direction to either update or rescind the [Remuneration and Mileage Allowance Policy](#) (the Policy).

ACTION/RECOMMENDATION:

THAT the Commission direct Administration to rescind the Remuneration and Mileage Allowance Policy effective January 1, 2027.

ISSUE ANALYSIS:

Background

Administration is undertaking a review of legacy Commission policies, as several have not been revisited since the inception of the North Red Deer River Water Services Commission (NRDRWSC). The [Remuneration and Mileage Policy](#) was approved in 2009. The Policy applies to the Chair and Directors of the Commission but does not explicitly define remuneration rates.

Current practice has established the following amounts:

- Director meeting allowance: \$150 per meeting
- Chair meeting allowance: \$350 per meeting
- Mileage reimbursement: \$0.72 per kilometre

The 2026 Operating Budget allocates 0.1% (or \$7,394) of its operating budget to Board expenses.

The administration of remuneration differs per member municipality. In some cases, payments from the NRDRWSC are issued directly to individual Directors. In other cases, payments are issued to the member municipality. This reflects the fact that member municipalities have differing council remuneration policies with respect to participation on external boards and commissions. Where payments are made directly to individuals, the Commission prepares T4 slips.

Earlier this year, Administration received feedback from the CAOs of the three member municipalities whose Directors presently receive remuneration directly from the Commission. All indicated they are satisfied with the status quo and do not have concerns with how remuneration is currently administered. Administration's recommendation to change the approach by rescinding the policy (detailed below) reflects the view that member municipalities should determine compensation for their elected officials, rather than the Commission.

Issue

The Commission's revenues are derived almost entirely from water sales to its member

municipalities. Director remuneration is virtually entirely funded by the same municipalities whose elected officials sit on the Board. This creates a circular flow of funds and places the Commission in the position of determining a portion of compensation for elected officials, a role that is already held by the member municipalities themselves.

***[Recommended]* Option 1: Rescind the Remuneration and Mileage Allowance Policy**

Rescinding the policy would clarify that remuneration decisions rest solely with the member municipalities, in accordance with their own council remuneration policies.

Appointed Directors would continue to serve on the Board in their governance role as representatives of their respective municipalities without direct compensation from the Commission– the same approach taken by the North Red Deer Regional Wastewater Services Commission. This approach removes administrative complexity and eliminates inconsistent payment practices.

***[Alternative]* Option 2: Approve the revised Remuneration Policy.**

If the Board wishes to retain a remuneration policy, Administration recommends the following changes:

- Moving the policy to a modern template
- All remuneration payments be issued to the member municipality rather than directly to individual Directors
- Meeting allowances be indexed to inflation rather than fixed amounts
- Maintain the mileage allowance at CRA prescribed per-kilometre rates
- The requirement for annual policy review be removed, as this has not been occurring in practice
- The new policy take effect January 1st, 2027

This approach maintains a formal remuneration framework while improving consistency, administrative clarity, and alignment with municipal governance practices.

***[Alternative]* Option 3: Direct Administration to return to a future meeting with a revised Remuneration and Mileage Allowance Policy that retains the current practice of allowing member municipalities to designate whether remuneration is paid to the Director or to the municipality.**

ALTERNATIVES:

- A. ***[Recommendation]*** THAT the Commission rescinds the Remuneration and Mileage Allowance Policy Effective January 1, 2027.

OR

- B. ***[Alternative]*** THAT the Commission adopts the revised Remuneration Policy 4 (2026).

OR

- C. *[Alternative]* THAT the Commission direct Administration to return to a future meeting with a revised Remuneration and Mileage Allowance Policy that retains the current practice of allowing member municipalities to designate whether remuneration is paid to the Director or to the municipality

ATTACHMENTS:

- DRAFT Remuneration Policy 4 (2026)



POLICY

REMUNERATION POLICY

Policy Number:	4 (2026)
Policy Review:	Every 5 Years or upon Legislative Change
Reference(s):	

1. PURPOSE OF POLICY

- 1.1. The purpose of this policy is to establish a clear, consistent, and transparent framework for compensating member municipalities for the participation of their appointed Directors and alternates in the governance of the North Red Deer River Water Services Commission.

2. POLICY STATEMENT

- 2.1. The Commission shall provide remuneration to each member municipality in recognition of their Director's participation in Board and Committee meetings.
- 2.2. Remuneration shall be calculated on a per-meeting stipend basis tied to the attendance of the municipality's appointed Director or alternate.
- 2.3. For the 2026 fiscal year, the Commission established the following meeting allowance amounts as the stipend baseline to be reviewed and adjusted beginning with the 2027 Operating Budget in accordance with this policy:
 - 2.3.1. Director meeting allowance: \$150 per meeting
 - 2.3.2. Chair meeting allowance: \$350 per meeting
- 2.4. Beginning with the 2027 Operating Budget, Administration shall include a recommended adjustment to the stipend amounts within the Commission's proposed annual budget. The recommended adjustment shall target an increase equal to the average Alberta Consumer Price Index for the twelve-month period from July 1 to June 30. The Board may approve, modify, or decline the recommended adjustment by resolution.
- 2.5. The Commission shall reimburse member municipalities for eligible travel and meal expenses incurred by their Director or alternate while conducting Commission business. Mileage and meal reimbursement rates shall align with current Canada Revenue Agency guidelines.
- 2.6. All stipends and expense reimbursements shall be paid to the member municipality represented by the Director or alternate. The member municipality is responsible for compensating its elected officials or staff in accordance with its own remuneration policies. The Commission shall not provide remuneration or expense reimbursement directly to individual Directors.
- 2.7. This Policy applies to the Commission, and the Member communities of the Commission.
- 2.8. This Policy comes into effect January 1, 2027, upon approval of the Board of Directors.



POLICY

3. DEFINITIONS AND ABBREVIATIONS

Definitions outlined in Bylaw 1 apply to this Policy. Policy-specific definitions are listed below.

- 3.1. **Alberta Consumer Price Index (ACPI)** – is an indicator of changes in consumer prices experienced and is obtained by comparing, over time, the cost of a fixed basket of goods and services purchased by consumers.

4. ROLES AND RESPONSIBILITIES

4.1. Board of Directors

- 4.1.1. Approve this Policy.
- 4.1.2. Comply with this Policy.

4.2. Manager/CAO

- 4.2.1. Ensure Commission Administration compliance with this Policy.
- 4.2.2. Comply with this Policy.

5. END OF POLICY

Signature of Chair

Signature of Manager

Date

Date

POLICY RECORD

Approval and Amendment History

Date of Board Meeting	Description

Review History

Date of Policy Owner's Review	Description/Action Taken or Required
February 17, 2026	