

2019-2023



# Capital Region Southwest Water Services Commission Strategic Plan

**CRSWSC**



Capital Region Southwest  
Water Services Commission



The contents of this four-year Strategic Plan were created by the Directors and Administration of the Capital Region Southwest Waters Services Commission to ensure sustainable service delivery for member municipalities, and with the future of the region in mind.

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# 1 Letter from the Commission

In a pair of workshops in winter and spring 2019, representatives of member municipalities of the Capital Region Southwest Water Commission (CRSWSC) met to plan for their sustainable future. This resulting plan was created in the best interest of the Commission, and the region more broadly.

This is a high-level governance plan for the CRSWSC to carry out over the next four years, and will provide long-term direction for environmental stewardship, sustainable service delivery, and responsible water management in the members' region. This strategic plan reflects the priorities of this Board and will help ensure that future Boards have the resources they need to set their own priorities and vision. This will be increasingly important in the coming years, as the climate continues to change, and as the population of the region continues to grow.

The Board developed a vision, mission, and set of values for itself, as well as a series of goals and strategies to help the Board and Administration attain this vision of success. The Board also identified a number of long-term and short-term priorities and developed a smaller set of high priority strategies that will guide Administration's work in the short term. The long-term aim of this Board is to see the CRSWSC continue to improve service delivery and environmental protection, and to be recognized as an environmental leader in water management.

As we look to the next four years, and potentially beyond, it is important that this document be reviewed and updated to ensure that the current priorities and interests of the Board and member municipalities are reflected in this document, and to ensure that Administration and the Board are working towards a shared idea of success. We believe this plan will help the Commission achieve this common direction.

Sincerely;

Board Chair Rick Smith and CRSWSC Directors



## 2 Introduction and Executive Summary

### 2.1 Background

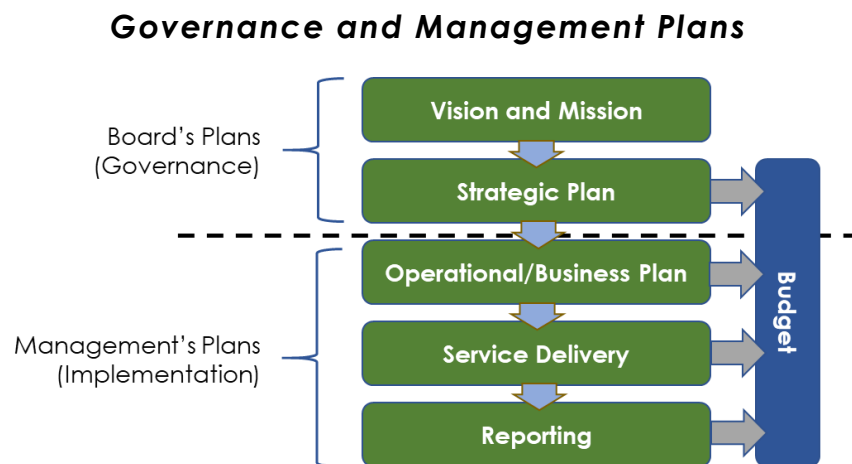
The Capital Region Southwest Water Services Commission (CRSWSC) comprises seven municipal members who have chosen to work together to ensure a safe supply of water is provided to citizens, businesses and groups within their municipalities. The members include the City of Leduc, Leduc County, City of Beaumont, the Town of Calmar, the Village of Hay Lakes, Camrose County and the Town of Millet.

Commission Board members and Administration met in January and March 2019 to develop a Strategic Plan for 2019-2023. This plan comprises the expressed desires of the Commission's Board, and provides councils, businesses, and other stakeholders with an indication of the Commission's plans. The Board identified a series of goals and strategies to work towards a common future for the region, which are outlined in this document.

### 2.2 Integrated Planning

The Board's governance role includes the mandate to provide strategic direction for the Commission. This high-level plan comprises that direction and it builds on previous governance and strategy development efforts. This new plan will help Administration build its own operational plans.

