

**MINUTES OF THE CAPITAL REGION SOUTHWEST WATER SERVICES COMMISSION  
 ANNUAL GENERAL MEETING, HELD ON THURSDAY, APRIL 21, 2022 AT 7:00 P.M.  
 LEDUC GOLF CLUB, 5725 BLACK GOLD DRIVE, LEDUC, AB T9E 8C4  
 AND VIA ZOOM (VIRTUAL ATTENDEES)**

**PRESENT:**

Mayor Bill Daneluik	City of Beaumont
Councillor Krista Gardner	Town of Calmar
Councillor Don Faulkner	Town of Calmar
Councillor Beverly Beckett	City of Leduc
Councillor Doug Lyseng	Camrose County
Councillor Jordon Banack	Camrose County
Councillor Clifford Heinz	Village of Hay Lakes
Councillor Paul Patterson	Village of Hay Lakes
Councillor Kelly Vandenberghe	Leduc County
Mayor Doug Peel	Town of Millet
Councillor Mathew Starky	Town of Millet

**ALSO PRESENT:**

Mark Smith, MLA	Drayton Valley – Devon
Councillor Steven vanNieuwkerk	City of Beaumont
Mayor Sean Carnahan	Town of Calmar
Mike Pieters, GM, Infrastructure & Planning	City of Leduc
Shawn Olson, Commission Manager	City of Leduc
Rick Sereda, Operations Manager	City of Leduc
Lauren Padgham, Treasurer	City of Leduc
Gene Peskens, Chief Financial Officer	City of Leduc
Gerard Del Rosario, Accounting Technician	City of Leduc
Elie Klimp, Accounting Technician	City of Leduc
Pamela Regier, Engineering Project Manager	City of Leduc
Shannon Bremner, Recording Secretary	City of Leduc
Keri Nelson, Administrative Assistant	City of Leduc
Reeve Cindy Trautman	Camrose County
Mayor Ron These	Village of Hay Lakes
Des Mryglod, Director, Engineering & Utilities	Leduc County
Lisa Schoening, CAO	Town of Millet
Lisa Novotny, Director, Development & Infrast.	Town of Millet
Kristofer Johnson, GM, Infrastructure	City of Camrose
Roger Steele, Manager, Technical & Utilities	Edmonton Int. Airport
Chad Maki, Engineer	Associated Eng.
Melanie Richmond, Engineer	Associated Eng.
Chris Cholak, Partner	MNP LLP
Emily Piwowar, Senior Accountant	MNP LLP
Doug Griffiths, Guest Speaker, President & CEO	13 Ways Inc.
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**PRESENT VIRTUALLY:**

Councillor Lars Hansen	City of Leduc
Mark D'aoust, Commission Technician	City of Leduc
Councillor Ashley Miller	City of Beaumont
Maureen O'Neil, Deputy CAO	City of Beaumont

**WITH REGRETS:**

Honourable Mike Lake, MP	Leduc - Beaumont
Damien Kurek, MP	Battle River- Crowfoot
Brad Rutherford, MLA	Leduc – Beaumont
Jackie Lovely, MLA	Camrose
Honourable Rick Wilson, MLA	Maskwacis – Wetaskiwin
Councillor Sam Munckhof-Swain	City of Beaumont
Mike Schwartz, CAO	City of Beaumont
Joshua Gale, Manager, Utility Operations	City of Beaumont
Donna Anderson, Acting Town Manager	Town of Calmar
Ed Melesko, Manager, Planning & Development	Town of Calmar
Graydon Nielson, Public Works Foreman	Town of Calmar
Mayor Bob Young	City of Leduc
Derek Prohar, CAO	City of Leduc
Paul King, CAO	Camrose County
Zach Mazure, Manager, Public Works	Camrose County
Shannon Yearwood, CAO	Village of Hay Lakes
Councillor Kelly-Lynn Lewis	Leduc County
Councillor Rick Smith	Leduc County
Mayor Tanni Doblanko	Leduc County
Duane Coleman, CAO	Leduc County
Dean Downey, Manager, Utilities	Leduc County
Councillor Rebecca Frost	Town of Millet
Councillor Kevin Hycha	City of Camrose
Councillor Lana Broker	City of Camrose
Mayor PJ Stasko	City of Camrose
Malcolm Boyd, CAO	City of Camrose
Steve Maybee, VP, Operations & Infrastructure	Edmonton Int. Airport
Tahner Bowers, Manager	MNP LLP

**I. CALL MEETING TO ORDER**

Chair Bill Daneluik called the meeting to order at 7:02 p.m. Guests were welcomed to the Annual General Meeting and round table introductions were completed.

