CANBY UTILITY
REGULAR BOARD MEETING
SEPTEMBER 8, 2026
7:00 P.M.

AGENDA

I. CALL TO ORDER

II. AGENDA
- Additions, Deletions or Corrections to the Meeting Agenda

III. CONSENT AGENDA
- Approval of Agenda
- Approval of Regular Board Meeting and Executive Session Minutes of August 11, 2026 (pp. 1-6)
- Approval of Payment of Water and Electric Bills

IV. CITIZEN INPUT ON NON-AGENDA ITEMS *Citizen's wanting to speak virtually, please email or call the Board Secretary-Clerk by 4:30 p.m. on September 8, 2026 with your name, the topic you would like to speak on, and contact information: bbenson@canbyutility.org or 503-263-4312.*

V. DISCUSSION Canby City Charter Amendments Talking Points – Emily Guimont, Board Attorney (pp. 7-8)

VI. RECOMMENDATION Consideration and Approval of Recommendation for Water Treatment Plant Facility Configuration: Evaluation of Life-Cycle Costs for One vs. Two Plants – Kari Duncan, General Manager; Bryan Black, Eric Ward, and Andrew Nishihara, Stantec (pp. 9-43)

VII. RESOLUTION NO. 347 Revising Canby Utility's Water System Development Charges – Mike Schelske, Finance Manager (pp. 44-47)

VIII. BOARD REPORT
- Chair Comments
- Board Member Comments

IX. STAFF REPORTS

General Manager:
- Manager's Report (pp. 48-49)

X. EXECUTIVE SESSION The Canby Utility Board will adjourn its regular meeting to go into executive session pursuant to ORS 192.660(2)(d) to discuss labor negotiations. Upon completion of the executive session, the Board will return to its regular meeting.

XI. ADJOURN

CANBY UTILITY
REGULAR BOARD MEETING MINUTES
AUGUST 11, 2026

Board Present: Chair Molamphy; Members Pendleton, Westcott, LeBlanc, and Yarbrough

Staff Present: Kari Duncan, General Manager; Barbara Benson, Board Secretary; Mike Schelske, Finance Manager; Sergio Avalos, Customer Service Supervisor; and Jason Berning, Operations Manager

Others Present: Brian Hutchins, Veolia Water North America; Daniel Stearns, City Council Liaison; Eric Ward, Stantec; Brian Murphy, CDM; Corianne Burnett, Carollo; and Fabien Tirosso, Jacobs

Chair Molamphy called the Regular Board Meeting to order at 7:00 p.m.

Chair Molamphy presented the meeting agenda for consideration. He asked for any additions, deletions, or corrections to the meeting agenda, and there were none.

Chair Molamphy presented the consent agenda for approval. Member Westcott made the *MOTION to approve the consent agenda, consisting of the meeting agenda, special meeting minutes of June 30, 2026, regular meeting minutes of July 14, 2026, as presented, and payment of water and electric bills in the amount of $1,635,589.37. Member LeBlanc seconded, and the motion passed 5-0.

Chair Molamphy asked for citizen input on non-agenda items, and there was none.

Eric Ward, Principal Project Manager with Stantec, provided an update on the Canby Water Supply Project. He stated that since the June 30 meeting, they have been reviewing questions, feedback, and ideas from the Board and evaluating a two-plant option that would include upgrading the existing Molalla treatment plant and constructing a smaller new Willamette treatment plant. Ward reported that Stantec is evaluating operating and maintenance cost comparisons for different plant configurations, including life-cycle costs, and reviewing operating cost information from the existing plant and neighboring water treatment plants. He reported that ozone treatment and other technologies are also being evaluated.

Ward stated that the adjacent property just north of the existing treatment plant is being explored for a possible expansion. He also reported that David Evans & Associates is planning for additional riverbed bathymetry as part of its planned surveying work for the hydraulic model. Stantec will present its findings to staff on August 20th and to the Board on September 8th.

Member Yarbrough discussed changes occurring in the Willamette Riverbed in some areas and asked how these changes could affect future water intake structures. Ward stated that Stantec will consider those concerns as it evaluates the preferred intake site.