The following figure depicts the relationship between the Board's strategic vision for the Commission, and Administration's operations. The dashed line differentiates the role between the Board and Administration: the Board is responsible for determining the vision and direction of the Commission, while Administration is responsible for implementing that direction.



## 2.3 Vision, Mission and Values

The Board is looking towards the future of the Capital Region. When doing so, it is important that Board members agree on what the final destination looks like. With this in mind, the Board first decides on the Commission's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

When reviewing the existing versions of the Vision and Mission, the Board made some alterations to ensure that they reflect the CRSWSC's desired future.

### 2.3.1 Vision Statement

#### ***Empowering communities with water.***

The Board's vision provides a long-term picture of where or what the region wishes to be or become. The vision also indicates what makes the Commission unique from other similar organizations.

### 2.3.2 Mission Statement

#### ***The Capital Region Southwest Water Services Commission delivers a reliable supply of clean, safe, drinking water to our members.***

The Board's mission answers a question about what business the Commission is in. It lets readers know what the Commission does and who benefits from the work of the Commission.

### 2.3.3 Values

The values expressed here are the guiding principles that help determine how the Commission will operate, both in public and privately.

***Innovation***.....*We will explore new ways of meeting Member needs and maintain technology and processes that are considered leading edge.*

***Integrity***.....*We will do what we say we are going to do.*

***Leadership***.....*We will provide high-value service delivery and environmental protection that inspires our regional neighbors. We will be seen as leaders in our field of expertise.*

***Quality*** .....*When our services are measured alongside similar services provided elsewhere, our services are among the most reputable, timely and efficient.*

***Reliability*** .....*We are committed to providing dependable service to member municipalities.*

## 2.4 CRSWSC's 2019 High Priority Strategies

Within the full list of strategies that appear in Section 4 of the strategic plan, the Board has created a subset of 'high' ranked strategies which are both important and timely.

### **CRSWSC's High Priority Strategies**

Sustainability Pillar	Plan Reference	Strategy
Communicating with Members	4.1.1	Align the Commission's Master Plan with Members' municipal plans.
Internal Efficiency	4.2.1	Provide comprehensive orientations to board members.
Internal Efficiency	4.2.1	Provide ongoing training to board members.
Internal Efficiency	4.2.2	Conduct an energy audit.
Internal Efficiency	4.2.4	Develop a current governance policy manual.
Managing a Scarce Resource	4.3.1	Educate Members on water conservation methods.
Managing a Scarce Resource	4.3.2	Evaluate crossing agreements within Member rights of way.
Master Planning	4.4.1	Charge reasonable rates to Members.
Master Planning	4.4.2	Provide a simplified utility rate structure summary to Members.
Master Planning	4.4.3	Request that Members' development permitting process includes identifying location of Commission water lines.

Many other strategies are identified as having a 'moderate' priority, meaning they will be revisited for implementation in future strategic plans or sooner if resources are available. It is expected that the high priority strategy list will change over time as some high priority items near completion and other priorities emerge.

## 2.5 CRSWSC Goals

These are the Goals for the CRSWSC for 2019-2023. Detailed information on each goal and strategy can be found in Section 4 of the strategic plan below.

### **Communicating with Members**

- Be Responsive to Member Needs
- Be Visible in the Communities in which we Operate

### **Internal Efficiency**

- Cultivate Excellence in Member Representatives
- Be More Efficient Through the Use of Energy Recovery
- Ensure Continuity in Good Governance and Excellent Management
- Ensure all Commission Policies are Current
- Explore How Best to Diversify Commission Revenue Sources

### **Managing a Scarce Resource**

- Model Water Conservation
- Be Prudent Stewards of Risks Associated with Commission Activity
- Ensure Commission Assets Reliably Meet Member Needs
- Encourage Reduction in Per Capita Water Use Among Members
- Be Excellent Stewards of a Limited Resource
- Maximize Water Infrastructure Lifespan

