

North Red Deer River Water Services Commission



Organizational & Regular Meeting Agenda

Date: November 17, 2025	Time: 9:00 am
Location:	COUNCIL CHAMBERS, CITY OF LACOMBE, AB
Invitees:	<p>Members: Jim Sands, Councillor, Town of Blackfalds – Director Kim Proud, Councillor, City of Lacombe – Director Clayton Nelson, Councillor, Town of Ponoka– Director John Ireland, Reeve, Lacombe County – Director Mark Matejka, Councillor, Ponoka County – Director</p> <p>Others: Jordan Thompson, NRDRWSC CAO Cheryl Littlechild, Councillor, Ermineskin Cree Nation Craig Mackinaw, Councillor, Ermineskin Cree Nation Kim Isaak, CAO, Town of Blackfalds Matthew Goudy, CAO, City of Lacombe Sandra Lund, CAO, Town of Ponoka Tim Timmons, County Manager, Lacombe County Peter Hall, CAO, Ponoka County Preston Weran, Director of Infrastructure and Planning Services, Town of Blackfalds Doug Halldorson, Director of Operations, City of Lacombe Michael Minchin, Director of Corporate Services, Lacombe County Michael Levia, Acting Manager of Finance, City of Lacombe TJ Brown, Acting Manager of Engineering, City of Lacombe Chris Huston, Manager of Utilities, City of Lacombe Angela Smith, Regional Utilities Foreman, City of Lacombe</p> <p>Guests: Alberta Frootman, MPA, RPP, Principal, Localis Michelle Tetreault, BA, Localis</p>
Recorded by:	Iwa Post - NRDRWSC Executive Assistant
ORGANIZATIONAL MEETING	
1. Call to Order by CAO	
2. Adoption of Organizational Meeting Agenda	
3. Annual Elections	
3.1 Election of Board Chair	
<i>NRDRWSC Board Chair Assumes Chairing of the Meeting</i>	
3.2 Election of Board Vice-Chair	

<ul style="list-style-type: none"> 4. New Business <ul style="list-style-type: none"> 4.1 Board Orientation 4.2 2026 Schedule of Meetings. 4.3 Signing Authorizations 4.4 Waterline Extension Project Committee Appointments
<ul style="list-style-type: none"> 5. Organizational Meeting Adjournment
REGULAR MEETING
<ul style="list-style-type: none"> 1. Call to Order
<ul style="list-style-type: none"> 2. Adoption of Regular Meeting Agenda
<ul style="list-style-type: none"> 3. Adoption of Minutes <ul style="list-style-type: none"> 3.1 Regular Meeting Minutes – September 15, 2025
<ul style="list-style-type: none"> 4. Presentation
<ul style="list-style-type: none"> 5. Reports <ul style="list-style-type: none"> 5.1 Administration 5.2 Chair 5.3 Waterline Extension Project Management Team
<ul style="list-style-type: none"> 6. New Business <ul style="list-style-type: none"> 6.1 Waterline Extension Project – Procurement Status and Contract Negotiation Authorization 6.2 2026 Proposed Operating and Capital Budgets 6.3 2026 Utility Rate Bylaw 3.10 - 1st Reading
<ul style="list-style-type: none"> 7. Correspondence
<ul style="list-style-type: none"> 8. In Camera
<ul style="list-style-type: none"> 9. Next Meeting Date <ul style="list-style-type: none"> December 15th, 2025, at 9:00 am, Council Chambers, City of Lacombe
<ul style="list-style-type: none"> 10. Adjournment



POLICY

OFFICER ELECTIONS POLICY

Policy Number:	12 (2024)
Policy Review:	Every 5 Years or upon Bylaw or Legislative Change
Reference(s):	Robert’s Rules of Order Bylaw 1 and its amendments Municipal Government Act, Sec 602.06, Sec 602.09(c)

1. PURPOSE OF POLICY

- 1.1. To outline the process for the election of the North Red Deer River Water Services Commission (NRDRWSC or the Commission) Officers from the Board of Directors (the Board).

2. POLICY STATEMENT

- 2.1. The Commission bylaws outline the composition of the NRDRWSC Board of Directors, appointment requirements, position terms, and alternate Director designations. The Board is required to elect the Officer positions of Chair and Vice-Chair annually. The Commission follows the process outlined in Robert’s Rules of Order for Officer elections. This Policy formalizes the election process to support fair and transparent election procedures for NRDRWSC Officer positions to align with Commission bylaws.

3. DEFINITIONS AND ABBREVIATIONS

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

- 3.1. **CAO** - means Chief Administrative Officer appointed by the Board to act as the administrative head of the Commission, also Manager.
- 3.2. **Commission** - means the North Red Deer River Water Services Commission, also NRDRWSC.
- 3.3. **Officer(s)** - means the Board position of Chair and Vice-Chair of the North Red Deer River Water Services Commission Board of Directors.
- 3.4. **Recording Secretary** - means the person responsible for documenting the proceedings of meetings, including preparing accurate minutes, noting decisions, actions, and discussions, and maintaining a clear and organized record.

4. ROLES AND RESPONSIBILITIES

- 4.1. Board of Directors
 - 4.1.1. Approve this Policy.
 - 4.1.2. Comply with this Policy.



POLICY

4.2. Chair

- 4.2.1. Assume the role of Chairperson once elected by the Board.
- 4.2.2. Oversee the election of the Vice-Chair position to the Board.
- 4.2.3. Comply with this Policy.

4.3. Directors

- 4.3.1. Put forth only one nomination for each of the Chair and Vice-Chair positions, not including themselves.
- 4.3.2. Comply with this Policy.

4.4. CAO

- 4.4.1. Ensure Commission Administration compliance with this Policy.
- 4.4.2. Fulfill the role of Acting Chair for the Organizational Meeting until the election of a Chair has been concluded.
- 4.4.3. Comply with this Policy.

5. POLICY DETAILS

5.1. Timing of Election

- 5.1.1. The election of the NRDRWSC Board Chair and Vice-Chair shall take place at the Commission's Organizational Meeting held annually in November.

5.2. Term of Office

- 5.2.1. The NRDRWSC Board Chair and Vice-Chair shall serve in this office for a term of one year per Bylaw 1 Section 6.

5.3. Method of Nominations

- 5.3.1. The method of nomination for electing an NRDRWSC Officer shall be 'from the floor' (sometimes called "open nominations").
- 5.3.2. Board Directors shall not nominate themselves for an Officer position.

5.4. Officer Elections Process

- 5.4.1. The Commission CAO shall act as the Acting Chair of the Organizational Meeting until the position of Chair has been duly elected.
 - 1. NRDRWSC Organizational Meeting is called to order by Acting Chair.
 - 2. Acting Chair calls for the adoption of the Organizational Meeting Agenda.
 - 3. Upon approval of the meeting agenda, the Acting Chair advances to the next agenda item which shall be the call for nominations for Chair.



POLICY

4. Acting Chair calls for nominations from the floor for the position of NRDRWSC Board Chair by stating “I call for nominations for the office of Board Chair.”
 5. A Director may make a nomination for the Chair position as follows: “I nominate [Title/Full Name] for the position of Board Chair.”
 6. Unless the nomination is declined, the Acting Chair will confirm the nomination and call for further nominations. For example, “[Title/Full Name] is nominated. Are there any further nominations?” If the nomination is declined, the Acting Chair will state “[Title/Full Name] has declined the nomination for Chair. Are there any further nominations?”.
 7. Steps 4, 5, and 6 will be repeated until all nominations for Chair have been made.
 8. Once all nominations have been received from the floor, the Acting Chair will ask one final time for any further nominations. If there are no further nominations, the Acting Chair declares that nominations for Board Chair are closed by stating “Without objection, nominations for Board Chair are closed.”
 9. If more than one nomination is received, the Acting Chair will call for a vote by secret ballot.
 - 9.1. The NRDRWSC Recording Secretary shall distribute a ballot to each Director.
 - 9.2. The ballots shall be collected, and the votes counted, by the Recording Secretary. A neutral party shall be selected from the gallery or Administration staff to monitor the ballot collection and counting.
 - 9.3. The results of the voting shall be provided to the Acting Chair who will announce the nominee with the most votes for the record and ask if there is any objection to the result. If there is an objection, the Acting Chair will announce the ballot count for the record. The Acting Chair will declare “I declare [Title/Full Name] the Chair of the North Red Deer River Water Services Commission.”
 10. If only one nomination is received, the Acting Chair will declare “[Title/Full Name] is declared Chair of the North Red Deer River Water Services Commission by acclamation.”
- 5.4.2. Upon election of the Chair, the Acting Chair shall defer the chairing of the meeting to the newly elected Chair.
 - 5.4.3. The Chair will assume chairing of the meeting and advance to the next agenda item which shall be the call for nominations of Vice-Chair.
 1. The Chair calls for nominations from the floor for the position of NRDRWSC Board Vice-Chair by stating “I call for nominations for the office of Board Vice-Chair.”
 2. A Director may make a nomination for the Vice-Chair position as follows: “I nominate [Title/Full Name] for the position of Vice-Chair.”



POLICY

3. Unless the nomination is declined, the Chair will confirm the nomination and call for further nominations. For example, “[Title/Full Name] is nominated. Are there any further nominations?” If the nomination is declined, the Chair will state “[Title/Full Name] has declined the nomination for Vice-Chair. Are there any further nominations?”.
 4. Steps 1, 2, and 3 will be repeated until all nominations for Vice-Chair have been made.
 5. Once all nominations have been received from the floor, the Chair will ask one final time for any further nominations. If there are no further nominations, the Chair declares that nominations for Vice-Chair are closed by stating “Without objection, nominations for Vice-Chair are closed.”
 6. If more than one nomination is received, the Chair will call for a vote by secret ballot.
 - 6.1. The NRDRWSC Recording Secretary shall distribute a ballot to each Director.
 - 6.2. The ballots shall be collected, and the votes counted, by the Recording Secretary. A neutral party shall be selected from the gallery or Administration staff to monitor the ballot collection and counting.
 - 6.3. The results of the voting shall be provided to the Chair who will announce the nominee with the most votes for the record and ask if there is any objection to the result. If there is an objection, the Chair will announce the ballot count for the record. The Chair will declare “I declare [Title/Full Name] the Vice-Chair of the North Red Deer River Water Services Commission.”
 7. If only one nomination is received, the Chair will declare “[Title/Full Name] is declared Vice-Chair of the North Red Deer River Water Services Commission by acclamation.”
- 5.4.4. Upon completion of all Officer Elections, the Chair will move on to the next agenda item.

6. END OF POLICY

ORIGINAL SIGNED

Signature of Chair

Date

ORIGINAL SIGNED

Signature of CAO

Date



POLICY

POLICY RECORD

Approval and Amendment History

Date of Board Meeting	Description
December 16, 2024	New Policy Approved

Review History

Date of Policy Review	Description/Action Taken or Required



Board Orientation

November 17, 2025



Jordan Thompson, CET, PMP

19+ years of experience in the private sector, local government

City of Lacombe –13+ years

Director of Strategy and Capital Delivery

North Red Deer River Water Services Commission – 6+ years

Chief Administrative Officer

North Red Deer Regional Wastewater Services Commission – 5 years

Chief Administrative Officer



AGENDA

1. Introduction
2. Board of Directors
3. Overview of the North Red Deer River Water Services Commission
4. Water Consumption Trends, Projections and Water Allocations
5. NRDRWSC Financial Overview
6. Waterline Extension





North Red Deer River Water Services Commission

Our Purpose

The purpose of the Commission is to transport potable water from the City of Red Deer via a 50 km transmission line to commission members. The member municipalities include the Town of Ponoka, the City of Lacombe, the Town of Blackfalds, Lacombe County and Ponoka County.

The Commission was established in 2004 and first began operations supplying water to its member municipalities in the summer of 2006. Today supplies nearly 3 million cubic metres of drinking water annually.

A waterline extension project is underway to extend the transmission line to the Ermineskin Cree Nation.

Board of Directors

- NRDRWSC is regulated under Part 15.1 of the Municipal Governments Act. (MGA)
- The Board shall consist of five (5) Directors, one from each member.
 - Each Director must be an elected official of the Member.
 - A Member may designate an alternate Director.
- A quorum of the Board shall be a majority of the Directors.
- Matters shall be decided by a majority of the votes cast by the Directors (one director, one vote), with the following exceptions:
 - 2/3s majority required to add or delete items on the meeting agenda,
 - 3/4s majority required to disestablish the Commission,
 - 3/4s majority required to amend Bylaw 1.
- Tied votes mean the resolution is defeated



Board of Directors

- The role of a Board of Directors is collective action
 - Individual directors may bring forward the concerns and positions of the municipality they are appointed by, and take them into consideration during discussion and debate.
 - But...the director's overriding legal obligation is to make decisions in the Commission's best interests.
- [Bylaw 1](#) covers the scope, governance and administration of the NRDRWSC.
- A more in-depth "legal" presentation is forthcoming in 2026.

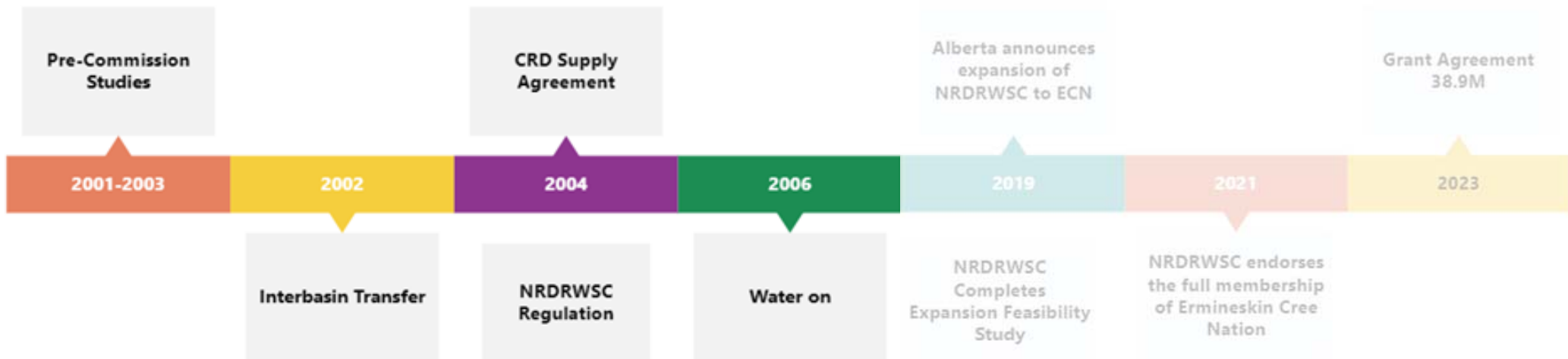


Board of Directors

- Past meeting agendas and minutes can be found on the NRDRWSC website at <https://www.nrdrwsc.ca/> under Meetings.
- Electronic versions of Commission bylaws and policies and an [interactive alignment map](#) are also available on the website.
- Commission meetings take place at Lacombe City Hall, during regular business hours, typically 4 or 5 times per year but may be more frequent as required.