General Manager Kari Duncan presented a recommendation for a proposed professional services Letter of Engagement for bond counsel related to the CWSP. Duncan stated that staff solicited proposals from bond counsel firms and received two qualified proposals. After reviewing the proposals, staff recommended working with Hawkins Delafield & Wood, LLP.

Duncan spoke about the firm's experience working with other public entities similar to Canby Utility with similar debt issuance. She noted that the firm has experience with WIFIA loans and revenue bonds. Hawkins Delafield & Wood LLP has also assisted Canby Utility with bonds in the past and is familiar with the utility.

Duncan explained that bond counsel would assist with developing statements, which are legal documents that provide information about the utility, including financial and management information used for credit ratings and the sale of bonds. Bond counsel would also draft the Master Water Revenue Bond Declaration, draft and negotiate funding agreements for a WIFIA loan, and other funding sources. They will ensure that the utility is acting within its legal authority and applicable Oregon Revised Statutes for all funding issuances, and provide legal guidance related to debt issuance.

Duncan stated that bond counsel is a specialized area of law and is not a service provided by the utility's general counsel. She explained that bond counsel fees are typically based on the size of the bond issuance and therefore depend on the amount of debt issued. Discussion ensued regarding the effects on bond counsel should the Canby City Charter not be approved by voters, how the bond counsel's fees are paid, and plans for training to help the Board better understand the process.

Member LeBlanc made the *MOTION to affirm the General Manager's approval of the Letter of Engagement for bond counsel services with Hawkins Delafield & Wood LLP. Member Pendleton seconded, and the motion passed 5-0.

Duncan presented a recommendation to issue a Letter of Engagement for a financial advisor, also for the CWSP. Duncan stated that, along with bond counsel, retaining a financial advisor is critical to the financing process. The utility solicited proposals from financial advisory firms and received two proposals. After reviewing the proposals and conducting interviews, staff recommended PFM Financial Advisors, LLC.

Duncan stated that PFM is a large firm with a local office and works with numerous cities and special districts in the area. She noted that the firm has experience with WIFIA loans and bond issuances and has previously worked with Hawkins Delafield & Wood LLP.

Duncan explained that a financial advisor provides independent expertise to help ensure the utility's debt issuance is structured effectively, protects ratepayers, and aligns with long-term financial needs. She stated that the financial advisor also provides guidance to the Board and staff to support informed decision-making, including financing strategy, financial modeling, credit rating support, underwriter and lender selection, disclosure and offering documents,

market and pricing oversight, and closing and post-issuance support. PFM Financial Advisors, LLC was also involved with Canby Utility's previous bond issuance.

Duncan responded to questions regarding potential additional staffing needs, the firm's expertise beyond revenue bonds, their fiduciary responsibilities to protect the utility's interests, and when the utility would know whether it could afford the proposed bonds.

Member Westcott made the *MOTION to authorize the General Manager to sign the Letter of Engagement for financial advisory services with PFM Financial Advisors, LLC. Member Pendleton seconded, and the motion passed 5-0.

Duncan next discussed proposed Resolution No. 346, updating Canby Utility's Customer Service Policies and Procedures and repealing Resolution No. 338. Duncan explained that the proposed policy update addresses large electric load customers requesting new or expanded service of one megawatt or greater. She stated that these customers are now subject to the required load studies with BPA and PGE to determine whether sufficient supply and transmission capacity is available. The proposed policy update references the Memorandum of Understanding (MOU) that was presented to the Board at the previous meeting. The MOU provides a means for assigning the costs of these studies to the customer. Duncan noted that the formatting, grammar, and numbering updates were also completed.

Member LeBlanc made the *MOTION to approve Resolution No. 346, updating the Customer Service Policy Manual to add Section C, Large Customer Study – Memorandum of Understanding, and changing the reference in Exhibit A from "study deposit" to "study deposit(s)." Duncan clarified that, because the revised policy numbering changed, the edit will appear in Section III (A). Member Westcott seconded, and the motion passed 5-0.

Chair Molamphy asked for an update on the electric vehicle (EV) charging station. Operations Manager Jason Berning responded, explaining that the EV station was installed and is in the commissioning stage. A few punch list items need correction before it can be placed into service. ChargePoint has provided the electrician with the required corrections. The Board discussed plans to publicize the new charging station.