Chair Bill Daneluik began by recognizing previous Chair Wally Yachimetz for his dedicated service, as well as members of the 2020 – 2021 Board of Directors. Chair Bill Daneluik also provided sentiments regarding the recent passing of cherished Board member Mayor Tony Wadsworth in July 2021. The Chairman's

Message was then presented, highlighting the successes of the Commission in 2021. A noteworthy success was the completion of all 10 of the Strategic Plan high priority items, which included the adoption of several new policies and a Board Orientation Manual. In addition to adopting a new Water Supply Policy, the Commission introduced an interactive map for member municipalities, which helps identify when crossing agreements are required and aids in the protection of Commission infrastructure. Additionally, the Commission adopted Bylaw 01/2021 in May 2021, which was required to comply with the amendments to the Municipal Government Act. In closing, Chair Bill Daneluik thanked the Board and the City of Leduc Management and Operations team for their dedicated service throughout the past year.

## **II. ADOPTION OF AGENDA**

- 17-22**      **Motion:** It was **Moved** by Councillor Steven vanNieuwkerk that the agenda for the April 21, 2022 Capital Region Southwest Water Services Commission Annual General Meeting be approved as circulated.

**Motion Carried Unanimously**

## **III. APPROVAL OF THE APRIL 15, 2021 ANNUAL GENERAL MEETING MINUTES**

- 18-22**      **Motion:** It was **Moved** by Councillor Beverly Beckett that the meeting minutes of the April 15, 2021 Capital Region Southwest Water Services Commission Annual General Meeting be approved as circulated.

**Motion Carried Unanimously**

## **IV. DRAFT 2021 ANNUAL REPORT**

Chair Bill Daneluik invited Shawn Olson, Commission Manager, and Rick Sereda, Operations Manager, to present the 2021 Management and Operations Report.

Shawn Olson and Rick Sereda reviewed the Management and Operations Report of the 2021 Annual Report and summarized some of the Commission's accomplishments from 2021.

- The Commission has now completed all 10 of the high priority items identified within the Strategic Plan, 6 of which were completed in 2021. These 10 priorities were intended to be complete by 2023, so the Commission is proud of the substantial progress in a short time frame.
- In addition to the high priority items, 2 lower priority items were completed in 2021, relating to risk mitigation and the protection of CRSWSC infrastructure.



The new Water Supply Policy and interactive web map application that were introduced in 2021 will assist in protecting CRSWSC infrastructure from adjacent development activities.

- Progress on the Nisku Booster Station continued throughout 2021, with the Board providing direction on the exterior building finishes and approving installation of the Commission's first solar panel array to achieve net zero building operations (excluding pumps). Administration thanked Leduc County for their agreement on the land purchase to move the Booster Station forward. The Commission will now embark on a geotechnical investigation before completing the detailed design, with construction to follow. We are also eager to learn whether grant funding may be available towards project costs, as Associated Engineering submitted grant applications through the Alberta Municipal Water and Wastewater Partnership Program and the Water for Life Program in February 2022, on behalf of the CRSWSC.
- The Commission adopted Bylaw 01/2021 in May 2021, which repealed Bylaw 01/2015 and 02/2015 and consolidated them into a single Bylaw. This update was required to comply with the Municipal Government Act (MGA) changes, but also provided opportunity to add requirements for a minimum term of 2 years for Directors, while removing water allocations within the transmission mains. Shawn Olson commended Pamela Regier, Commission Project Manager, for her diligent work on the Bylaw updates and for providing her guidance to other commissions on their Bylaw amendments, on behalf of the CRSWSC.
- Through our joint efforts as part of the Regional Water Customers Group (RWCG), we were able to obtain a water licence from Alberta Environment and Parks which provides water security to the CRSWSC now and into the future. This was a significant undertaking that took substantial work with EPCOR and the Province to secure our water future.
- A new Agreement was signed with ENMAX that will result in cost savings of approximately \$12,000 per year, based on forecasted demand projections. Administration was able to negotiate and receive the rate offered to the City of Leduc, which will allow the Commission to take advantage of these cost savings until June 2026, or until market electricity rates fall and the Commission decides to pursue an independent contract. This was a significant benefit to the CRSWSC, considering that renewing at existing market rates would have resulted in a 27% increase in comparison to the previous CRSWSC ENMAX contract.
- In December 2021, the Board approved a new project for a digital ball inspection of the Beaumont pipelines. This project is essential to the maintenance of the distribution system, as it will assess the integrity of the pipes in order to plan for repairs and replacements, as opposed to costly emergency repairs. This project will aid in reducing risk, while also confirming

the exact location of Commission water lines, which also satisfies several goals within the Strategic Plan. Administration has started preliminary planning and the project is slated to occur in Fall 2022.