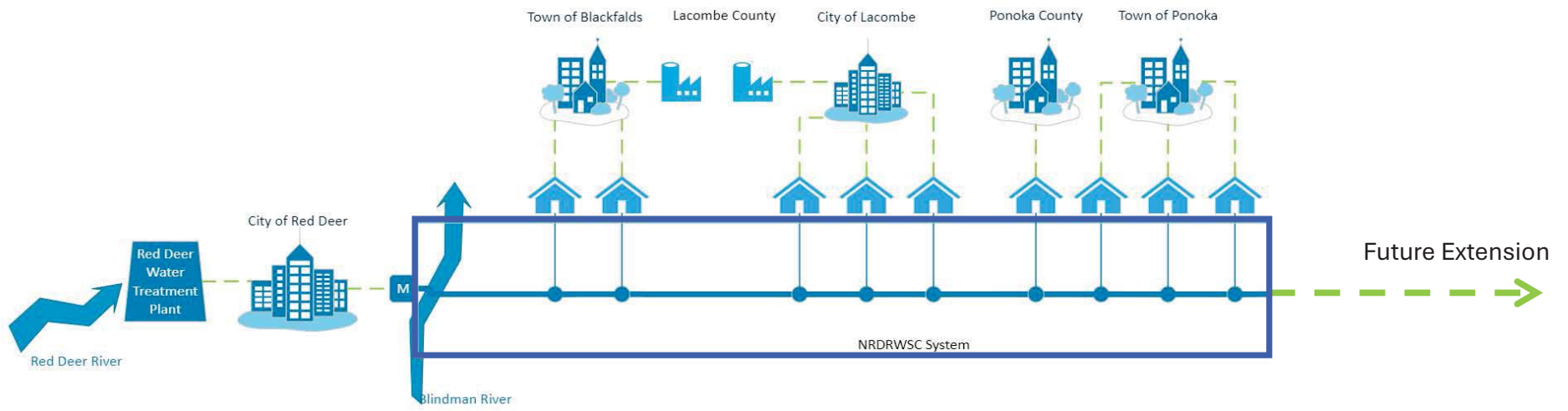
Current System Development Timeline



Capital cost of approximately \$37M funded by 47% grants, 52% Commission debt, and 1% member direct.

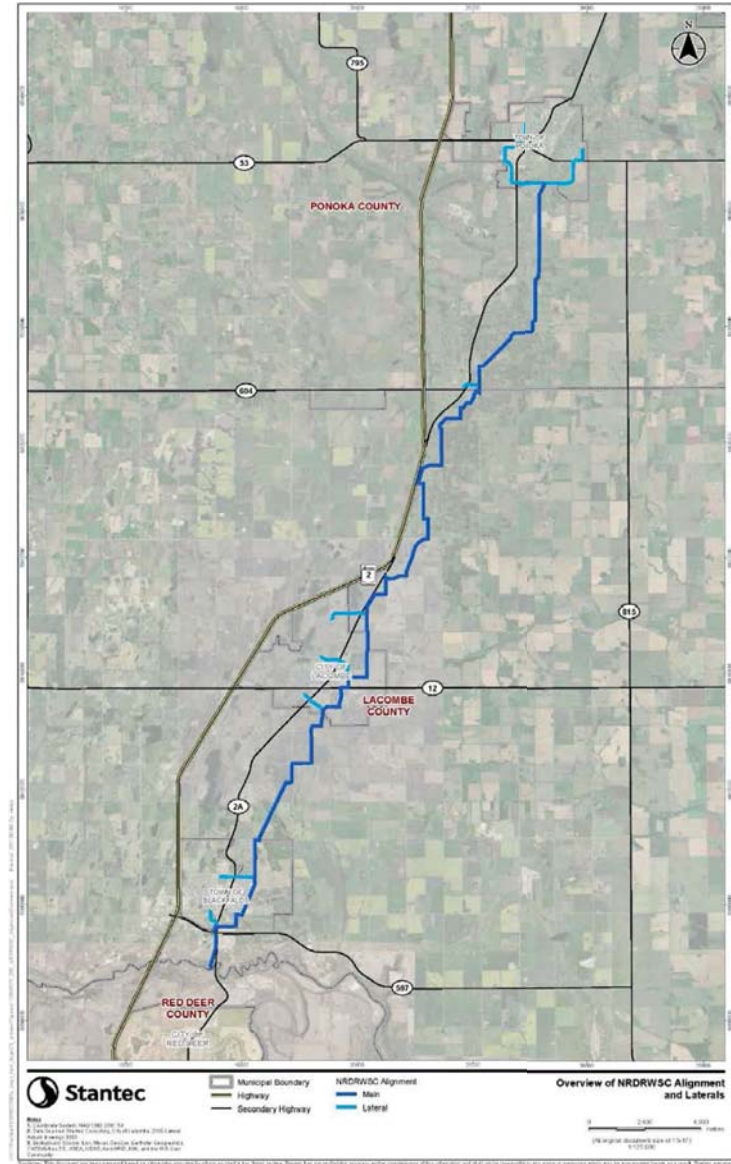


Current System Schematic

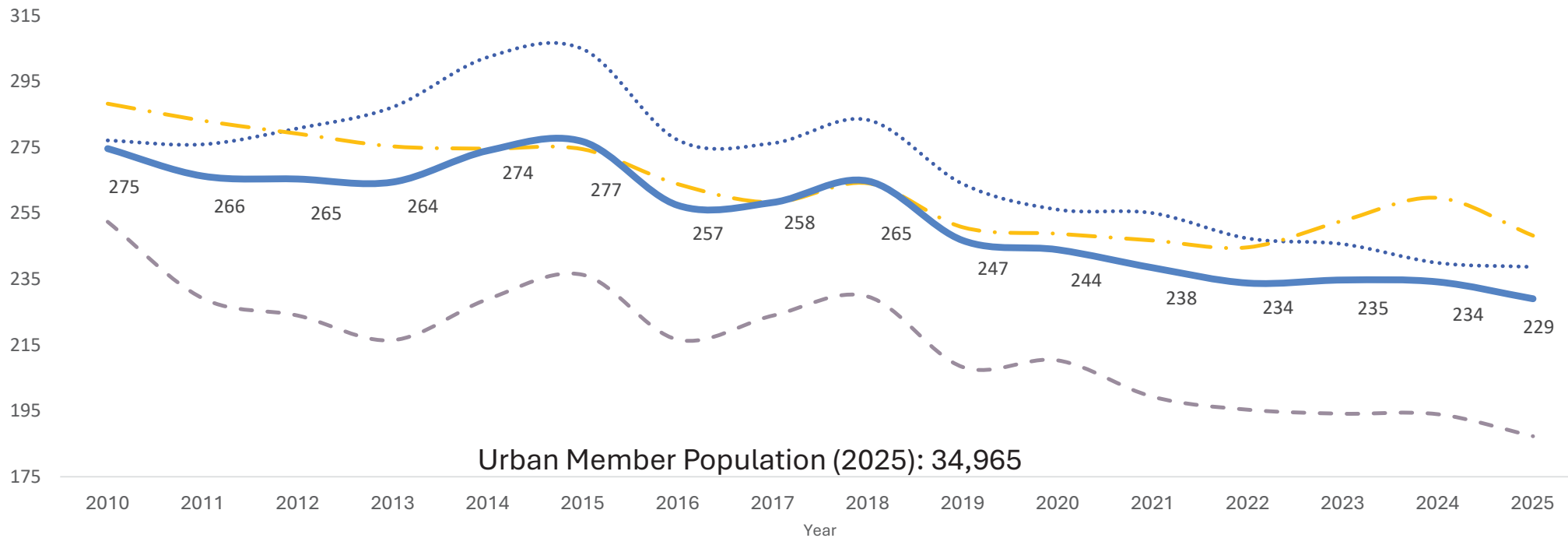


License to annually divert up to
13,391,000m³

Alignment of Current NRDWSC System



Average Water Consumption (litres/capita/day)

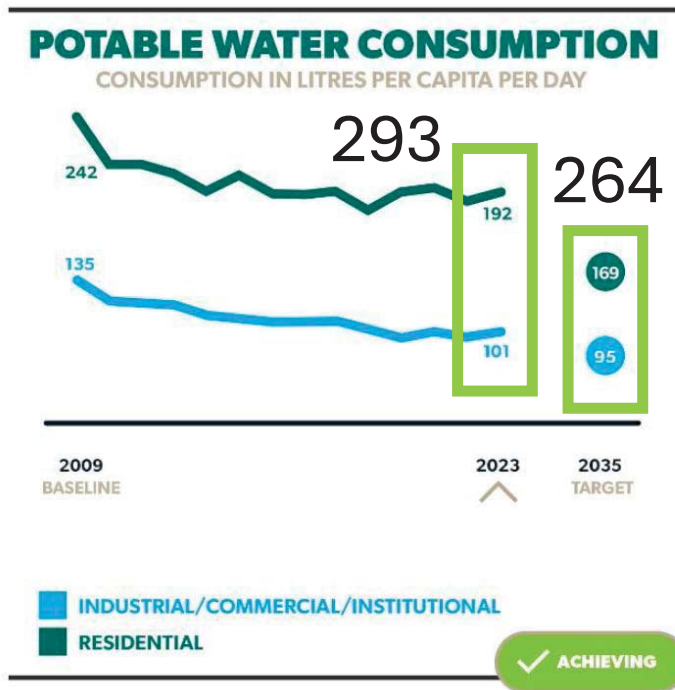


..... Lacombe LPC/day (water)
 - - - Blackfalds LPC/day (water)
 - . - . - . Ponoka LPC/day (water)
 ————— NRDRWSC ACTUAL CONSUMPTION RATE (L/cap/day)

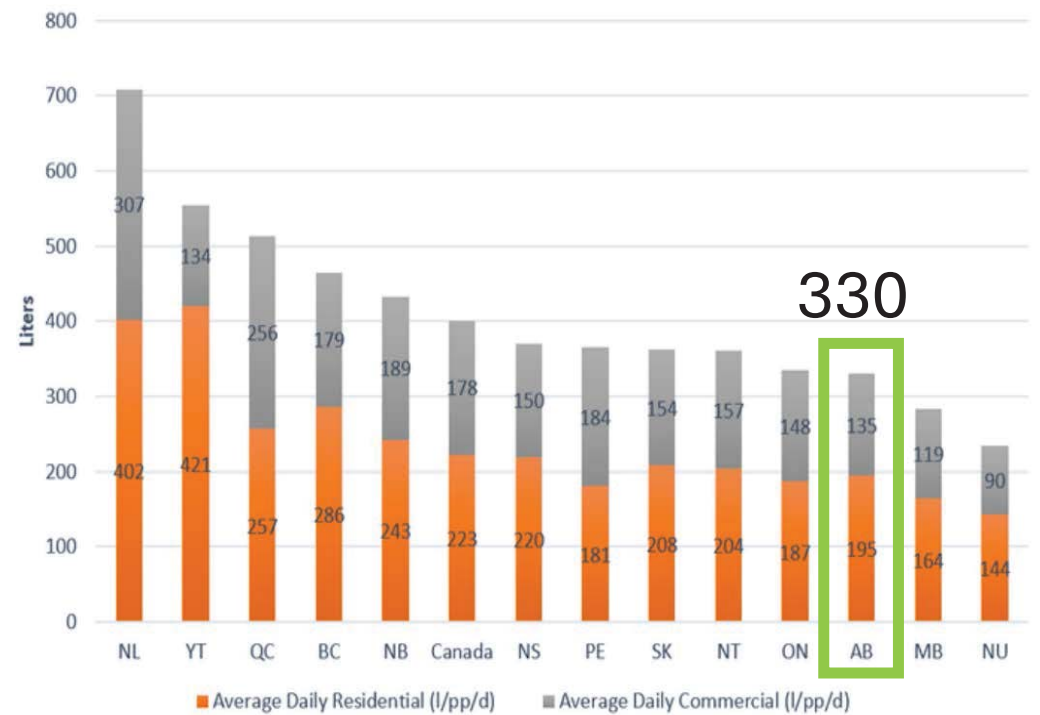


Population Estimates from [Alberta Regional Dashboard](#)

City of Red Deer and Canadian Average Water Consumption



<https://www.reddeer.ca/city-services/environment-and-conservation/our-corporate-initiatives/emp/water/>



City of Lethbridge Water Conservation Plan & Strategy



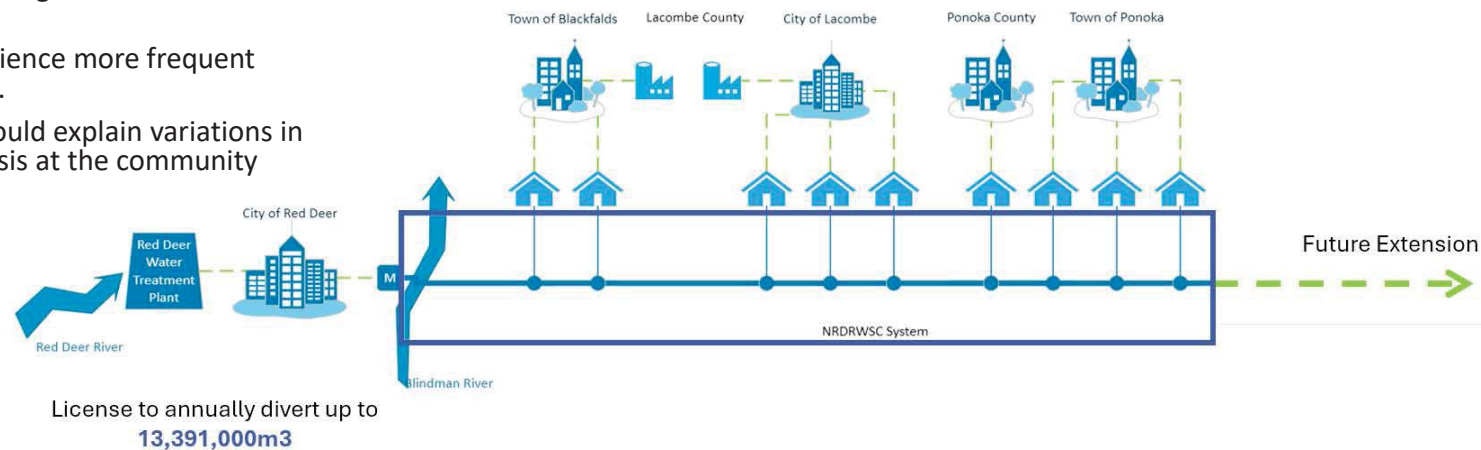
Urban Member Water Consumption Variations

It's important to note that all Commission members use significantly less water than the Alberta average. Variations in water use have been common across member communities for different years.