Member Westcott discussed an Oregon Public Broadcasting article regarding Eugene Water and Electric Board's (EWEB) financial considerations for a smaller water treatment plant on the Willamette River. He compared EWEB's more than 60,000 meters with Canby Utility's 5,875 meters and noted that the estimated cost per meter for Canby Utility's proposed project is approximately three and a half times higher.

Westcott also expressed concern about the project's financial impact, noting that Canby Utility's original estimated project cost of $80 million was significant and referencing the utility's past WPPSS debt experience. Duncan provided some background on EWEB's project. She explained that their primary water treatment plant has a capacity of more than 72 mgd and that the proposed project is a backup water source. She stated that EWEB initially considered a 10 mgd

plant but recently approved a larger 30 mgd plant, which contributed to the increased project cost. Duncan noted that the EWEB project cost considerations were likely due to the fact that this was a secondary source of supply, not their primary source, which would have an additional cost burden outside of the project highlighted in the article. Westcott stated that EWEB staff had reduced the proposed plant size after determining that the larger project was not affordable and emphasized the significant costs being considered by Canby Utility.

Member Yarbrough commented on an article regarding federal grants, noting that demand for federal funding has increased and agencies are struggling to keep up with applications. Duncan stated that Canby Utility was awarded a federal forgivable loan that was issued through the State of Oregon the previous Friday. Discussion ensued regarding concerns about the impact on rates and customers. Duncan stated that the financial advisor will evaluate the project's affordability.

Finance Manager Mike Schelske presented financial results for the quarter and 12 months ending June 30, 2026. He noted that the annual audit has begun and will result in some adjusting entries. Schelske reported that both funds had positive operating income, with expenses below budget.

The electric fund had positive operating income compared to a budgeted loss. The electric and water revenues were very close to target. Capitalized labor was greater than expected, resulting in lower labor expenses, which contributed to improved operating income and increased net assets. Electric power costs were approximately $237,000 higher than budget. He reported that both funds remain in a strong cash position, with approximately $19.1 million in the electric fund and $13.7 million in the water fund.

Member Pendleton asked about operating revenue being below budget and purchased power costs being higher than budget. Schelske explained that the two do not operate in tandem, noting that power costs have increased more than rates. Revenue is primarily determined by established rates.

Human Resources/Administration Manager Barbara Benson provided an update on the building repairs related to the neighboring Kittyhawk incident. She reported that the utility solicited proposals for procurement, construction, and owner's representative services to assist with roof replacement and building repairs. Two proposals were received, and Otak was selected for the project.

Benson stated that City County Insurance Services (CIS) will cover the cost of procurement consulting to assist with the roof replacement and request for proposals. The utility will be responsible for the cost of construction owner's representative services, which staff will seek to recover from Kittyhawk. Benson stated that the utility will proceed with signing the contract with Otak.

Benson also reported that Kittyhawk's insurance company has acknowledged our $6,100 claim for debris cleanup not covered by CIS. She noted that the letter did not include the $5,200 in

asphalt repairs and that she has contacted them to ensure they include this in their claim information.

Benson discussed the upcoming Public Meetings Law and Ethics Training scheduled for September 29, 2026, stating that the training will be presented by the Special Districts Association of Oregon and complies with the Oregon Government Ethics Commission's training requirements. Canby Utility has invited other public entities to attend.

General Manager Kari Duncan provided an overview of political advocacy guidance prepared by Board Attorney Emily Guimont of Beery Elsner & Hammond. Duncan noted that Guimont was unable to attend the meeting but provided written guidance for the Board and staff to review and is available to attend a future meeting if additional questions arise.

Duncan explained that employees and appointed officials are prohibited, under Oregon Revised Statutes, from engaging in certain political activities while acting in their official capacity or during work hours. She noted that this includes campaigning or advocating for a ballot measure. Duncan emphasized the importance of providing the community with factual and unbiased information regarding the upcoming Canby City Charter amendment ballot measure.