- The Beaumont Reservoir pipe upgrade project was intended to begin in 2021; however, the project was delayed due to ongoing negotiations with EPCOR regarding a shared meter to create efficiencies. Following investigation, it was determined that this is not a viable option and two individual meters will be required. The Commission is now awaiting the details on EPCOR's meter to finalize design and proceed with construction in 2022.

In closing, Shawn Olson and Rick Sereda recognized the hard work of the City of Leduc Management and Operations team over the past year. Gerard Del Rosario was recognized for his dedicated service to the Commission from 2019 – 2021, and Elie Klimp was welcomed as the incoming Commission Accountant effective as of January 2022. Keri Nelson was also formally welcomed to the Commission's Administration team, to provide additional administrative support.

On behalf of the City of Leduc, Shawn Olson and Rick Sereda extended sincere appreciation to the Board and member municipalities for their collaborative working relationship and continued support throughout 2021.

**19-22**

**Motion:** It was **Moved** by Mayor Doug Peel that the Draft 2021 Annual Report be accepted as presented.

**Motion Carried Unanimously**

Chair Bill Daneluik thanked the Administration team for the excellent work that they continue to provide the Board from the day to day operations, to the administration and financial reporting.

## **V. 2021 FINANCIAL STATEMENTS AND AUDITORS REPORT**

Chair Bill Daneluik invited Auditor Chris Cholak, Partner, MNP LLP, to present the 2021 Financial Statements and Auditors Report.

Chris Cholak presented an overview of the 2021 Financial Statements and Auditors Report. He commended the City of Leduc Finance team for their outstanding work, which resulted in a smooth audit process and a clean report. In 2021, water sales revenue exceeded \$10 million, which equates to a \$1 million increase from 2020. The increase in water sales was likely attributed to the reduced rain and high temperatures that we experienced last summer. The Commission's investments did extremely well, with \$264,000 earned in returns, which was much greater than the \$100,000 that was originally budgeted and anticipated. Chris Cholak further noted that the majority of expenses were within budgeted figures, with exception of several budget lines that had a surplus, such



as Board honorariums and meeting expenses given the continued challenges of COVID-19. There was also a noted increase of approximately \$4 million in the Commission's cash and investments in comparison to 2020. Overall, Chris Cholak confirmed that the Commission is in a good financial position, sitting at approximately \$37.4 million in total equity and \$15 million in reserve funds.

**20-22**

**Motion:** It was **Moved** by Councillor Kelly Vandenberghe that the 2021 Financial Statements and Auditor's report be accepted as presented, to be inserted into the 2021 CRSWSC Annual Report for finalization and printing.

**Motion Carried Unanimously**

Chair Bill Daneluik thanked Chris Cholak for his presentation and noted that the Commission's excellent financial position is also a testament to the Administration team and the previous Boards whose fiscal responsibility was a significant factor. It was noted that the printed 2021 Annual Reports will be distributed at the May 19, 2022 CRSWSC Board meeting and will also be distributed by mail to guests that attended the Annual General Meeting.

**VI. GUEST SPEAKER: DOUG GRIFFITHS, PRESIDENT & CEO, 13 WAYS INC.**

Chair Bill Daneluik introduced and welcomed guest speaker, Doug Griffiths, President & CEO of 13 Ways Inc.

Doug Griffiths provided his presentation based on his bestselling book, 13 Ways to Kill Your Community. In the interest of time, Doug Griffiths selected 6 chapters from his book to highlight that were particularly applicable to the Commission. Doug Griffiths suggested that if you want to avoid killing your community, the following steps should be avoided.

1. Forget the Water – Quality and Quantity (Chapter 1)

Doug Griffiths highlighted the experience of Flint, Michigan, where 12 people died from a water borne disease and many residents faced lead contamination, resulting in lawsuits. This was caused due to a decision by Flint to withdraw membership from their regional water commission, as they believed they could treat water independently. It was noted that water quality concerns are not uncommon, as an average of three communities in Canada are put on boil water advisories each week, which is a surprising statistic to many. Citizens expect quality water, so this is an essential service for a community to prioritize and maintain. Quantity of water is also essential, which is required for attracting industries such as agriculture.