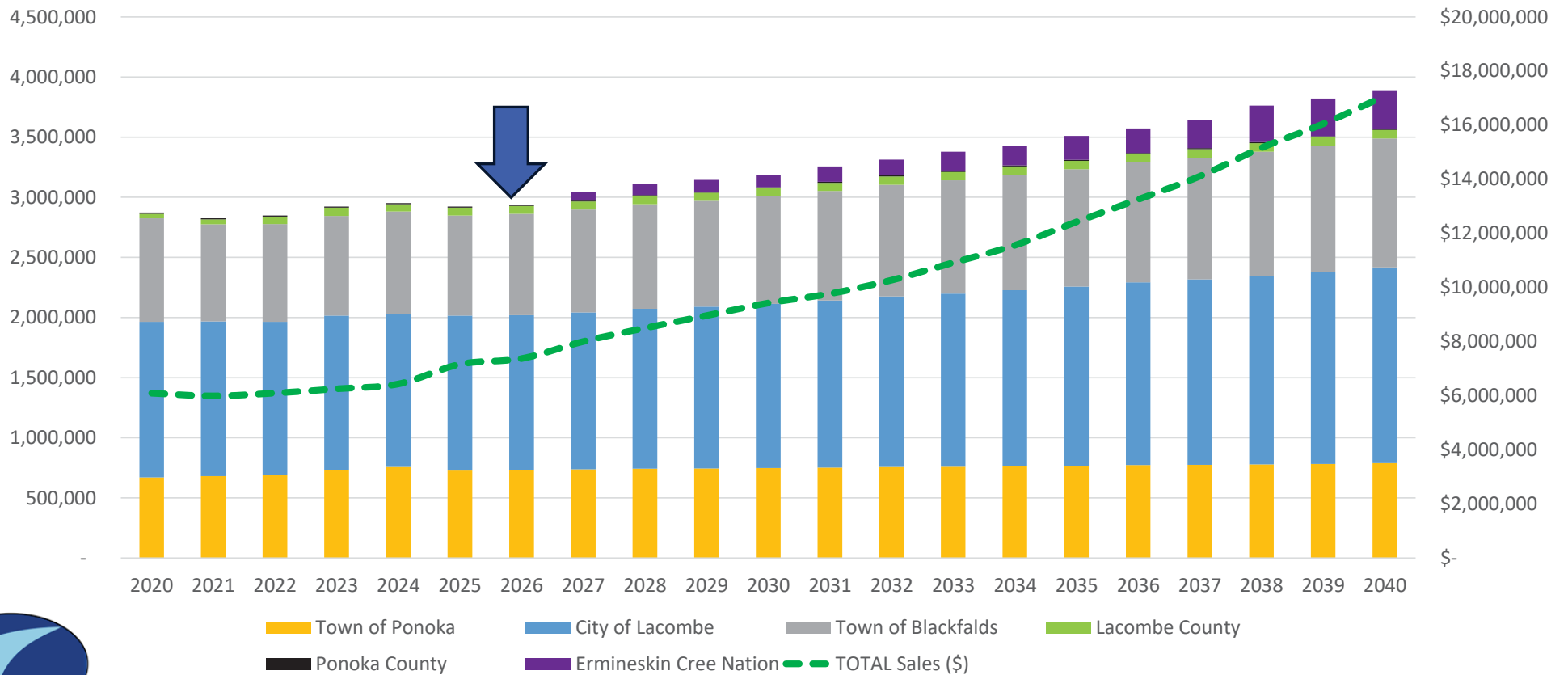
The Commission tracks water volume using import meters at each community's reservoir, but does not have data on internal community usage beyond the meter. Potential factors contributing to the difference in per capita water consumption could include:

- Non-residential consumption: businesses or industries requiring high water use, such as food processing, manufacturing, or construction projects
- Greater municipal use, such as for firefighting, flushing lines, watering, or seasonal events.
- Higher residential usage, possibly due to new developments establishing lawns or residents increasing water use for outdoor activities.
- Older water infrastructure may experience more frequent leaks, leading to increased water loss.

These factors, alone or in combination, could explain variations in water consumption trends. Further analysis at the community level may help identify specific drivers.



NRDRWSC Projected Sales Volumes and Revenue



Population Estimates from [Alberta Regional Dashboard](#)

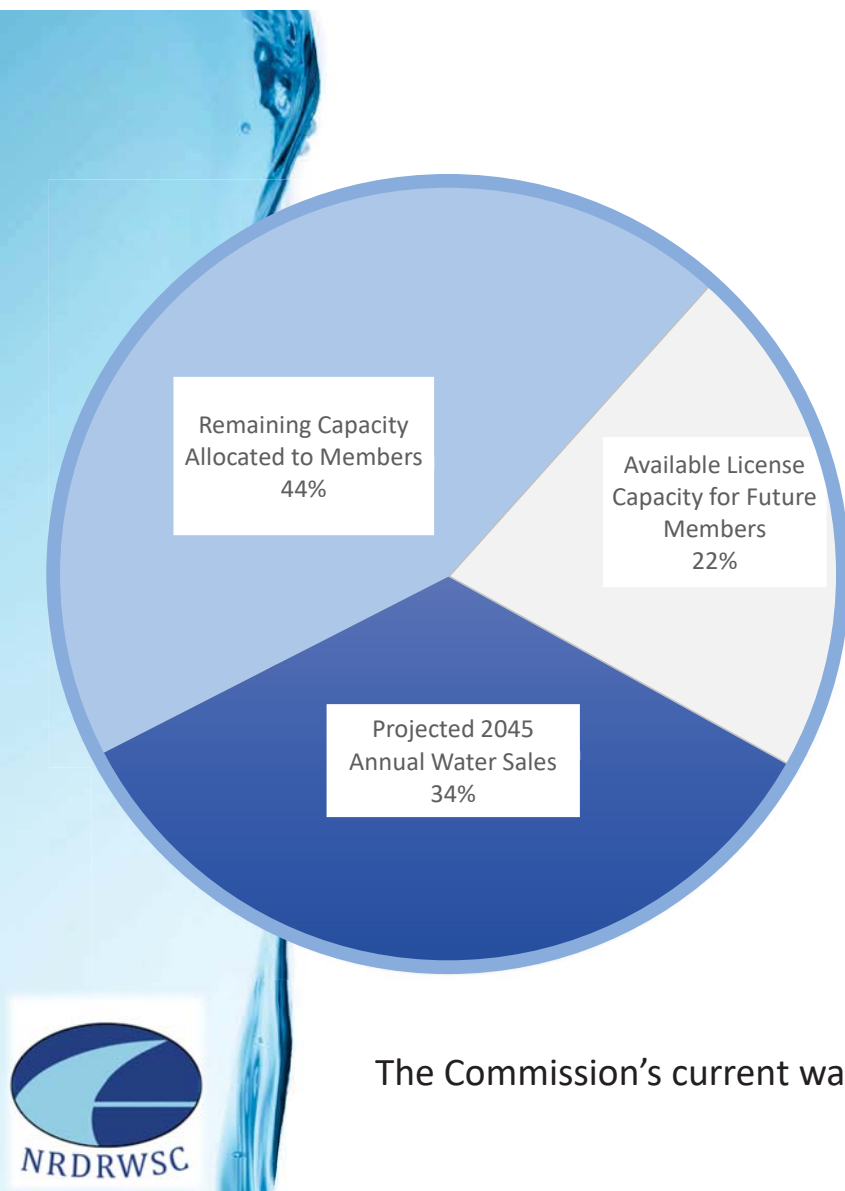


Table 1.3
North Red Deer River Water Services Commission
2026 - 2040 Financial Model
System Volume Allocation

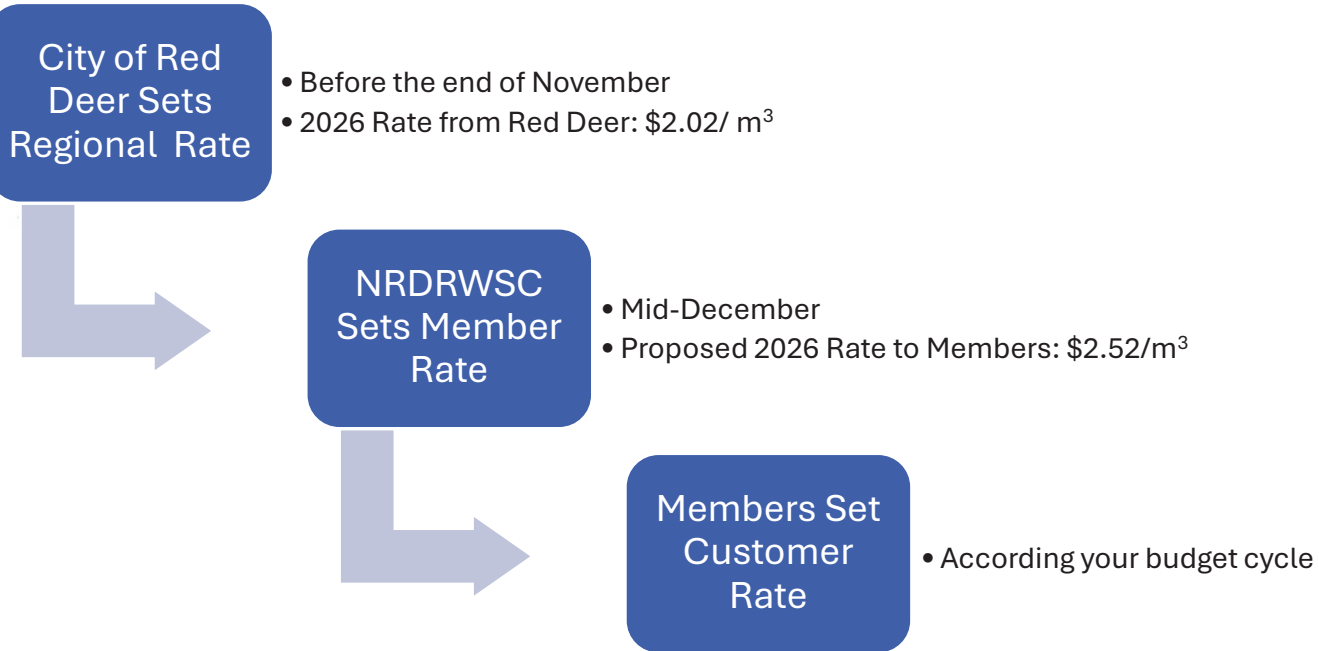
Index	Projected Volume		Bylaw No 1	2045 % of Allocation
	2033	2045	Allocations	
Existing Members				
Town of Ponoka	759,605	810,488	2,097,000	38.6%
City of Lacombe	1,438,341	1,802,227	4,862,000	37.1%
Town of Blackfalds	943,101	1,189,267	1,903,000	62.5%
Lacombe County	51,844	55,317	400,000	13.8%
Ponoka County	8,788	9,376	400,000	2.3%
Total Existing	3,201,679	3,866,675	9,662,000	40.0%
Maskwacis First Nations				
Ermineskin	536,358	743,135	860,000	86%
Total First Nations	536,358	743,135	860,000	
Total Commission	3,738,037	4,609,810	10,522,000	43.8%
Total Water License	3,738,037	4,609,810	13,391,000	34.4%

The Commission's current water license is sufficient to meet the region's long-term needs.

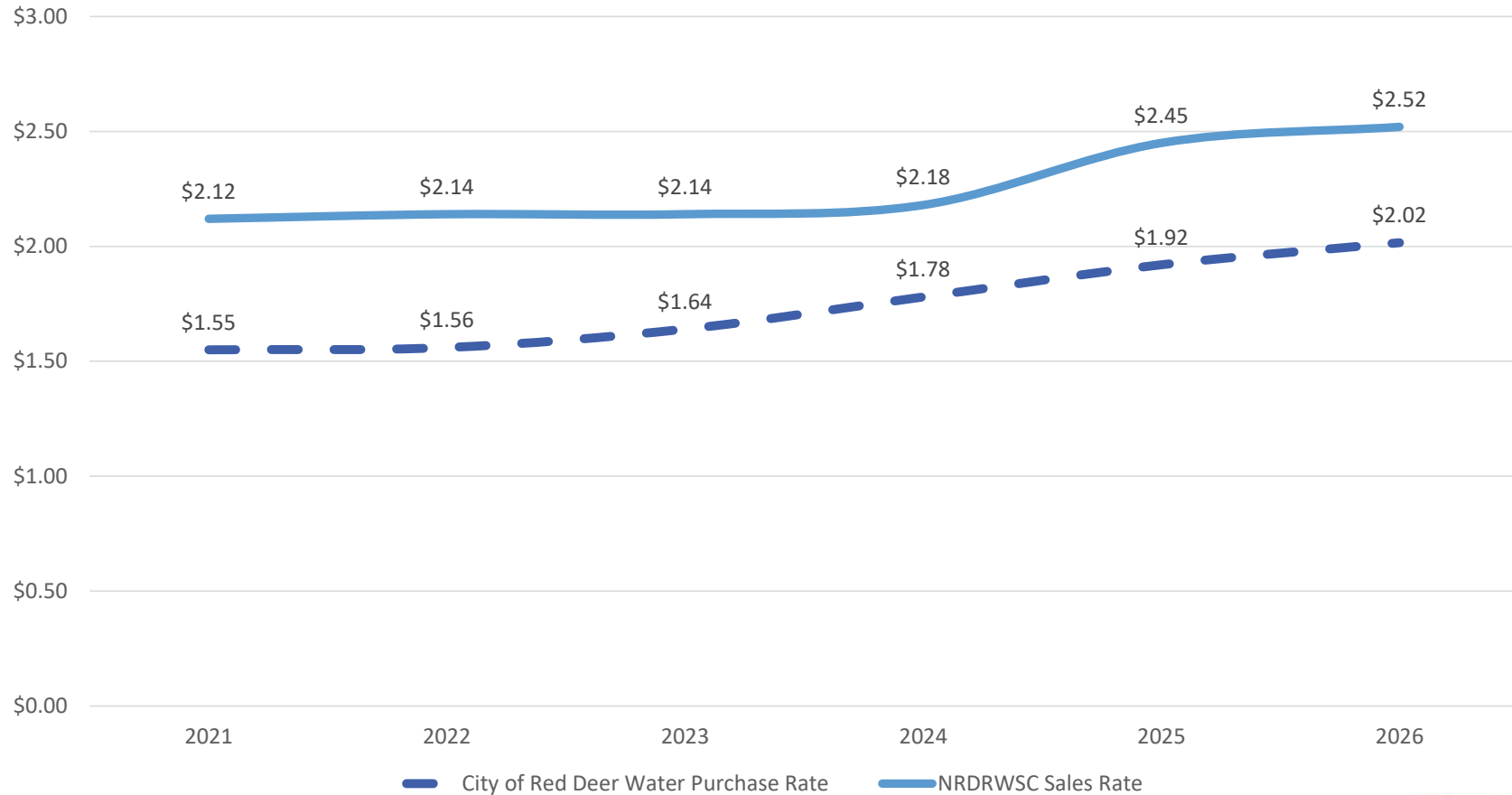


NRDRWSC Rates and Fees

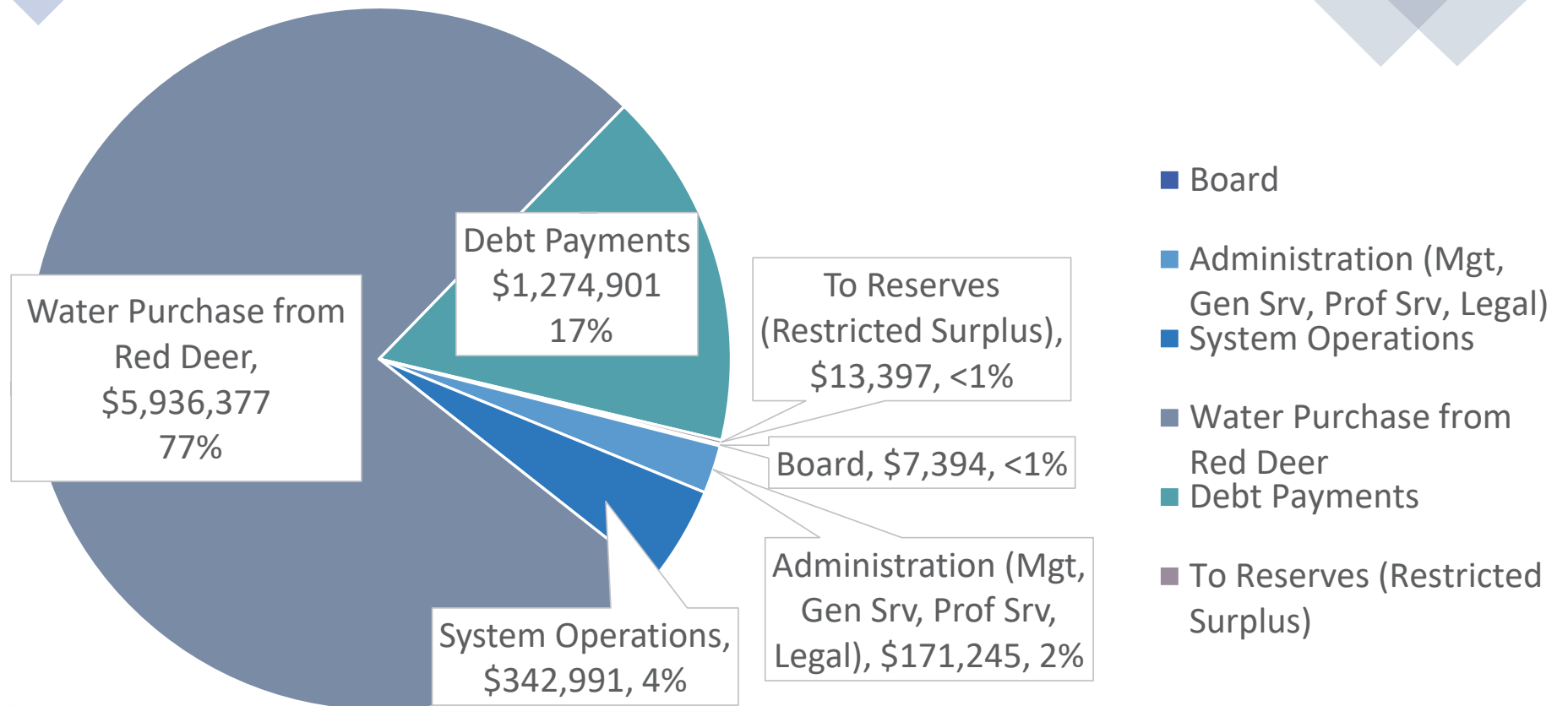
The North Red Deer River Services Commission rates include a fixed fee component for Ponoka County and Lacombe County, and a variable fee component for all members.