Duncan clarified that Board members may discuss the ballot measure as individuals when they are not acting in their official capacity or on behalf of the Board. Duncan stressed that Board members should make clear statements that they are speaking for themselves and not representing the Board. Duncan said Guimont is preparing proper talking points to communicate the ballot measure, which can be distributed to the Board and staff and posted on the utility's website once finalized. The City is proposing one additional Charter amendment, related to the City Administrator residency requirements. Duncan offered to have the board attorney attend the next meeting to further discuss the political advocacy primer. The Board agreed that her attendance would be helpful.

Duncan provided an update on the City of Canby's Urban Growth Boundary (UGB) expansion, stating that she has been attending the advisory committee meetings. The city is proposing to add approximately 80 acres of residential land and up to 400 acres of commercial and industrial land into the UGB. Duncan discussed the different areas identified on a UGB map for each type of development. The UGB expansion is part of a 20-year plan, and the areas would likely not be ready for annexation for five to six years. She noted that once areas are incorporated into the UGB, Canby Utility will need to prepare to provide services once they are annexed into the Canby city limits. Discussion ensued regarding when and how services are transferred from Portland General Electric to Canby Utility. Duncan noted that developers generally do not pay for system-wide infrastructure, such as future reservoirs. She stated that Canby Utility's Water System Master Plan identifies a future reservoir and that the utility's financial model anticipates using system development charges to help fund the investment.

Duncan thanked Eric Ward with Stantec for the update on the CWSP, noting that Stantec will attend the next meeting to provide updates on the studies underway and address additional Board

questions.

Duncan reported that Mike Schelske and Andrew Nishihara of Stantec presented to the Infrastructure Finance Authority Board about the funding request for the $3.57 million in forgivable loans through the State's Drinking Water State Revolving Fund. She explained that federal funding is allocated through the state and that, if the funds are used for the approved purpose, the loan is forgiven and becomes a grant. Duncan stated that the funding was approved and will be used for design of the water treatment plant, specifically to address treatment for cyanotoxins and other emerging contaminants in the river. She noted that if the utility does not proceed with the project, substantially changes the project, or chooses not to address cyanotoxins, the funding would have to be forfeited.

Duncan reported that she gave a presentation to the Canby Kiwanis regarding the CWSP and the proposed Chapter X Charter amendment on August 3rd. She also provided a brief update on the electric vehicle charging station and stated that the Molalla River Symposium has not yet been scheduled.

Chair Molamphy stated that the Canby Utility Board would recess the regular meeting and go into executive session under ORS 192.660(2)(d) to discuss labor negotiations.

Member LeBlanc made the *MOTION to adjourn the regular meeting and go into executive session. Member Pendleton seconded, and the motion passed 5-0.

The regular meeting was recessed at 8:32 p.m.

The regular meeting was reconvened at 9:09 p.m.

Member Westcott made the *MOTION to adjourn the regular meeting. Member Yarbrough seconded, and the motion passed 5-0.

The regular meeting adjourned at 9:10 p.m.

John Molamphy, Chair	Ron Yarbrough, Member
Ron LeBlanc, Member	Jack Pendleton, Member
Robert Westcott, Member	Barbara Benson, Board Secretary

Proposed Canby City Charter Amendment- Chapter X Utilities

Talking Points

Background: In December of 2025, the Canby City Council convened a Charter Review Subcommittee to review the City's Charter for revisions to propose to the voters. In consultation with the City Council and the Canby Utility Board, the Subcommittee recommended that Chapter X be amended as follows:

What are the proposed changes?

- Combine the electric and water departments into a Department of Water and Electric Services ("Department").
- Grant the Canby Utility Board exclusive authority and control over the Department and authority to issue water revenue bonds.
- Remove language requiring voter approval for certain electric department costs above prior year revenue.
- Clarifies that existing voter rights under state law still apply to bond issuance.
- Change language limiting the Canby Utility Board's total of outstanding short-term loans from 50% to 100% of the department's prior fiscal year revenue.
- Modernize language and grammar.
- Increase Canby Utility Board members' maximum number of successive terms of office from two to three.
- Clarify the Canby Utility Board's General Manager position's role.
- Require the Canby Utility Board to provide quarterly operation reports to the Canby City Council.
- The Canby City Council approved sending the Subcommittee's recommendations to the voters in November 2026. If this measure is approved, the Canby City Charter would be amended as explained above. The full text of the proposed amendments can be found on the City of Canby's website.
- If this measure is not approved, then the Canby City Charter Chapter X will not change.