### **Master Planning**

- Provide Maximum Value for Member Contributions
- Make Utility Rates Easily Understood
- Increase Awareness of Commission Water Line Locations
- Explore Supply Redundancy Options



### 3 Priority Goals and Key Strategies

The CRSWSC 2019 strategic plan activities and feedback that occurs using other channels (such as previous plans and Board's priorities) identified a significant number of current and prospective goals and strategies. The Board has distilled that number down to the list of key deliverables for 2019 and beyond that appears in Section 4 of this plan. These deliverables, when successfully completed, will indicate that the Commission is on track to meet its strategic objectives.

#### 3.1 Priority Ranking of Strategies

Each strategy in the tables in Section 4 below contains a colour coded prioritized ranking of relative strategies for 2019 and beyond as determined by the Commission's directors. This ranking is used by the Commission's Administration to determine the relatively high, moderate, and low priorities for the year as the Board assigns resources to key strategies. The priorities in this plan are listed as priority 1, 2, or 3 to indicate their relative status.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority strategies may rise or fall in comparison to other strategies in following years as the Commission works toward achieving its vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

The Commission's priority rankings for 2019-2023 are defined and colour coded as:

**Priority 1-** Work on this Strategy must be conducted in 2019-2023 in order for the goal to be achieved within the scope of this strategic plan.

**Priority 2 -** When resources and/or better information become available after required resources are assigned to high priority strategies, action will be taken on this strategy.

**Priority 3-** Limited action is expected on this strategy in the life cycle of the current strategic plan.

## 4 Goals and Strategies

The following pages contain the full list of goals as identified by the CRSWSC's Board. Within each goal, are a series of strategies that contribute to achieving that individual goal.

Beneath the level of the strategic plan, management maintains an operational plan that cascades from goals, strategies and priorities into key results, performance measures, timelines and accountabilities.

The goals and strategies for the four pillars are found throughout this section of the strategic plan.

### 4.1 Communicating with Members

#### 4.1.1 Member Engagement

**Goal: To be Responsive to Member Needs**

Strategies	Priority
Align the Commission's Master Plan with Members' municipal plans.*	1
Determine when best to engage with individual Member municipalities or groups of Members.	2

\* As of the creation of this strategic plan, this strategy is underway through the Master Plan.

#### 4.1.2 Member Confidence

**Goal: To be Visible in the Communities in which we Operate**

Strategies	Priority
Increase Commission visibility with Member municipalities.	3
Market the CRSWSC to Members and their citizens and other stakeholders.	3

## 4.2 Internal Efficiency

### 4.2.1 Board Member Effectiveness

**Goal: To Cultivate Excellence in Member Representatives**

Strategies	Priority
Provide comprehensive orientations to board members.	1
Provide ongoing training to board members.	1
Embrace innovative practices.	2
Consider succession planning and minimum terms for board members.	3

### 4.2.2 Energy Efficiency

**Goal: To be More Efficient Through the Use of Energy Recovery**

Strategies	Priority
Conduct an energy audit.	1
Explore energy recovery options.	2

### 4.2.3 Operational Consistency

**Goal: To Ensure Continuity in Good Governance and Excellent Management**

Strategies	Priority
Develop a succession plan for Commission operations.	2
Develop and maintain a set of standard operating procedures (SOPs).	3
Be fiscally sustainable as a Commission.	3

#### 4.2.4 Policy Currency

**Goal: To Ensure all Commission Policies are Current**

<b>Strategies</b>	<b>Priority</b>
Develop a current governance policy manual.	1
Develop a process to review, update, and rescind policies as necessary.	3

#### 4.2.5 Revenue Diversification

**Goal: To Explore How Best to Diversify Commission Revenue Sources**

<b>Strategies</b>	<b>Priority</b>
Actively seek new Members.	2
Conduct a market analysis of potential secondary revenue sources.	3
Conduct a risk/benefit analysis on sustainable revenue sources.	3