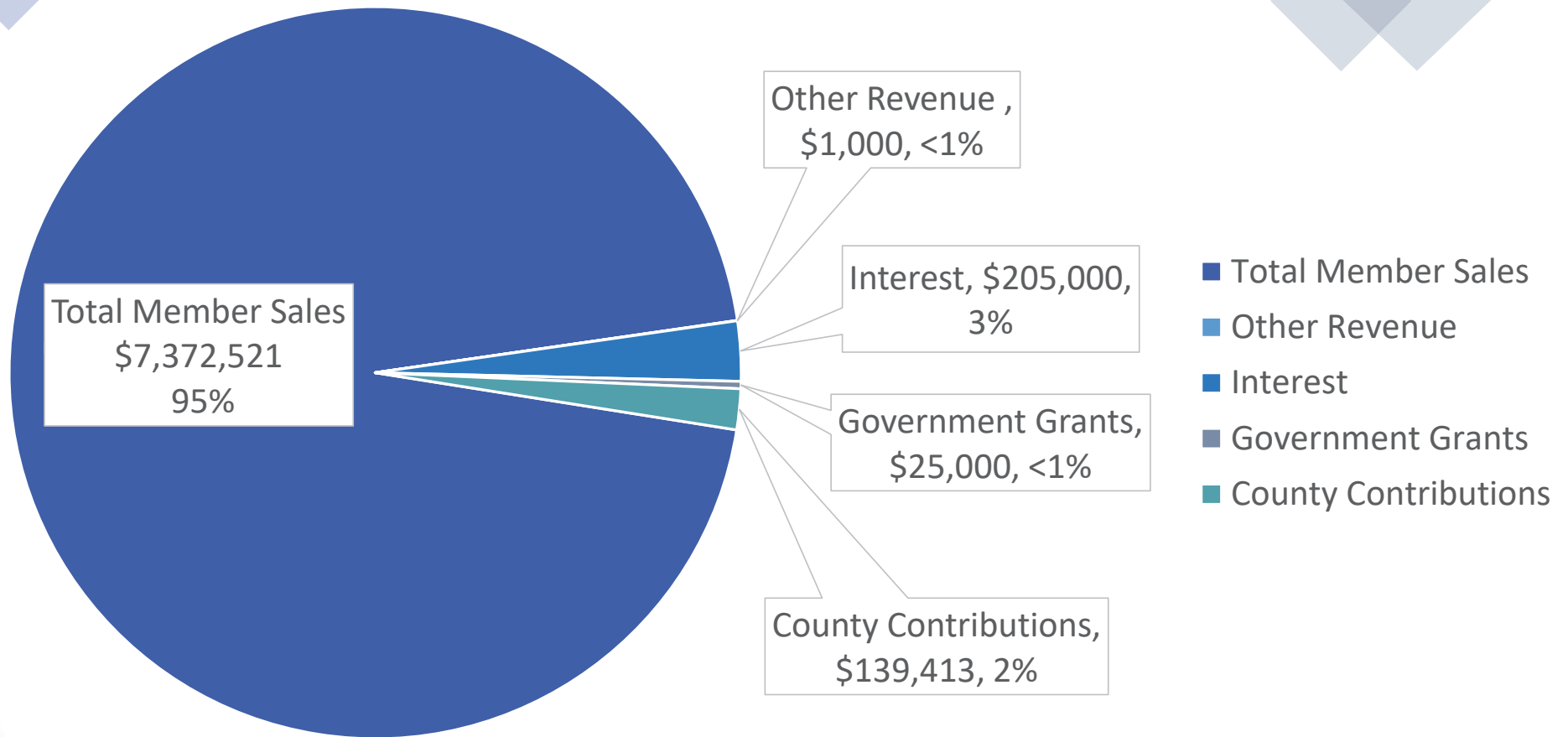
CRD & NRDRWSC Water Rates (\$/m³)



NRDRWSC 2026 Expenses

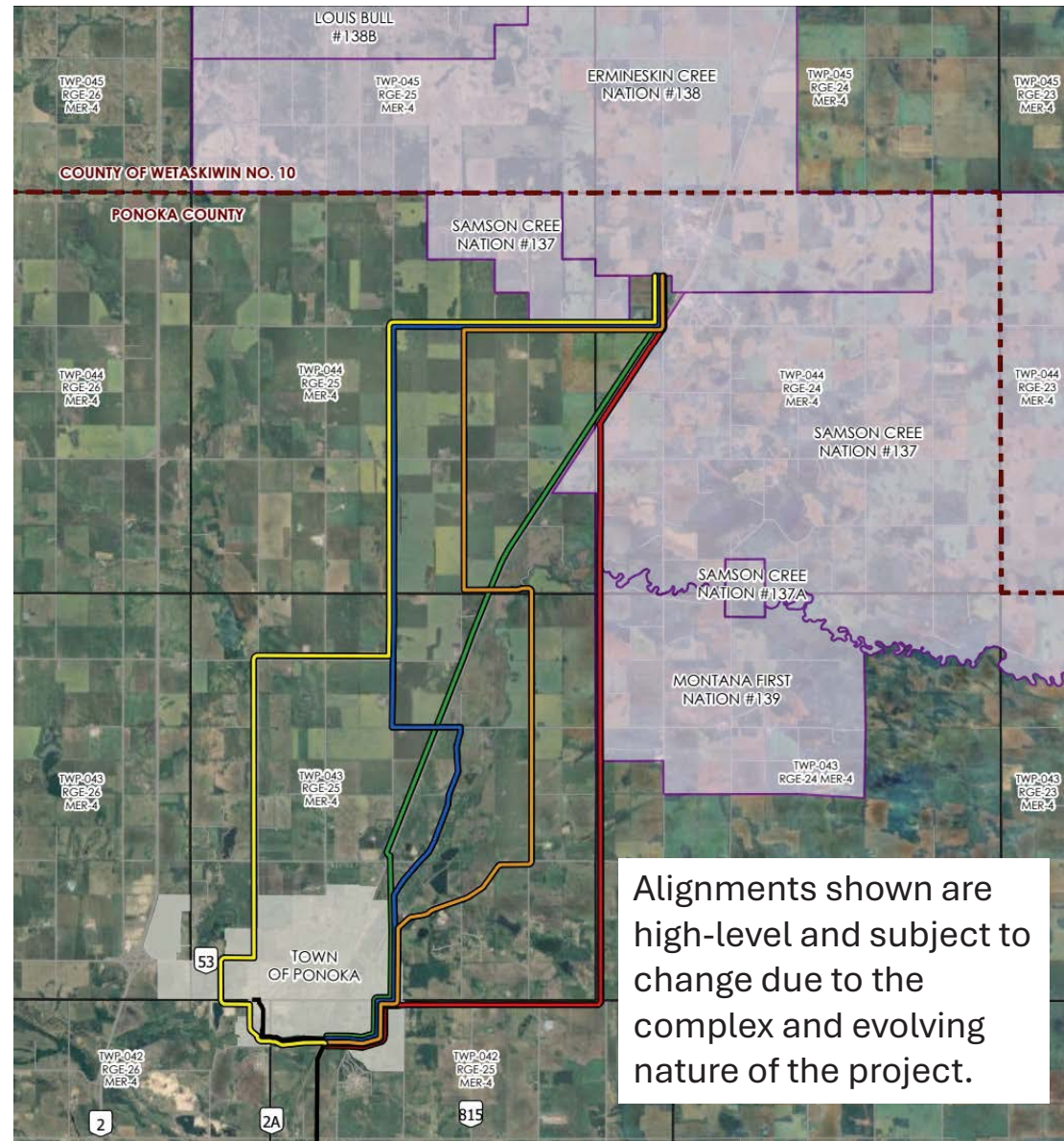


NRDRWSC 2026 Revenue



Waterline Extension

Alberta and the NRDRWSC have entered into a grant agreement to fund a waterline extension to the Ermineskin Cree Nation Reserve boundary with the capacity to serve the Montana First Nation, Samson Cree Nation and Louis Bull Tribe should they wish to connect in the future.



Alignments shown are high-level and subject to change due to the complex and evolving nature of the project.



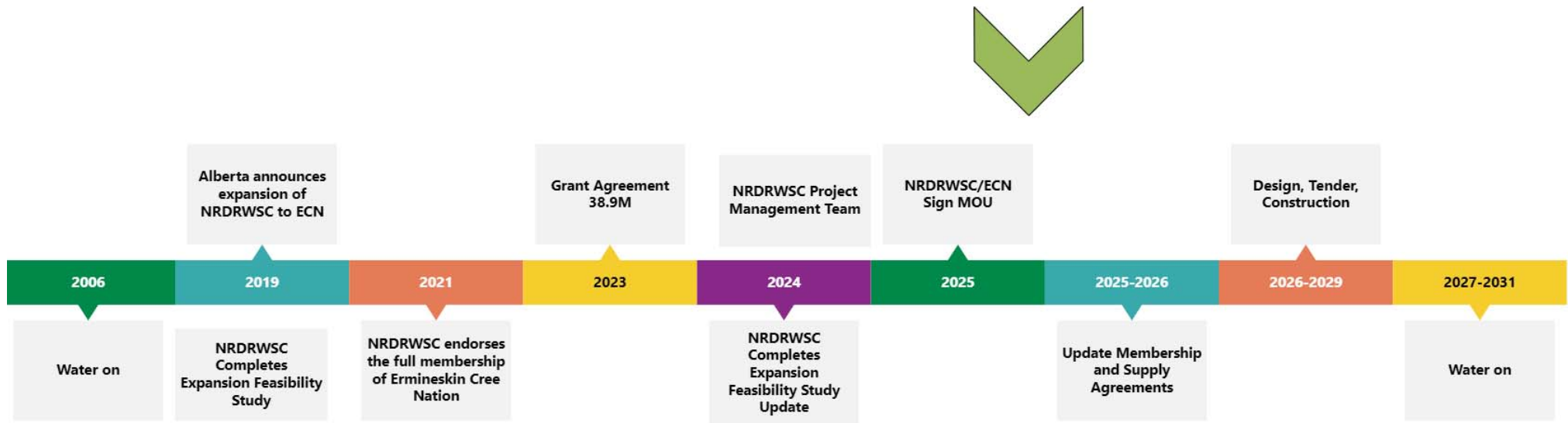
At its [September 13, 2021 meeting](#), the Commission resolved to endorse the full membership of Ermineskin Cree Nation (ECN) upon completion of the waterline extension. At its [September 16, 2024 meeting](#), the Commission approved a Memorandum of Understanding with the ECN, and at its [September 15, 2025 regular meeting](#), the Commission authorized the Chief Administrative Officer (CAO) and his delegates (the Project Management Team, PMT) to proceed with the waterline extension pre-design activities, regulatory approvals studies and early works.

Procurement for the project is delegated to the PMT, and overseen by the CAO. In practice, this means that most contracts will be authorized by the CAO within approved budgets and in accordance with the Alberta/NRDRWSC grant agreement. However, due to their material significance, the following items will be brought back to the Board for approval:

- Metering station construction
- Grant compliance auditor
- Engineering services (design and construction supervision)
- Waterline extension construction



System Development Timeline continued



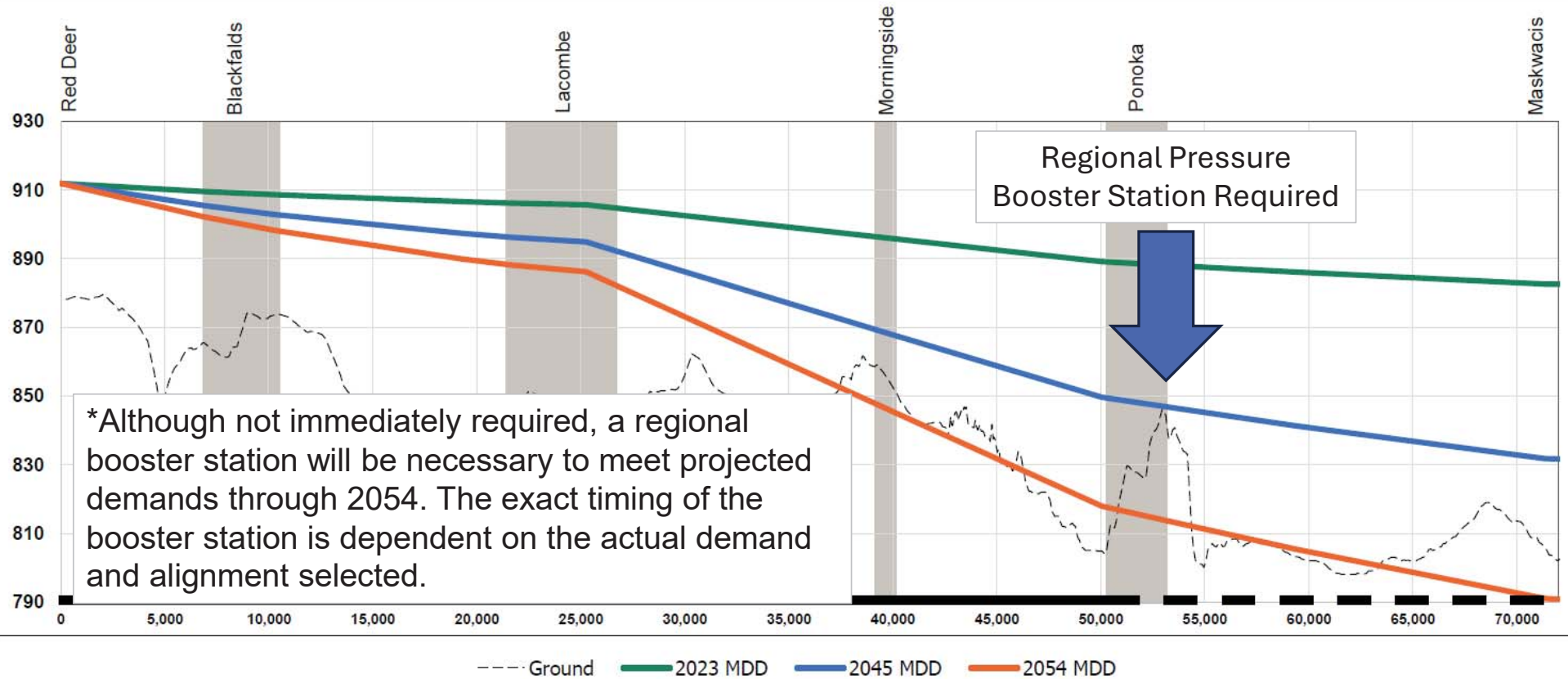
Key stakeholders are advised to allow for a fair and liberal interpretation of this schedule. Leniency in implementing this schedule is critical due to the complex and evolving nature of the project.