How do the changes affect the City and Canby Utility?

1. Under the current charter, the Canby Utility Board owns and manages the Electric Utility, and the City of Canby has ownership and control over the Water Utility and associated facilities. The Canby Utility Board operates and manages the water utility through an intergovernmental agreement with the City of Canby. The proposed changes move the ownership and management of the water utility and facilities to the Canby Utility Board.
2. Under the current charter, the Canby Utility Board does not have the ability to issue debt to fund a water system improvement, the Canby City Council must authorize a debt issuance. The charter amendments would allow the Canby Utility Board to issue debt. This means that the Canby Utility Board would be able to issue a bond or take on a loan to fund the construction of the new water treatment plant and other water system infrastructure improvements without the City of Canby's assistance.
3. Under the current Canby City Charter, voters must approve expenditures for energy supply projects that exceed the annual revenue of the electric department. Proposed language would allow the Canby Utility Board to approve such expenditures.
4. Currently, the Canby Utility Board members may serve up to two, three-year successive terms, for a total of six years. The amendments, if passed, would allow Board members to serve for three successive terms, or a total of 9 years. Board members are appointed by the Mayor of Canby and confirmed by the Canby City Council, and can be removed by the Mayor with City Council approval.

Where can I find the full text of the changes?

Amendments are posted on the City of Canby's website here:
https://www.canbyoregon.gov/city-recorder/page/ballot-titles

Contacts: If you have additional questions about the amendment, please contact

Canby Utility: 503-266-1156, customersupport@canbyutility.org

City of Canby: 503-266-0720, benhamm@canbyoregon.gov

MEMORANDUM

FOR BOARD REVIEW

To: Chair Molamphy; Members Pendleton, Westcott, Yarbrough, and LeBlanc

From: Kari Duncan, General Manager — with Stantec (Eric Ward, Bryan Black)

Date: September 8, 2026

Subject: Canby Water Supply Program — Cost, Options, and Recommended Direction (One WTP vs. Two)

Purpose

This memorandum prepares the Board for the September 8th discussion of the Canby Water Supply Program (CWSP). It responds to the questions asked at the June 30 Board meeting, summarizes the updated lifecycle cost analysis comparing one new water treatment plant (WTP) with a two-plant strategy, and presents the staff recommendation. Both options evaluated are sized to serve the same long-term demand of approximately 18 mgd, so the comparison is a lifecycle cost comparison of two options that will both meet the buildout requirements for the City of Canby. **The Board is asked to provide direction on the pathway — not to approve a final design or construction project.**

Background

At the June 30 Board meeting, the Board reviewed value-engineering alternatives and asked the team to look beyond initial capital cost. Specifically, Board Members asked for a lifecycle comparison of one plant versus two, the operating-cost efficiency of each, and the true cost of keeping and upgrading the Molalla plant. Board Members also raised the reliability value of retaining two sources and asked staff to evaluate the water-rights implications of each pathway.

In response, Stantec developed a lifecycle economic model comparing two supply pathways on a consistent basis, both sized to meet the 2023 Water System Master Plan buildout demand:

- **Pathway 1 — Single WTP:** Build one new single Willamette water treatment plant (10 mgd) and retire the aging Molalla plant. Expand the Willamette plant to 18 mgd as demand grows.
- **Pathway 2 — Two WTP:** Build a smaller 4 mgd Willamette plant and upgrade the 8mgd Molalla plant to include pre-treatment for cyanotoxin/ taste and odor and life-safety seismic upgrades. The upgraded Molalla plant is expected to be operational through approximately 2055, based on the demand projections from the 2023 Water Master Plan, when the plant is decommissioned and the Willamette plant is expanded to 18 mgd.

A note on the 4 mgd Willamette plant. The 4 mgd size in Pathway 2 is driven by construction sequencing. To perform the required Molalla upgrades, that plant must be taken fully offline, and the new Willamette plant must carry the entire system during that period. Four mgd will meet Winter demand requirements for the City of Canby and will allow the Molalla to be offline for several months to complete the improvements. It is **not** sized to replace Molalla — retiring Molalla outright would require roughly 8 mgd of standalone Willamette capacity.