## 4.3 Managing a Scarce Resource

### 4.3.1 Model Water Conservation

**Goal: To Model Water Conservation**

Strategies	Priority
Educate Members on water conservation methods.	1
Model water conservation.	3

### 4.3.2 Risk Management

**Goal: To be Prudent Stewards of Risks Associated with Commission Activity**

Strategies	Priority
Evaluate crossing agreements within Member rights of way.	1
Embark on an enterprise risk management process.	3
Review best practices and adapt where there is value.	3

### 4.3.3 Asset Management

**Goal: To Ensure Commission Assets Reliably Meet Member Needs**

Strategies	Priority
Complete an asset inventory, including condition assessments.	3
Keep the capital replacement plan current.	3

#### 4.3.4 Reduce Per Capital Use

**Goal: To Encourage Reduction in Per Capita Water Use Among Members**

<b>Strategies</b>	<b>Priority</b>
Educate members with methods of water conservation.	2
Develop plans and policies aimed at reducing per capita water use among Members.	3
Create a regional water conservation plan.	3

#### 4.3.5 Environmental Responsibility

**Goal: To be Excellent Stewards of a Limited Resource**

<b>Strategies</b>	<b>Priority</b>
Remain mindful of the limited supply of water.	2
Adapt to climate change as much as possible.	3

#### 4.3.6 Infrastructure Lifespan

**Goal: To Maximize Water Infrastructure Lifespan**

<b>Strategy</b>	<b>Priority</b>
Maintain infrastructure so that water loss is minimized.	3

## 4.4 Master Planning

### 4.4.1 Value for Members

**Goal: To Provide Maximum Value for Member Contributions**

Strategy	Priority
Charge reasonable rates to Members.	1
Provide the most efficient delivery options possible.	2

### 4.4.2 Utility Rate Transparency

**Goal: To Make Utility Rates Easily Understood**

Strategies	Priority
Provide a simplified utility rate structure summary to Members.	1
Continue to research water rates of other regions and commissions.	3

### 4.4.3 Water Line Locations

**Goal: To Increase Awareness of Commission Water Line Locations**

Strategies	Priority
Request that Members' development permitting process includes identifying location of Commission water lines.	1
Ensure Members know the location of Commission water lines.	3
Develop and install appropriate water line signage.	3



#### 4.4.4 Plan B Options

##### Goal: To Explore Supply Redundancy Options

Strategies	Priority
Understand redundant supply delivery options within the CRSWSC system.	2
Understand implications of EPCOR agreement on supply options.	3
Be prepared for water supply-related emergencies.	3



## 5 Conclusion

The pages of this Capital Region Southwest Water Services Commission 2019-2023 Strategic Plan provide a roadmap that was developed by the Commission's Board directors and Administration. It is important that both the Board and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the Commission operates is always shifting. In response, the Commission's plans also must shift to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.

## 6 Creation Credits

The following individuals participated in the initial creation of this strategic plan. Their contributions are significant and vital.

### **Board Directors (listed alphabetically by municipality)**

1. Rick Smith, Leduc County
2. Kelly Vandenberghe, Leduc County
3. Steven vanNieuwkerk, Beaumont
4. Bill Daneluik, Beaumont
5. Terry Balaban, Calmar
6. Wally Yachimetz, Calmar
7. Greg Gillespie, Camrose County
8. Dawn Pauls, Hay Lakes
9. Beverly Beckett, City of Leduc
10. Mike Storey, Millet
11. Tony Wadsworth, Millet

### **Members of the Commission's Administration**

- Shawn Olson, Manager, CRSWSC
- Rick Sereda, Operations Manager, CRSWSC
- Pam Regier, Engineering Project Manager, CRSWSC
- Shawn Tooth, Water Technician, CRSWSC
- Carol Hounsell, Treasurer, CRSWSC
- Lauren Padgham, Accountant, CRSWSC

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