Hydraulic Grade Lines

Option 1 Alignment (Highway 2A)





Waterline Extension Project Objectives

Forming lasting and meaningful economic and social partnerships with ECN and other future member communities is integral to any success this project will achieve over the coming decades and beyond.

1. Extend the NRDRWSC waterline system to reach the ECN reserve boundary, ensuring that the entire project is funded 100% through grant funding.
2. Strengthen the Commission's governance, operations, and financial foundation to ensure a secure, reliable, long-term drinking water supply for all current and future members.
3. Enhance the Commission's reputation as a trusted regional partner by prioritizing strong governance, exemplary communication, and accountability for public funds.
4. Regularly and proactively reach out to stakeholders to collect feedback and identify potential solutions on issues of importance to them that can be achieved through the project.



North Red Deer River Water Services Commission

Thank you

The NRDRWSC has been a cornerstone of regional collaboration for decades, with a legacy of reliability, sustainability, and partnership. We are well-positioned to ensure safe and sustainable drinking water for the region for generations.

Request For Decision



2026 Schedule of Meetings

Date: November 17, 2025

Prepared by: Iwalani Post, Executive Assistant

Presented by: Jordan Thompson, CAO

PURPOSE:

To propose regular Commission meeting dates for January to December, 2026.

ACTION/RECOMMENDATION:

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

ISSUE ANALYSIS:

Per the Commission's [Bylaw 1](#), section 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.

Administration recommends that the Board approve the 2026 Commission meeting dates below and that any additional meetings be scheduled as required.

- **[TENTATIVE, to be confirmed or cancelled in the new year]** February 17th, 2026 at 9 AM (*Note that this a Tuesday due to the Family Day holiday)
- April 27th, 2026, at 9 AM (Annual Meeting)
- June 15th, 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

Additional Commission meetings and special meetings may be scheduled at the Chair's discretion or upon written request by at least three Directors, with date, time or place changes with no less than 48 hours notice to Board members.

Meetings are open to the public and will be posted on the [NRDRWSC website](#). Unless otherwise notified, meetings will be held at 9:00 AM in Council Chambers, Lacombe City Hall, 5432 56th Avenue, Lacombe, AB.

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 CAO Thompson an expression of interest.

ALTERNATIVES:

The Commission may choose to:

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

OR

2. [Alternate] THAT the Commission approves the 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: NRDRWSC 2025-2026 Preliminary List of Upcoming Board Activities

UPCOMING BOARD COMMITMENTS & EVENTS

NOVEMBER 2025 to DECEMBER 2026

Preliminary List of Upcoming Board Commitments – November 2025 to December 2026

Date	Event	Time
November 17, 2025	NRDRWSC Board Meeting - Organizational Meeting	9:00 am - 10:00 am
December 3, 2025	Waterline Extension Project - Onboarding Committee Meeting	10:00 am - 12:00 pm
December 10, 2025	Waterline Extension Project - Technical Committee Meeting	10:00 am - 12:00 pm
December 15, 2025	*Board Photos, NRDRWSC Board Meeting	9:00 am - 9:15 am
December 16, 2025	Joint Planning Committee - with City of Red Deer	8:30 am - 10:00 am
February 17, 2025 (Tentative)	NRDRWSC Board Meeting	9:00 am - 10:00 am
April 27, 2026	NRDRWSC Board Meeting - Annual Meeting	9:00 am - 10:00 am
Q1-Q2 2026 (TBD)	Facility Tours	TDB
June 15, 2026	NRDRWSC Board Meeting	9:00 am - 10:00 am
September 21, 2026	NRDRWSC Board Meeting	9:00 am - 10:00 am
November 9, 2026	NRDRWSC Board Meeting - Organizational Meeting	9:00 am - 10:00 am
December 14, 2026	NRDRWSC Board Meeting	9:00 am - 10:00 am

Board Meeting

Orientation/Training

Committee Meeting

Activities to Note

North Red Deer River Water Services Commission
5432 56th Avenue
Lacombe, Alberta T4L 1E9
Phone: (403) 782-6666 www.nrdwsc.ca/



Request For Decision



Signing Authorizations

Date: November 17, 2025

Prepared by: Iwalani Post, Executive Assistant

Presented by: Jordan Thompson, Chief Administrative Officer

PURPOSE:

To seek Board approval for new signing authorizations for the Commission.

ACTION/RECOMMENDATION:

THAT the Commission directs Administration to replace the list of approved officers for the North Red Deer River Water Services Commission authorized to execute cheques, promissory notes, bills of exchange, and other instruments, whether negotiable or not, on behalf of the Commission with the following:

Chair, **[Name of elected Chair]**

Vice-Chair, **[Name of elected Vice-Chair]**

Alternate, Michael Levia

CAO, Jordan Thompson

Alternate, Matthew Goudy

ISSUE ANALYSIS:

Section 6.15 of the Commission's [Bylaw 1](#) outlines who is responsible for signing documents, including bank-related information, on behalf of the Commission. Either the Chair or in their absence, the Vice-Chair, together with the CAO or alternate, are authorized to execute cheques, promissory notes, and other legal documents.

As per Section 4.4 of Bylaw 1, a Chair and Vice-Chair shall be elected at the Organizational Meeting. A new resolution identifying the newly elected signing officers by name is needed. The Commission's bank needs that resolution to process the change to their records. Servus Credit Union will contact signing authorities to add their signature to the signature cards for the Commission.

To comply with federal legislation, signing officers will have to provide their driver's license or other acceptable form of identification.

ALTERNATIVES:

The Commission may choose:

1. **[Recommended]** THAT the Commission directs Administration to replace the list of approved officers for the North Red Deer Regional Wastewater Services Commission authorized to execute cheques, promissory notes, bills of exchange, and other instruments, whether negotiable or not, on behalf of the Commission with the following:

Chair, **[Name of elected Chair]**

Vice-Chair, **[Name of elected Vice-Chair]**

Alternate, Michael Levia

CAO, Jordan Thompson

Alternate, Matthew Goudy

OR

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

ATTACHMENTS:

No attachments.

Request For Decision

Waterline Extension Project Committee Appointments

Date: November 17, 2025

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO



PURPOSE:

To request the Board name a Director(s) to the Onboarding Committee and the Technical Committee for the Waterline Extension Project and name a Director to the Joint Steering Committee with the City of Red Deer.

ACTION/RECOMMENDATION:

THAT the Commission appoints *[mover to specify Director]* to the Waterline Extension Project Onboarding Committee.

AND

THAT the Commission appoints *[mover to specify Director]* to the Waterline Extension Project Technical Committee.

AND

THAT the Commission appoints *[mover to specify Director]* to the Joint Planning Committee with the City of Red Deer.

ISSUE ANALYSIS:

Waterline Extension Committees

The Memorandum of Understanding (MOU) between the NRDRWSC and the Ermineskin Cree Nation sets out principles relating to the Project, including establishing Onboarding and Technical Committee. A summary of the Committees is attached.

For each Committee, the appointment of a NRDRWSC Director representative is required.

Each committee shall convene at least once every two months at a mutually agreed-upon date, time, and format.

The next Onboarding Committee Meeting is scheduled for December 3, 2025, from 10am-12pm at the City of Lacombe City Hall.

The next Technical Committee Meeting is scheduled for December 10, 2025, from 10am-12pm at the City of Lacombe City Hall.

Joint Planning Committee

In accordance with Article 20 of the Water Commission Agreement and Article 10.1 of the Wastewater Commission Agreement with the City of Red Deer, a Joint Planning Committee is to be established to facilitate ongoing planning and consultation between the Commissions and the City. The Committee's mandate includes enhancing communication, improving operations and undertaking strategic planning for both water and wastewater systems. This includes collaboration on issues such as supply, delivery, conservation, rates, flow projections, system improvements, and other shared operational concerns. The

Committee will develop recommendations that strengthen equitable regional partnerships in water and wastewater service delivery. The proposed Terms of Reference are attached.

The appointment of a NRDRWSC Director representative is required.

The next Joint Planning Committee Meeting is scheduled for December 16, 2025, from 8:30am-10am at the City of Red Deer Civic Yards.

ALTERNATIVES:

1. ***[Recommended]*** THAT the Commission appoints ***[mover to specify Director]*** to the waterline extension Onboarding Committee.

AND

2. ***[Recommended]*** THAT the Commission appoints ***[mover to specify Director]*** to the waterline extension Technical Committee.

AND

3. ***[Recommended]*** THAT the Commission appoints ***[mover to specify Director]*** to the Joint Planning Committee with the City of Red Deer

OR

THAT the Commission directs Administration how it wished to proceed.

ATTACHMENTS:

- Onboarding and Technical Committee Summary
- Joint Planning Committee Terms of Reference

Onboarding Committee

The Onboarding Committee will provide guidance on and perform the following functions:

- recommend committee Terms of Reference to the Commission;
- generally, to act as a forum for communication, onboarding, dispute resolution, and similar functions to support the activities contemplated by the MOU;
- act as a liaison between the Commission and ECN and with Project Management consultants for the purpose of cooperatively addressing governance (Project or other) and funding issues and reaching the relevant Final Agreements contemplated by this MOU; and
- provide new committee membership onboarding and orientation.

Onboarding Committee Composition – The Onboarding Committee will consist of the following representatives:

- On behalf of the Commission, subject to the Commission's Bylaws:
 - i) a member of the Board appointed by the Commission, and
 - ii) the administrator of the Commission;
- On behalf of ECN:
 - i) an elected Council member appointed by the Council; and
 - ii) a senior ECN staff member appointed by the Council.

Quorum – A quorum for any committee meeting shall consist of at least 50 percent of the committee members present in person or by electronic means. Additionally, for any decision or action that affects ECN, the ECN System, or the connection of ECN System to the Project, at least one representative from ECN must be present at the meeting.

Technical Committee

The Technical Committee will provide guidance on and perform the following functions:

- recommending committee Terms of Reference to the Commission;
- support the Commission for Project planning, analysis, and management, and to agree upon the Point of Delivery or connection of the Expanded System and ECN System;
- act as a liaison between the Commission and ECN and with the Project Engineers or other consultants to the Project;
- generally act as a forum for technical and Project-specific communication;
- as requested by the Commission, assist in preparing regulatory approvals or authorizations for the Project.

The Technical Committee shall not have the following authority and functions, which shall remain exclusively with the Commission or its Project managers:

- preparation and approval of Project budgets and submission of Project budgets or costs;
- preparation and approval of Project plans or amendments to the Extension Project Plan;
- retainer and approval of the Project Engineers and other consultants for the Project;
- procurement activities;
- defining the Project Lands; and
- approval of any non-budgeted expenses that may be incurred in an emergency.

Technical Committee Composition – The Technical Committee will consist of the following representatives:

- On behalf of the Commission, subject to the Commission's Bylaws:
 - i) a member of the Board appointed by the Commission;
 - ii) the administrator of the Commission;
 - iii) project manager appointed by the Commission;
 - iv) Commission System operator; and
 - v) Project Engineer;
- On behalf of ECN:
 - i) a member appointed by the Council;
 - ii) A professional engineer familiar with the ECN System and the Project;
 - iii) ECN System operator; and
 - iv) an elected Council member appointed by the Council (optional at Council's discretion).

Quorum – A quorum for any committee meeting shall consist of at least 50 percent of the committee members present in person or by electronic means. Additionally, for any decision or action that affects ECN, the ECN System, or the connection of ECN System to the Project, at least one representative from ECN must be present at the meeting.



North Red Deer River Water Services Commission, North Red Deer Regional Wastewater Services Commission & The City of Red Deer Joint Planning Committee

TERMS OF REFERENCE

1. Purpose:

As established in Article 20 of the North Red Deer River Water Services Commission agreement between the North Red Deer River Water Services Commission (the Water Commission) and The City of Red Deer (the City) and in Article 10.1 of the North Red Deer Regional Wastewater Services Commissions agreement between the North Red Deer Regional Wastewater Services Commission (the Wastewater Commission) and The City of Red Deer (the City), the Commissions and the City will create and develop a process of planning and consultation. The parties agree to the establishment of a Joint Planning Committee (the Committee), whose mandate is to:

- (a) enhance communications between the City and the Commissions,
- (b) analyze and improve operations in both the Water and Wastewater systems,
- (c) For Water Systems:
 - a. engage in a process of strategic planning regarding such issues as the supply and delivery of Water, Water conservation, capital expenditures and rates and rate increases or decreases; and
 - b. provide a forum for the discussion of issues respecting Annual Quantity determinations, the Delivery water Pressures determinations and any other concerns respecting the purchase, supply and delivery of Water
- (d) For Wastewater Systems:
 - a. review and discuss changes in rate, flows, projections, odours, costs, Wastewater substances and parameters, and other issues of mutual concern under this Agreement; and
 - b. review, assess, plan for and implement improvements to the Commission's Wastewater conveyance systems and the City's Wastewater Services.

Ultimately, the intent is for the Committee to develop recommendations for collaboration efforts that support an equitable regional partnership for Water and Wastewater.

2. Shared Values:

The Committee members commit to being accountable to each other for these shared values:

- (a) Mutual respect
- (b) Collaborative intent and tone to discussions
- (c) Focus on increasing regional benefit
- (d) Create opportunity for shared success, where both parties benefit
- (e) Recognize each other's vision and distinctiveness, appreciate similarities and differences
- (f) Create a safe space for addressing challenges:

- i) open minded
- ii) honesty
- iii) candor
- iv) seeking to understand each other's perspectives
- v) respectfully agreeing to disagree
- (g) Stay focused and being productive

3. Membership:

The Committee will be composed of up to three (3) representatives of the Commission including Chief Administrative Officer, and two (2) additional delegates, and up to three (3) representatives of the City including the General Manager of Community Services or delegate, the Utilities Manager, and the Community Services Division Controller..

Quorum is achieved when representatives from both the Commission and the City are in attendance. All decisions of the Committee shall be made by consensus, meaning that both Commission and City representatives must be able to support or live with the decision or outcome, even if it is not their preferred option.

The role of the Chair of the Committee will be rotated alternatively between the City representative(s) and the Commission representative(s) in each calendar year.

It is intended that all members will be present for Committee meetings. If a member cannot attend, it is their discretion to determine if the meeting can proceed without their presence, or if it will be rescheduled.

In order to carry out its mandate, the Joint Planning Committee may delegate tasks to sub-committees. The sub-committees may be composed of individuals who are not members of the Joint Planning Committee. The terms of reference for the subcommittee will be approved, chaired and administrative supported by this committee,

The Committee may request a third-party subject matter expert or invested party to participate at a meeting by providing information for consideration.

4. Agendas:

Either the Commission or the City can propose a topic for inclusion in an upcoming agenda. The initiating member will provide supporting information outlining rationale for the topic and demonstrate how the item impacts the members. The Committee will discuss the item using the Shared Values as conversation guidelines. The Committee will endeavor to identify agenda items at each meeting.