What the Analysis Shows

Over the 60-year analysis period (2030–2089), the single-WTP pathway is the lower-cost path. Pathway 2 is estimated to cost about **$35.3M more** than Pathway 1 in present-value terms, or about **$1.3M per year**. When different variables were tested in the economic model, including varying discount rates, the amount of seismic improvements on the Molalla WTP, and how long the Molalla is kept in service, Pathway 1 had a lower lifecycle cost under all scenarios.

WHAT IS A DISCOUNT RATE, AND WHAT DOES "PRESENT VALUE" MEAN?

A **discount rate** reflects the idea that a dollar spent today and a dollar spent thirty years from now are not equal in value — money available today could otherwise be invested or put to other use in the meantime. **Net present value (NPV)**, also called **present value**, converts a stream of costs occurring in different future years into one comparable figure expressed in today's dollars, discounted at that rate. This allows two pathways with very different spending patterns over time — one paying more up front, the other paying more later — to be compared fairly on a single number.

This analysis uses a **3.0% real discount rate**, adopted as the planning-level rate for this analysis. "Real" means the rate excludes general inflation, consistent with holding all costs in this analysis at constant 2030 dollars.

Cumulative present value (used later in this section) simply means the running total of each year's discounted cost, added up year by year — it shows how the two pathways' total cost compares at any point in time, not just at the end of the analysis period.

Table 1. Pathways at a glance (lifecycle comparison; both sized to ~18 mgd buildout).

Category	Pathway 1 — Single WTP	Pathway 2 — Two WTP
Initial Willamette WTP (2030)	10 mgd	4 mgd + Molalla (8 mgd)
Buildout capacity	18 mgd	18 mgd
Future Willamette expansion	(demand-driven, 2054)	(retirement-driven, 2055)
Molalla River plant	Retire in 2030	Retain & upgrade to 2055, then retire
Water quality (T&O, cyanotoxins)	Meets goals	Meets goals
Reliability profile	Process redundancy; new seismic design	Source diversity until 2055; Molalla life-safety only
Initial project cost (2030)	$197.4M	$188.9M
Lifecycle cost (NPV)	**$296.8M**	**$332.1M**
Lower lifecycle cost	**RECOMMENDED**	—

Planning-level estimates (AACE Class 4/5, –30% / +50%); constant 2030 dollars discounted at a 3.0% discount rate; demand from the 2023 WMP.

Pathway 1 costs more to build and less to own. Its initial project cost is about $8.5M higher than Pathway 2. The advantage accrues over time: Pathway 2 requires a larger future expansion — growing a 4 mgd plant to 18 mgd is a bigger step than growing a 10 mgd plant to 18 mgd — and that comes on top of the Molalla upgrades (a required Actiflo-Carb upgrade to meet water-quality goals, about $17.8 million; a life-safety

seismic upgrade, about $4 million; clearwell rehabilitation; and eventual decommissioning), plus years of operating and maintaining an older plant.

On a cumulative present value basis, Pathway 1 becomes the lower-cost option by 2035, and by 2040, roughly ten years into the analysis and within a typical Board planning horizon, Pathway 1 is already about **$4.6M lower** on a cumulative present-value basis, despite its higher initial cost.

Reliability takes three distinct forms, which should not be used interchangeably. **Process redundancy** — redundant critical equipment within the plant — is included in the Willamette WTP cost for both pathways. **Source diversity** — two independent rivers and two separate plants — is provided by Pathway 2 until 2055 and is a policy benefit the model does not monetize. **Seismic operational resiliency** — the ability to keep operating after an earthquake — is provided by the new Willamette plant designed to current standards; however the seismic upgrades for the Molalla plant are for life-safety only. They will protect occupants during an earthquake but do not ensure that the WTP can operate post-event. Upgrading the Molalla to be operable post earthquake would require near total replacement, and would be much more costly.