2. Don't Cooperate (Chapter 7)

Doug Griffiths noted that, in his opinion, failing to cooperate with others is the number one reason that municipalities fail. Doug provided examples of communities that competed and refused to work together, which did not serve them well with attracting industry and business, as the disagreements between the communities caused investors to move elsewhere. In contrast, municipalities can find a lot of value in collaborating and sharing resources, including tax revenue. It was suggested that individuals should not let egos outweigh the responsibility of service to their communities, as the responsibility of elected officials is to the citizens that they serve.

3. Live in the Past (Chapter 8)

Doug Griffiths suggested that communities should avoid wasting time talking about the past and dwelling on what is wrong, and instead look forward to the future and continually seek opportunities to evolve and improve. Some citizens will unfortunately stand against change, oppose solutions, hold a perspective of “not in my backyard” or spread fear to gain power or support of their perspective. Doug Griffiths encouraged community builders to persevere past these obstacles and focus on the future and evolving.

4. Reject Everything New (Chapter 10)

Doug Griffiths explained that some communities reject new ideas and initiatives because they are afraid to try something new. However, if communities do not try something new, they will end up failing at what they have always done. As with the common “boiling frog syndrome” metaphor, communities are more likely to fail when they do nothing, rather than take on reasonable risk to pursue opportunity.

5. Grow Complacent (Chapter 12)

Doug Griffiths advised that communities must be progressive, as the nature of community is changing and what individuals value is changing. Technology continues to quickly evolve which results in many changes to our society and lifestyles. For example, the millennial generation are not necessarily interested in living in subdivisions or traditional lifestyles; many seek flexibility to travel or live in walkable neighborhoods with nearby amenities. Doug Griffiths provided examples of communities that have not grown complacent, and instead are designing communities to attract future generations and accommodate emerging technologies, such as walkable neighborhoods and roads designed to accommodate autonomous vehicles. Instead of communities focusing on how they can be effective and sustainable, Doug Griffiths encouraged communities to focus on how they can stay relevant in a world that is constantly changing. Succession planning and fresh perspectives are essential to keep up with the rapid pace of change.



6. Don't Take Responsibility (Chapter 13)

As elected officials and members of municipal administrations, Doug Griffiths suggested that everyone shares the responsibility to build and contribute to their community by working together, cooperating, and collaborating. It is essential that we act on this responsibility for community building.

Following the presentation, Doug Griffiths invited guests for comments or to ask questions.

A Board member commented on how communities and residents appear to shy away from risk, as it can be seen as dangerous considering the risk of failure. It was suggested that using the word "innovation" instead of "risk" often provides a different perspective, which better implies opportunity. Doug Griffiths agreed and suggested that when discussing risk, it is important to assess what will happen if nothing is done. The risk of doing nothing is often 100% failure, whereas the risk of doing something provides opportunity, so it is important for residents and stakeholders to understand the impacts of avoiding risk.

An individual commented on the difference between a fixed mindset and an open mindset, which appeared to be a basis of Doug Griffiths presentation. It was noted that fixed mindsets currently appear to be more common in society, likely as a result from the COVID-19 pandemic. Doug Griffiths was asked about recommended strategies that communities can use to help individuals move away from this fixed mindset. Doug Griffiths suggested the "PCOS strategy" where the Problem, Challenges, Opportunities and Solutions are discussed. In his experience, this strategy results in individuals becoming engaged and suggesting changes, and they often end up either passively resisting or supporting the solution. It is essential that individuals are aware of what the problem is first, so they understand the presented solution and need for change.

In closing, Doug Griffiths thanked the Board for the invitation to present at the Annual General Meeting. Chair Bill Daneluik thanked Doug Griffiths for providing an inspirational and informative presentation.

I. ADJOURNMENT

Chair Bill Daneluik thanked guests for attending the CRSWSC Annual General Meeting.

21-22 **Motion:** It was **Moved** by Mayor Bill Daneluik to adjourn the meeting at 8:55 p.m.

**Motion Carried Unanimously**



**CRSWSC**



Capital Region Southwest  
Water Services Commission

CRSWSC – April 21, 2022 - 9 -

CHAIRMAN \_\_\_\_\_  
MANAGER \_\_\_\_\_