5. Meeting schedule:

The Committee will meet as needed, and no less than two times per year as called by the Chair or as mutually agreed upon. The Committee will endeavour to meet twice per year; once in the spring (May) and once in the fall (September). Meetings will be in-person with virtual attendance accommodated, when possible, based on the available resources. The City of Red Deer will provide a location, administrative support for minute taking, and coordination of meetings with the agenda

to be circulated one week prior to the meeting. The City will present to each of the Commissions each electoral term.

6. Communications expectations:

Committee discussions shall be treated as sensitive in nature and conducted with tact and diplomacy. Members are expected to exercise sound judgment when sharing information and to be guided by the Shared Values in all communications related to Committee matters.

7. Decision-Making Model:

- (a) The Committee makes decisions about what topics are in scope and makes recommendations to all interested parties.
- (b) Recommendations and agreements will be documented during the meeting in draft form, and through a Summary of Outcomes memo to be circulated in the subsequent meeting's agenda package for review.

8. Conflict Resolution

- (a) Committee members are committed to resolving any disputes in a non-adversarial, informal and cost-efficient manner.
- (b) Committee members shall make all reasonable efforts to resolve all disputes by facilitated collaboration and agree to provide, without prejudice, open and timely disclosure of relevant facts, information and documents to the facilitated collaboration.
- (c) A formal mediation process is not considered as part of these terms of reference but may be explored if needed.
- (d) During the conflict resolution process, the Committee may continue to collaborate on other topics.

9. Terms of Reference Review

- (a) The Terms of Reference will be reviewed annually for optimization opportunities and set regular review period for subsequent years.
- (b) The first review will occur at the fall (September) 2026 meeting.

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

- In Attendance:** Mayor Grant Creasey, NRDRWSC Chair, City of Lacombe
Mayor Jamie Hoover, NRDRWSC Vice-Chair, Town of Blackfalds
Councillor John Ireland, NRDRWSC Director, Lacombe County
Councillor Clayton Nelson, NRDRWSC Director, Town of Ponoka
Councillor Mark Matejka, NRDRWSC Director, Ponoka County
- Others Present:** Jordan Thompson, NRDRWSC Chief Administrative Officer, City of Lacombe
Preston Weran, Director of Infrastructure and Planning Services, Town of Blackfalds
Doug Halldorson, Director of Operations, City of Lacombe
Chris Huston, NRDRWSC Operations Manager, City of Lacombe
Angela Smith, Regional Utilities Foreman, City of Lacombe
Michael Levia, Financial Analyst, City of Lacombe
Tracey McKinnon, Manager of Finance, City of Lacombe
Iwalani Post, NRDRWSC Executive Assistant, City of Lacombe
- Guests:** Councillor Craig Makinaw, Ermineskin Cree Nation
Councillor Nina Makinaw, Ermineskin Cree Nation
Carol Wildcat, Industrial Relations Director, Ermineskin Cree Nation
(REMOTE)
Albert Frootman, MPA, RPP, MCIP, Principal, Localis
Michelle Tetreault, BA, Localis
Tim Swanson, Senior Manager, KPMG LLP
- Regrets:** Sandra Lund, CAO, Town of Ponoka
Peter Hall, CAO, Ponoka County
Kim Isaak, CAO, Town of Blackfalds
Matthew Goudy, CAO, City of Lacombe
Tim Timmons, County Manager, Lacombe County
Michael Minchin, Director of Corporate Services, Lacombe County
Denise Bellabono, Legislative Coordinator, City of Lacombe

1. Call to Order:

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

2. Adoption of the Regular Meeting Agenda:

MOVED by Director Ireland that the regular meeting agenda for September 15th, 2025, be adopted as presented.

CARRIED UNANIMOUSLY

3. Adoption of the Minutes:

3.1. Regular Meeting Minutes of June 9th, 2025

MOVED by Director Nelson that the minutes for June 9th, 2025, be adopted as presented.

CARRIED UNANIMOUSLY

4. Presentations

5. Reports:

5.1. Waterline Extension Report – Localis

Albert Frootman presented the Waterline Extension Project overview and update report. Key updates included the project overview, enabling and implementing ECN membership with key activities and milestones, integrating the build of an expanded modern system, and financial and governance oversight. Ongoing project updates will continue to be included in NRDRWSC regular board meetings.

5.2. Administrator Report

CAO Thompson presented the Administrator Report highlighting the current water conservation level 0 and Red Deer River Basin Drought stage 0 of 5. It was noted that the Dickson Dam is currently 100% which is above normal.

January to July water volumes are 1.59% lower than the same period in 2024, revenue was lower than budgeted by 5.56% due to lower than projected water volume usage, and expenses were lower than budgeted by 6.77%. As of July 2025, the Commission has a YTD net surplus of \$2K. Water usage was lower than expected due to heavy rainfall over the summer. The Waterline Extension Project has incurred approximately \$54K in expenses this year, which will be offset by matching grant revenue at year-end.

Operations noted that there has been continuation of the higher volume of locate requests due to the F3 fibre network installation across the City of Lacombe. A new valve body has been ordered for Lacombe C due to a pinhole leak found on the actuator valve. Water meter testing and air release chamber inspections are scheduled for this fall.

MOVED by Director Ireland to accept the September 15th, 2025, Administrator Report as information.

CARRIED UNANIMOUSLY

6. New Business / Emergent Items:

6.1. Waterline Extension Approval to Proceed

CAO Thompson presented an update on the waterline extension pre-design activities, including regulatory approvals studies and early work packages.

MOVED by Vice-Chair Hoover that the Commission authorizes the Chief Administrative Officer (CAO) and his delegates (the Project Management Team) to proceed with the waterline extension pre-design activities, regulatory approvals studies and early works proposed.

CARRIED UNANIMOUSLY

7. Correspondence

7.1. Minister of Transportation and Economic Corridors Survey

Manager Thompson noted that Administration has replied to the Integrated Water Program Survey – Regional Commission – Alberta Engagement Online.

8. In Camera

MOVED by Director Matejka to move In Camera with Commission Administration attending (Executive Assistant Post) at 9:38 am.

CARRIED UNANIMOUSLY

MOVED by Director Matejka to return to Open Meeting at 10:43 am.

CARRIED UNANIMOUSLY

MOVED by Director Matejka that the Commission authorize the following components of the Waterline Extension Project as required elements to ensure the well-managed implementation of the system extension, and to prepare for the inclusion of ECN as an imminent Commission member:

- 1. Waterline Design, Construction and Regulatory Approvals*
- 2. System Resilience and Continuity Planning for all current and new members,*
- 3. the Project Procurement and Financial Controls Framework,*
- 4. the System Expansion Financial Impact and Rate Review*
- 5. the System Expansion Asset Inventory and Valuation Update, and*
- 6. Project Data Management and Integrity.*

CARRIED UNANIMOUSLY

MOVED by Vice-Chair Hoover that the Commission appoints John Ireland to the Joint Steering Committee (JSC) with the City of Red Deer.

CARRIED UNANIMOUSLY

9. Next Meeting:

Monday, November 17th, 2025, at 9:00 am, City of Lacombe Council Chambers.

10. Adjournment:

MOVED by Vice-Chair Hoover to adjourn the meeting at 10:52 am.

CARRIED UNANIMOUSLY

Chair

Chief Administrative Officer

Administration Reports

Administrative, Financial & Operational

Date: November 17, 2025

Presented by: CAO, Manager of Finance, Operations Supervisor



ADMINISTRATIVE

Water Conservation

- ***NRDRWSC Current Water Conservation Level: 0***
- ***Red Deer River Basin Current Drought Condition from [Alberta.ca/drought](https://alberta.ca/drought):***
 - Drought Stage: **0** of 5.
 - Water Supply Outlook – The forecasts for the August-to-September period are below average.
 - [Glennifer Reservoir / Dickson dam](#) is 95% full (below normal).

Regional Water Servicing – West of QEII

Lacombe County has initiated discussions with the Town of Bentley, Ponoka County, and the Summer Villages around Gull Lake regarding the potential for a regional water and wastewater servicing system. All partners have expressed interest in exploring the concept further, and the County has approved submitting a *Water for Life* grant application to fund a feasibility study. Preliminary discussions have also been held with Alberta Parks. Further updates will follow once the grant application is submitted and its status is known in spring 2026.

FINANCIAL

As seen in Table 1, 2025 water volumes as of September are higher by 0.72% than the 2024 levels for the same period.

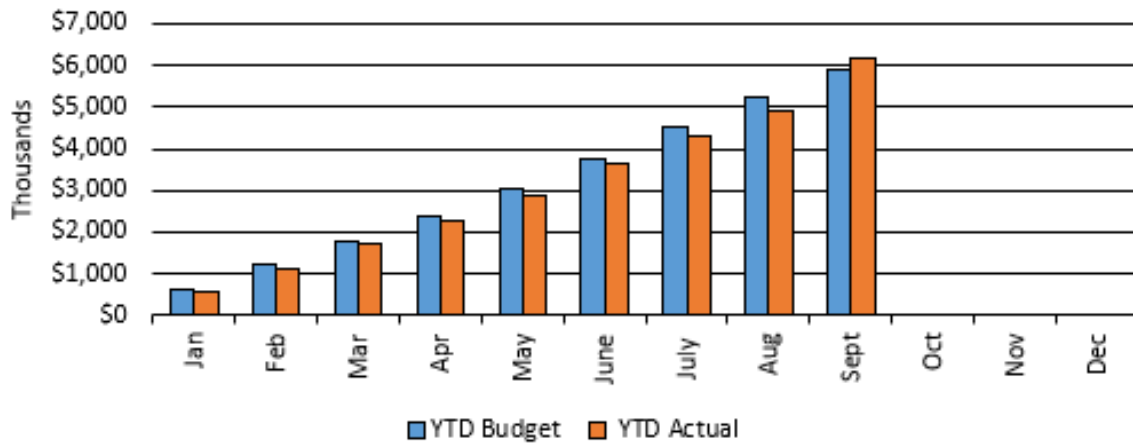
Table 1 - Water volumes (in cubic meters) - January to September

Member	2024	2025
City of Lacombe	967,734	1,006,746
Blackfalds	654,176	646,246
Lacombe County	45,457	64,416
Ponoka	583,857	548,695
Ponoka County	6,064	7,394
Total	2,257,288	2,273,497

Revenue

As of September, year-to-date (YTD) actual revenues are \$264K (4.29%) above the YTD budgeted revenues. The annual budget is seasonally adjusted to reflect more accurate usage comparisons for a given period.

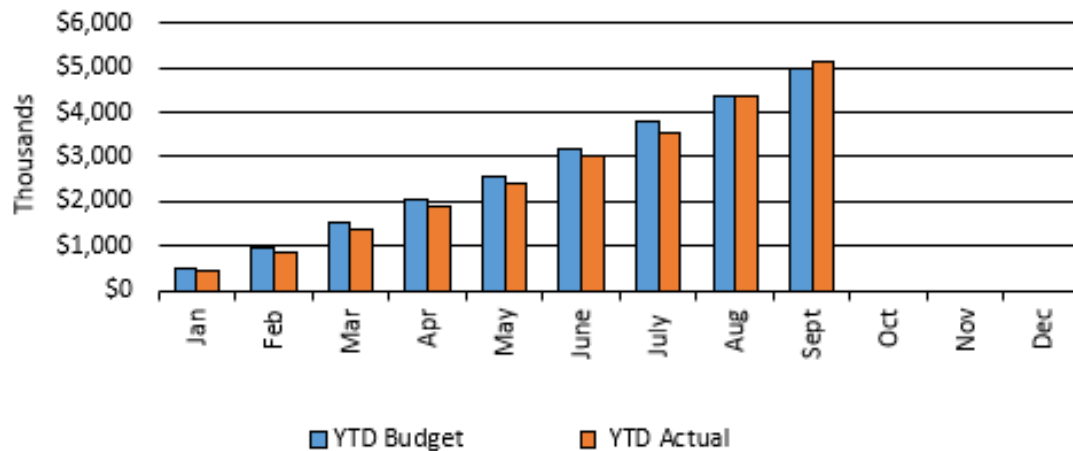
Revenue YTD vs Budget



Expenses

As of September, YTD actual expenses are \$159K (3.11%) above the YTD budgeted expenses. The annual budget is seasonally adjusted to reflect more accurate usage comparisons for a given period.

Expenses YTD vs Budget

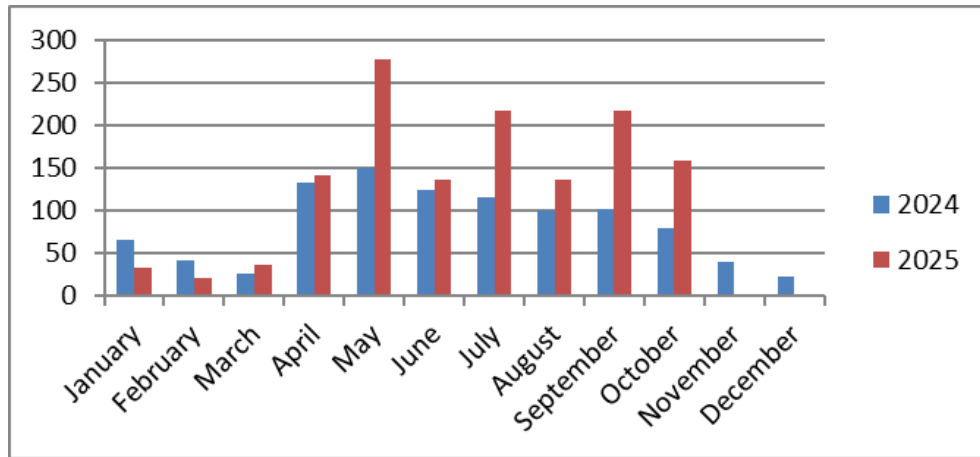


Surplus/Deficit

As of September 2025, the Water Commission has a YTD net surplus of approximately \$105K.

OPERATIONAL

Utility Safety Partners Locate Requests:



2024 = 998 (2023 = 966)
2025 to date = 1375

Notable activities since the last report:





- Continued high volume locate requests in response to the F3 fibre network installation across Lacombe.
- Completed formal workplace inspections at 39th Avenue and Riverside vaults in Ponoka. These are the two sites owned by the commission and are inspected every two months.
- Coordinating with the Town of Blackfalds regarding their Broadway reservoir expansion.

Upcoming Activities:

- Water meter testing scheduled for December 2nd and 3rd.



PROJECT MANAGEMENT TEAM REPORT

Report Date:	November 17, 2025	Report Period:	September to November 2025
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 Water Line Expansion Project continues to advance in accordance with the approved Project Plan. Procurement activities are on schedule, governance remains stable, and construction is anticipated to begin fall 2026.

The focus this period was on issuing multiple RFPs, finalizing evaluation processes, and preparing recommendations for upcoming awards.

Financial planning and governance coordination are progressing as planned, setting the stage for year-end reporting and consultant onboarding in November.



Key Activities Completed in the reporting period:

RFPs Issued:

- ✓ General Engineering Services
- ✓ Historical Resource Assessment Services
- ✓ Vegetation & Wildlife Assessment
- ✓ Grant Compliance Audit Services
- ✓ Land Assembly & ROW Acquisition Services
- ✓ Geomatics and Legal Survey Services
- ✓ Professional Appraisal Services

Governance & Administration:

- ✓ Proposal Evaluation Matrix developed
- ✓ Record-keeping systems for queries and responses implemented
- ✓ Draft RFDs (Requests for Decision) prepared for November Board submission

- While the number of proposals received for the Engineering and Grant Compliance Audit components is limited, a substantial number of proposals are submitted for the other project tasks.
- Awards for the remaining RFPs are actively being pursued, with clarification meetings with proponents planned and detailed evaluations of proposals currently underway.



Responses to the RFPs on APC website

RFPs	Views	Queries	Proposals Received	Award Status
General Engineering Services	41	9	2	RFD for award to board
Grant Compliance Audit Services	17	2	1	RFD for award to board
Vegetation & Wildlife Assessment	54	7	10	Applied Aquatic Research Ltd.
Geomatics and Legal Survey Services	30	4	8	Geo Verra Inc.
Professional Appraisal Services	8	6	2	Canadian Resource Valuation Group Inc.
Land Assembly & ROW Acquisition Services	17	6	7	Under Review
Historical Resource Assessment Services	18	4	3	Under Review



Proposals Evaluation through 5-documented Stages

Stage	Criteria	Description
Stage – 1: Compliance Check	Ensured that all bids or proposals met the mandatory administrative and legal requirements.	Verified submission deadlines, required documents, signatures, and formats.
Stage – 2: Qualitative Evaluation	Evaluated the quality and technical merit of each submission against pre-set criteria.	Assessed bidders’ understanding of requirements, methodology, technical approach, and innovation. Reviewed experience, qualifications, staffing, and capacity to deliver.
Stage – 3: Clarification Meeting	Provided an opportunity to seek clarification on aspects of a bidder’s proposal.	Held meetings or written exchanges with shortlisted bidders to clarify ambiguities or inconsistencies in their submissions.
Stage – 4: Reference Checks	Validated bidders past performance and reliability through independent verification.	Contacted references provided by bidders to confirm previous work quality, timelines, and professionalism.
Stage – 5: Financial Review	Evaluated financial proposals to ensure completeness of the scope of work, realism and value.	Reviewed detailed pricing, cost breakdowns, and financial stability of bidders. Compared bids for competitiveness.



Project deliverables status indicator

Deliverable Category	Status	Comments
Procurement Activities (RFPs)	●	All RFPs issued on schedule.
Engagement	●	Onboarding and Technical committee meetings scheduled for December 2025.
Construction Readiness	●	General Engineering award subject to board approval.
Financial Planning	●	TEC year-end cash flow discussions ongoing.



Issues and Risks

Risk / Issue	Impact	Mitigation	Status
Changes in Board Composition	Medium–High	Orientation and Chair briefing	Active
Lack of Proposal Submissions	Medium	Assess need to re-issue RFPs	N/A
Metering Station	Low	Ongoing collaboration with engineers	Active

Overall Risk Outlook: *Stable – monitored monthly through Risk Register.*

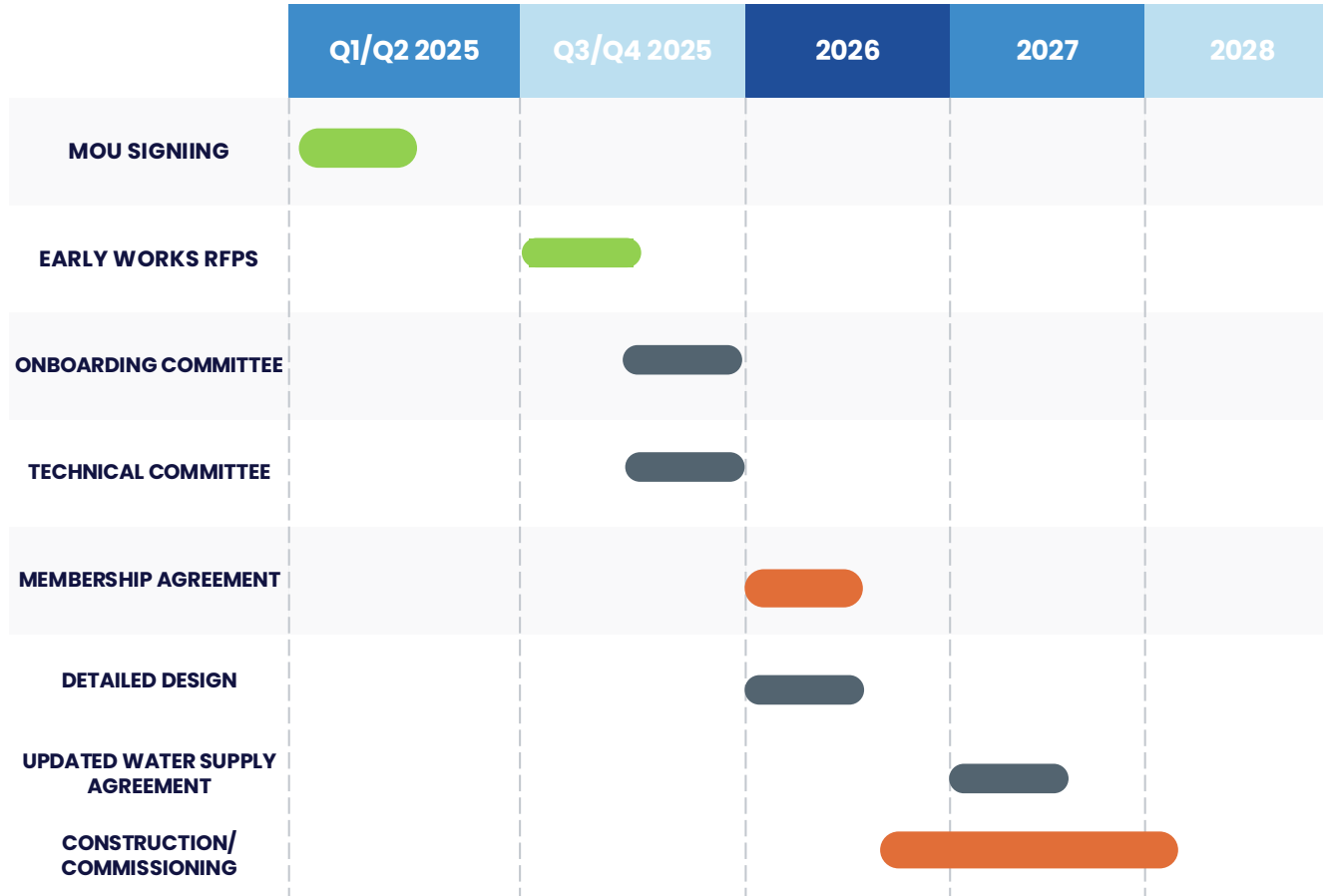


Schedule

Detail	Date	Status
Onboarding committee	Dec 03, 2025	Invitations sent
Technical committee	Dec 10, 2025	Invitations sent
NRDRWSC Commission board meeting	Dec 15, 2025	Confirmed



Project Plan Milestone Overview





Summary Statement

The Waterline Expansion Project is progressing steadily, with procurement activities on track. The upcoming month will focus on finalizing outstanding RFPs awards, orientation of consultants, cashflow and financial updates. Continued proactive risk monitoring will be maintained for the current positive trajectory.

Request For Decision

Waterline Extension Project – Procurement Status and Contract Negotiation Authorization

Date: November 17, 2025

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO



PURPOSE:

To update the Board on the status of contract procurements related to the Waterline Extension Project and to seek approval to proceed to final contract negotiations with the top-ranked proponents for **General Engineering Services** and **Grant Compliance Audit Services**.

ACTION/RECOMMENDATION:

THAT the Commission authorizes Administration to proceed to final contract negotiations with the top-ranked proponents for General Engineering Services and Grant Compliance Audit Services, and that final agreements be brought back to the Board for approval prior to execution.

ISSUE ANALYSIS:

Background

Through Capital Budget approvals between 2023-2025 the Board has authorized \$39M for the Waterline Extension Project, funded by the Province of Alberta. At its meeting on [September 15th, 2025](#), the Board resolved:

THAT the Commission authorizes the Chief Administrative Officer (CAO) and his delegates (the Project Management Team) to proceed with the waterline extension pre-design activities, regulatory approvals studies and early works proposed.

THAT the Commission authorize the following components of the Waterline Extension Project as required elements to ensure the well-managed implementation of the system extension, and to prepare for the inclusion of ECN as an imminent Commission member:

- 1. Waterline Design, Construction and Regulatory Approvals*
- 2. System Resilience and Continuity Planning for all current and new members,*
- 3. the Project Procurement and Financial Controls Framework,*
- 4. the System Expansion Financial Impact and Rate Review*
- 5. the System Expansion Asset Inventory and Valuation Update, and*
- 6. Project Data Management and Integrity.*

Procurement for the project is delegated to the PMT, and overseen by the CAO in alignment with the [City of Lacombe's procurement policy](#), applied with due consideration for the Commissions' governance structure. In practice, this means most contracts will be

authorized by the CAO within approved budgets and the grant agreement. However, due to their material significance, the following items will be brought back to the Board for approval:

- General engineering services (design and construction supervision)
- Grant compliance audit services
- Metering station construction
- Waterline extension construction

Procurement Evaluation Methodology

To date seven Requests for Proposals (RFPs) were issued as an open and competitive procurement on the Alberta Purchasing Connection website. All proposals received were evaluated in accordance with the following methodology:

	Criteria	Description
Stage 1 – Compliance Check	Ensured that all bids or proposals met the mandatory administrative and legal requirements.	Verified submission deadlines, required documents, signatures, and formats.
Stage 2 – Qualitative Evaluation	Evaluated the quality and technical merit of each submission against pre-set criteria.	Assessed bidders’ understanding of requirements, methodology, technical approach, and innovation. Reviewed experience, qualifications, staffing, and capacity to deliver.
Stage 3 – Clarification Meeting	Provided an opportunity to seek clarification on aspects of a bidder’s proposal.	Held meetings or written exchanges with shortlisted bidders to clarify ambiguities or inconsistencies in their submissions.
Stage 4 – Reference Checks	Validated bidders’ past performance and reliability through independent verification.	Contacted references provided by bidders to confirm previous work quality, timelines, and professionalism.
Stage 5 – Financial Review	Evaluated financial proposals to ensure completeness of the scope of work, realism, and value.	Reviewed detailed pricing, cost breakdowns, and financial stability of bidders. Compared bids for competitiveness.

Procurement Status Summary

The table below summarizes all RFPs issued to date. Contracts for Vegetation and Wildlife Assessment, Geomatics and Legal Survey Services, and Professional Appraisal Services have completed evaluation and been awarded to the firms listed.

RFPs	Views	Queries	Proposals Received	Award Status
General Engineering Services	41	9	2	Subject to contract negotiations
Grant Compliance Audit Services	17	2	1	Subject to contract negotiations
Vegetation & Wildlife Assessment	54	7	10	Applied Aquatic Research Ltd.
Geomatics and Legal Survey Services	30	4	8	Geo Verra Inc.
Professional Appraisal Services	8	6	2	Canadian Resource Valuation Group Inc.
Land Assembly & ROW Acquisition Services	17	6	7	Under Review
Historical Resource Assessment Services	18	4	3	Under Review

Administration now seeks authorization to proceed with contract negotiations for the **General Engineering Services** and **Grant Compliance Audit Services** RFPs. Should negotiations be successful, final agreements will be returned to the Board for approval, at which time the names of the successful proponents will be made public. If negotiations are unsuccessful, Administration will return to the Board with recommended next steps, which may include reissuing the RFPs.

General Engineering Service:

Description:

The North Red Deer River Water Services Commission (NRDRWSC) is seeking a qualified engineering services provider to provide and deliver engineering services for a regional waterline expansion project, covering design, permitting, and construction oversight. It involves coordination with the Project Management Team, environmental compliance, land and utility coordination, detailed design, and integration with existing systems. The project includes a contractor-led Environmental Management Plan and comprehensive tendering support. During construction, the Engineer will provide inspection, progress monitoring, and contract administration. Post-construction services include commissioning, record drawings, warranty support, and final acceptance, with a strong focus on safety, stakeholder coordination, and environmental protection.

RFP Period: October 6th, 2025, to 2:00:00 PM October 27th, 2025.

Number of submissions: 2

Stage 2 Qualitative Criteria:

	Weight
Experience & Corporate Profile	25%
Direct Experience on NRDRWSC Projects	10%

Methodology & Schedule	30%
Project Team & Resource Allocation	20%
Fee	15%

Next step: Contract negotiations.

Grant Compliance Auditor Services:

Description:

The Commission seeks a qualified audit firm to perform independent financial audits, compliance reviews, and related assurance services in accordance with applicable public sector accounting standards, funding agreements, and regulatory obligations. The audit scope will include grant expenditures, internal controls, and project financial reporting to ensure transparency, accountability, and value for money.

RFP Period: October 9th, 2025, to 2:00:00 PM October 23rd, 2025.

Number of submissions: 1

Stage 2 Qualitative Criteria:

	Weight
Project Understanding & Audit Plan	35%
Team Qualifications & Relevant Experience	35%
Fees & Budget	30%

Next step: Contract negotiations.

ALTERNATIVES:

1. **[Recommended]** THAT the Commission authorizes Administration to proceed to final contract negotiations with the top-ranked proponents for General Engineering Services and Grant Compliance Audit Services, and that final agreements be brought back to the Board for approval prior to execution.

OR

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

ATTACHMENTS:

None.

Request For Decision

2026 Operating and Capital Budgets

Date: November 17, 2025

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO



PURPOSE:

To present the 2026 Operating and Capital Budgets.

ACTION/RECOMMENDATION:

THAT the Commission authorizes Administration to distribute the proposed 2026 Operating Budget, Capital Budgets, and Financial Plan to Members for comments and questions.

ISSUE ANALYSIS:

[Section 8.9 of Bylaw 1](#) provides Members 30 days to submit to the Board, in writing, comments and questions in relation to the Budgets and the Financial Plan. Due to meeting scheduling constraints (primarily due to the 2025 municipal election), the Board will be considering adoption of the 2026 Budgets at its December 15th, 2025 meeting, providing approximately 28 days for review and feedback.

Administration prepared the 2026 Operating Budget based on the 2026-2040 Financial Plan. The Financial Plan:

- 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.
- assumes a future grant or new debt is required to top off capital reserves to replace the mainline at the end of its life.

FINANCIAL IMPLICATIONS:

Sales Volume

In 2026, overall water volumes are projected to increase 0.5% over 2025 year-end estimates. The region's historical population growth and member consumption rate assumptions in the 2026-2025 Financial Plan are also factors in the volume projections. Compared to the 2025 budgeted sales volume, the proposed 2026 budget estimates the following sales volume adjustments:

- Town of Ponoka: -0.5%
- City of Lacombe: +0.4%
- Town of Blackfalds: -0.3%
- Lacombe County¹: -42.4% (adjusting for actual DIW plant usage to date)
- Ponoka County: +8.0%
- **Overall Volumes: -1.6%**

¹ Lacombe County volumes are shown for information purposes only. The Commission bills the Town of Blackfalds and City of Lacombe for all volume that flows through their import meters to Lacombe County.

Annual Expenses

Board

This expense line includes Board remuneration and travel expenses.

The 2026 budget proposes a 4% increase over 2025, projecting additional waterline extension-related meetings in 2026.

Administration

This expense line includes the Commission's management and administration contract with the City of Lacombe, insurance, other professional services, and miscellaneous office expenses.

The 2025 budget proposes a 12% increase over the 2025 budget which includes a 35% increase (to \$27K) in auditor fees based on actuals contracted 3% rate increase with the City of Lacombe for management and administration services and a \$7.5K increase to legal professional services to support the CRD Rate Model Review shared with the NRDRWWSC.

System Operations

This expense line consists of the Commission's operations contract with the City of Lacombe, utilities, telephone, equipment repair/maintenance, valve maintenance, and SCADA.

The 2026 budget proposes a 2.9% increase over the 2025 budget due to general cost increases, including a contracted 3% rate increase with the City of Lacombe for operations services.

Purchase of Treated Water

The City of Red Deer's 2026 water supply rate to the Commission will be \$2.02/m³ starting February 1st, 2026 – ten cents higher than the 2025 rate (+5.0%).

Administration projects the 2025 total water purchases from the City of Red Deer to be \$5.9M, which is 5.3% higher than the budgeted 2025 purchase costs.

Debt Payments

This expense line includes principal and interest payments on two capital debentures for the system's original construction. The payments are fixed year over year until the debentures mature in 2031.

Transfers to Reserves

Amortization: The commission's financial strategy accounts for amortization as a non-cash expense. Some municipalities choose to make a transfer to capital reserves equivalent to amortization. The 2026 budget continues the Commission's practice of minimal transfers to the capital reserves. Capital reserve transfers are projected to increase significantly starting in 2031 when the Commission retires its original capital debt.

Revenues

Water Revenues

Administration recommends a 2026 water sale rate to members of **\$2.52/m³**.

For 2026, Administration is projecting total water sales of \$7.4M, 0.8% higher than predicted in the 2025 budget. This reflects an increase of approximately \$240K compared to the 2025 year-end projections.

Other Revenue and Interest

This revenue line includes fees charged to third parties for crossing agreements per the 'Fee for Line Crossing Policy.' It also includes interest revenue from investing the Commission's cash reserves in principle guaranteed investments permitted under the Municipal Government Act.

County Contributions

As in prior years, the 2026 operating budget includes direct contribution payments from Lacombe County and Ponoka County, covering their portions of the annual administration costs (20% based on membership) and debt servicing costs (4.1% each based on the volume allocation in [Bylaw 1](#)). The rate model accounts for each County's portions of these costs paid for in the rate.

County Direct Contribution	2025 (Budget)	2026 (Budget)
Lacombe County	\$30,476	\$59,419
Ponoka County	\$75,252	\$79,995

The County direct contributions diminish with more volume purchased from the Commission. Lacombe County's notable increase in 2026 is due to an adjustment in estimated industrial demand from the DIW milk concentration development.

Surplus Balance at Year-End

The 2024 year-end reserve balances were adjusted to match the actual balances reported in the Audited Financial Statements.

The 2026 budget projects the year-end total surplus balance to be \$9.0M (+1.8%).

Capital

The 2026 Capital Budget proposes no new capital expenditures. \$38.9M has already been approved for the waterline extension, aligning it with the NRDRWSC/Alberta Grant Agreement which provides 100% funding for the project.

ALTERNATIVES:

The Commission may choose to:

1. ***[Recommended]*** THAT the Commission authorizes Administration to distribute the proposed 2026 Operating Budget, Capital Budgets, and Financial Plan to Members for comments and questions.

OR

1. *[Alternative]* THAT the Commission directs Administration to return the 2026 Operating Budget *[and/or Capital Budget]* with the following changes:
 - *[Mover to specify changes]*

ATTACHMENTS:

- NRDRWSC 2025 Operating Budget, Forecast 2026-2028 – Table S1
- NRDRWSC 2025 Capital Budget, Forecast 2026–2040 – Table S2

Table S1
North Red Deer River Water Services Commission
2026 - 2040 Financial Model
2026 Operating Budget, Forecast 2027-2029

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	2025	2025	2026	2027	2028	2029
	Budget	Projection	Budget	Forecast	Forecast	Proposed
Sales Volume (m3)						
Town of Ponoka	737,204	727,557	733,543	737,211	742,926	744,601
City of Lacombe	1,281,211	1,287,379	1,286,455	1,305,752	1,328,969	1,345,218
Town of Blackfalds	844,630	833,451	842,269	854,903	870,104	880,743
Lacombe County	115,436	66,176	66,506	66,839	67,173	67,509
Wolf Creek Village (Ponoka Cnty)	7,860	8,444	8,486	8,529	8,571	8,614
Ermineskin Cree Nation	-	-	-	69,213	94,887	97,031
Total Sales	2,986,340	2,923,006	2,937,259	2,973,233	3,017,744	3,046,685
Annual Expense						
Operating Purposes						
Board	\$7,110	\$7,110	\$7,394	\$8,615	\$8,960	\$9,318
Administration (Mgt, Gen Srv, Prof Srv, Legal)	\$152,845	\$152,845	\$171,245	\$191,530	\$197,983	\$204,422
System Operations	\$333,288	\$333,288	\$342,991	\$406,866	\$419,803	\$433,159
Purchase of Treated Water						
Volume (m3)	3,034,122	2,969,774	2,966,632	3,072,870	3,143,757	3,175,153
Average Rate (/m3)	\$1.90	\$1.90	\$2.00	\$2.10	\$2.21	\$2.32
Expense	\$5,759,361	\$5,637,217	\$5,936,377	\$6,456,413	\$6,935,622	\$7,355,131
Total Operating Expense	\$6,252,604	\$6,130,459	\$6,458,008	\$7,063,425	\$7,562,368	\$8,002,030
Capital Purposes						
Debt Payments	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901
To Reserves (Restricted Surplus)	\$32,389	\$32,029	\$13,397	\$9,489	\$65,224	\$28,694
Total Capital Expense	\$1,307,291	\$1,306,931	\$1,288,299	\$1,284,390	\$1,340,125	\$1,303,596
Total Annual Expense	\$7,559,894	\$7,437,390	\$7,746,307	\$8,347,815	\$8,902,493	\$9,305,626
Rate to Members (/m3)						
Cost of Service Rate	\$2.36	\$2.36	\$2.43	\$2.54	\$2.65	\$2.76
Phase in to Cost of Service Rate	\$0.09	\$0.09	\$0.09	\$0.09	\$0.10	\$0.09
Sales Rate	\$2.45	\$2.45	\$2.52	\$2.63	\$2.75	\$2.85
	12.4%		2.9%	4.4%	4.6%	3.6%

Table S1
North Red Deer River Water Services Commission
2026 - 2040 Financial Model
2026 Operating Budget, Forecast 2027-2029

[Index](#)

	2025	2025	2026	2027	2028	2029
	Budget	Projection	Budget	Forecast	Forecast	Proposed
Annual Revenue						
Sales to Members						
Town of Ponoka	\$1,806,150	\$1,782,515	\$1,848,528	\$1,938,864	\$2,043,048	\$2,122,113
City of Lacombe	\$3,138,966	\$3,154,077	\$3,241,866	\$3,434,127	\$3,654,665	\$3,833,871
Town of Blackfalds	\$2,069,344	\$2,041,955	\$2,122,518	\$2,248,395	\$2,392,786	\$2,510,116
Lacombe County	\$282,817	\$162,130	\$167,596	\$175,786	\$184,726	\$192,401
Wolf Creek Village (Ponoka Cnty)	\$19,257	\$20,688	\$21,385	\$22,430	\$23,571	\$24,550
Ermieskin Cree Nation	\$0	\$0	\$0	\$182,029	\$260,939	\$276,539
Total Member Sales	\$7,316,534	\$7,161,365	\$7,401,893	\$8,001,632	\$8,559,734	\$8,959,590
Non-rate Revenue						
Other Revenue	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Interest	\$133,000	\$142,710	\$204,000	\$204,000	\$204,000	\$205,000
Government Grants	\$0	\$0	\$0	\$0	\$0	\$0
County Contributions	\$109,361	\$132,315	\$139,413	\$141,184	\$137,759	\$140,035
Transfer from Reserves	\$0	\$0	\$0	\$0	\$0	\$0
Total Non Rate Revenue	\$243,361	\$276,025	\$344,413	\$346,184	\$342,759	\$346,035
Total Revenue	\$7,559,894	\$7,437,390	\$7,746,307	\$8,347,815	\$8,902,493	\$9,305,626
Unrestricted Surplus	\$0	\$0	\$0	\$0	\$0	\$0
Surplus Balance at Year End						
Restricted Surplus						
Operating Reserve	\$1,132,242	\$1,132,242	\$1,132,242	\$1,132,242	\$1,132,242	\$1,132,242
Capital Reserve	\$4,842,067	\$4,983,465	\$4,996,863	\$5,006,352	\$4,950,943	\$4,979,637
	\$5,974,309	\$6,115,707	\$6,129,105	\$6,138,594	\$6,083,185	\$6,111,879
Unrestricted Surplus						
Operating	\$2,944,885	\$2,945,926	\$2,945,926	\$2,945,926	\$2,945,926	\$2,945,926
Capital	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,944,885	\$2,945,926	\$2,945,926	\$2,945,926	\$2,945,926	\$2,945,926
Total Surplus	\$8,919,194	\$9,061,633	\$9,075,031	\$9,084,520	\$9,029,111	\$9,057,805

Table S1
North Red Deer River Water Services Commission
2026 - 2040 Financial Model
2026 Operating Budget, Forecast 2027-2029

[Index](#)

	2025	2025	2026	2027	2028	2029
	Budget	Projection	Budget	Forecast	Forecast	Proposed
Debenture Debt						
Annual Payments						
Interest	\$312,246	\$312,246	\$268,347	\$222,447	\$174,453	\$124,271
Principal	\$962,655	\$962,655	\$1,006,554	\$1,052,455	\$1,100,448	\$1,150,631
Total Payments	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901
Average Interest Rate	4.509%	4.509%	4.509%	4.509%	4.508%	4.508%
Debt Principal Owing at Year End	\$6,200,465	\$6,200,465	\$5,193,911	\$4,141,457	\$3,041,008	\$1,890,378
Debt Limit						
Statutory Debt Limit (2 x Revenue)	\$15,119,789	\$14,874,780	\$15,492,613	\$16,695,631	\$17,804,987	\$18,611,251
Actual Debt	\$6,200,465	\$6,200,465	\$5,193,911	\$4,141,457	\$3,041,008	\$1,890,378
% of Debt Limit Used	41%	42%	34%	25%	17%	10%
Annual Debt Servicing Limit						
Statutory Limit (35% of Rev)	\$2,645,963	\$2,603,086	\$2,711,207	\$2,921,735	\$3,115,873	\$3,256,969
Annual Payments	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901	\$1,274,901
% of Servicing Limit Used	48%	49%	47%	44%	41%	39%
Liquidity						
<u>Annual Revenue</u>	\$7,559,894	\$7,437,390	\$7,746,307	\$8,347,815	\$8,902,493	\$9,305,626
<u>Unrestricted Surplus Target</u>						
Proportion of Revenue	25%	25%	25%	25%	25%	25%
Amount	\$1,889,974	\$1,859,347	\$1,936,577	\$2,086,954	\$2,225,623	\$2,326,406
<u>Unrestricted Surplus</u>						
At Year End	\$2,944,885	\$2,945,926	\$2,945,926	\$2,945,926	\$2,945,926	\$2,945,926
Proportion of Revenue	39%	40%	38%	35%	33%	32%

Table S2
North Red Deer River Water Services Commission
2026 - 2040 Financial Model
2026 Capital Budget, Forecast 2027 - 2040

[Index](#)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Capital Projects																
Asset Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Main Transmission System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Laterals																
Meter Replacement - Laterals 1, 3-	\$0			\$107,229												
Meter Replacement - Lateral 2			\$0	\$13,404												
SCADA	\$0	\$0	\$0	\$0	\$0	\$147,776	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$962,843
System Extension	\$38,625,000	\$0	\$16,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Expense	\$38,625,000	\$0	\$16,100,000	\$120,633	\$0	\$147,776	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$962,843
Capital Funding																
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$38,625,000	\$0	\$16,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Reserves (To Reserves)	\$0	\$0	\$0	\$120,633	\$0	\$147,776	\$0	\$0	\$0	\$0	\$2,499,936	\$0	\$0	\$0	\$0	\$962,843
Total Capital Funding	\$38,625,000	\$0	\$16,100,000	\$120,633	\$0	\$147,776	\$0	\$0	\$0	\$0	\$2,499,936	\$0	\$0	\$0	\$0	\$962,843
Capital Reserve Funds																
Additions	\$32,029	\$3,738,549	\$9,489	\$65,224	\$28,694	\$36,142	\$295,026	\$881,673	\$833,101	\$769,344	\$744,107	\$809,920	\$791,749	\$783,352	\$753,882	\$752,892
Withdrawals	\$0	\$0	\$0	(\$120,633)	\$0	(\$147,776)	\$0	\$0	\$0	\$0	(\$2,499,936)	\$0	\$0	\$0	\$0	(\$962,843)
Closing Balance	\$4,983,465	\$8,722,015	\$8,731,504	\$8,676,095	\$8,704,789	\$8,593,156	\$8,888,181	\$9,769,854	\$10,602,955	\$11,372,299	\$9,616,470	\$10,426,390	\$11,218,139	\$12,001,491	\$12,755,374	\$12,545,423

Request For Decision

2026 Water Rate Bylaw First Reading

Date: November 17, 2025

Prepared by: Jordan Thompson, CAO

Presented by: Jordan Thompson, CAO



PURPOSE:

To present for first reading, the Water Rate Bylaw 3.10, an amendment to the Commission's Water Rate [Bylaw 3](#).

ACTION/RECOMMENDATION:

THAT the Commission gives first reading to Bylaw 3.10.

ISSUE ANALYSIS:

Bylaw 3.10 proposes to amend the Commission's water rate to \$2.52/m³, consistent with the proposed 2026 Operating Budget. The Board will consider second and third readings on December 15th with the adoption of the 2026 Operating Budget.

FINANCIAL IMPLICATIONS:

The rate amendment is required to balance the proposed 2026 Operating Budget.

ALTERNATIVES:

1. ***[Recommended]*** THAT the Commission gives first reading to Bylaw 3.10, an amendment to the Commission's Water Rate [Bylaw 3](#).

OR

2. ***[Alternative]*** THAT the Commission directs Administration to return the Bylaw to a future meeting with the following amendments:
 - ***[mover to specify amendments]***.

ATTACHMENTS:

- 2026 Water Rate Bylaw 3.10

NORTH RED DEER RIVER WATER SERVICES COMMISSION

BYLAW 3.10

**BEING A BY-LAW OF THE BOARD OF DIRECTORS OF THE NORTH
RED DEER RIVER WATER SERVICES COMMISSION TO AMEND
COMMISSION BYLAW 3, THE 2016 WATER RATE BYLAW**

WHEREAS the North Red Deer River Water Services Commission has been established by its members pursuant to Part 15.1 of the Municipal Government Act, RSA 2000, c. M-26; and

WHEREAS the Board of Directors of the North Red Deer River Water Services Commission now wishes to make a Bylaw establishing the per unit rate to be charged for the sale of water to its member municipalities and customers;

WHEREAS the Board of Directors of the North Red Deer River Water Services Commission approved Commission Bylaw 3 in 2016, as amended from time to time, to establish an annual utility rate, and the Board wishes to amend this Bylaw.

NOW THEREFORE the Board enacts the following:

1. Commission Bylaw 3 is hereby amended in the following manner:

a. Section 3 is deleted in its entirety and replaced with the following:

“3. The rate to be charged for the sale of potable water as of January 1, 2026 to members by the Commission is hereby set at \$2.52 per cubic meter of measured water.”

2. This bylaw comes into force upon final adoption.

Read a first time this ___ day of _____, **2025**

Read a second time this ___ day of _____, **2025**

Read a third time and adopted this ___ day of _____, **2025**

CHAIR

CHIEF ADMINISTRATIVE OFFICER