Water rights. Both pathways develop sufficient Willamette River treatment capacity to put Canby Utility's Willamette water right to beneficial use, supporting its long-term perfection — an important consideration given the January 6, 2031 completion deadline on that permit.

Keeping Molalla also carries river-condition risk. Summer flows on the Molalla River are low enough to limit reliable diversion of the full water right, and a recent upstream channel migration (avulsion) adds uncertainty to intake reliability at that location — unstable flows and unstable conditions that a single modern Willamette source would not carry.

Both treatment options reliably control taste and odor and cyanotoxins, can be equipped for future ozone, and can add PFAS treatment if future rules require it. The 2026 community survey reinforced a balanced, durable investment: 70% prioritized a reliable year-round supply, 57% prioritized improving taste and odor, and 55% preferred a moderate investment over the lowest-cost approach.

WTP and Intake Site Selection

An additional element in the alternatives analysis is the selection of WTP and Intake sites. Evaluation of site 10 and site 11 for a WTP location has been ongoing, and based on a review of site characteristics, land use and permitting feasibility, constructability and current use, staff have concluded that site 11 has more favorable conditions for the WTP, with site 10 as a feasible alternate. River Intake Option 1 continues to be the preferred intake location, and further investigation has not changed this status.

Staff Recommendation

Staff recommends the following direction for the Canby Water Supply Program:

- Build a single new Willamette water treatment plant (10 mgd initially, expandable to approximately 18 mgd) and retire the Molalla plant, with treatment selected for taste and odor and cyanotoxin control.
- Carry **River Intake Option 1 as the preferred intake location**, with Option 5 retained as an alternate.

- Carry **WTP Site 11 as the preferred treatment plant location**, with Site 10 retained as a viable, Canby Utility-owned alternate, and begin a **partnership discussion with the City of Canby** regarding a possible land arrangement for Site 11.

Final treatment-process selection remains a subsequent technical decision and is not part of this recommendation.

Requested Board Action

The Board is asked to provide direction so Year 2 work can proceed — **not** to approve final design, construction, treatment-process selection, or land acquisition. A suggested motion is provided for the Board's convenience:

> **SUGGESTED MOTION**
> *"I move that the Board direct staff to proceed with the single Willamette water treatment plant pathway as the basis for Year 2 design and permitting; to carry River Intake Option 1 and WTP Site 11 as the preferred locations, with Option 5 and Site 10 retained as alternates; and to initiate a partnership discussion with the City of Canby regarding Site 11 — with the understanding that adjustments to this direction may be needed as additional information becomes available."*

The closing clause is intentional. Due diligence on land, permitting, geotechnical conditions and cost is ongoing, and staff needs the flexibility to adjust as that information develops without returning to the Board for each refinement.

Additional Items for Board Awareness

- **Groundwater and aquifer storage and recovery (ASR)** have been studied periodically for roughly 20 years and could serve as a supplemental or emergency backup supply (estimated at $7–9 million and 5–6 years to develop, yielding on the order of 1–2 mgd). Neither replaces the primary Willamette pathway in either scenario.
- **If no pathway is selected tonight**, the Utility continues to rely on the existing Molalla plant, with continued taste-and-odor and cyanotoxin vulnerability, capacity constraints near recent peak demand, seismic vulnerability, potential service and growth limitations, and cost escalation from continued deferral.
- **The adjacent property** north of the Molalla plant was investigated at the Board's request. A Lot Book title report was obtained; multiple easements benefiting Canby Utility were identified, along with existing utility infrastructure on the parcel. Canby Utility contacted the property owner in previous years and in August of 2026 and is waiting on a substantive response. This is a status update only — no acquisition is proposed.
- **The discount rate (3.0% real)** used in this analysis is a planning-level assumption. The recommendation is robust to this input: Pathway 1 remains lower-cost at every rate tested, from 2.0% to 5.0%.

Next Steps

- **Fall 2026:** confirm remaining planning costs; conduct intake fieldwork; begin partnership discussions with the City of Canby regarding Site 11.

- **Winter 2026–27:** prepare permitting applications; procure design or design-build services.
- **2027 and beyond:** design, funding (WIFIA / SRF / IFA), and construction sequencing.

Cost refinement continues throughout design. Focusing on a single pathway is what makes disciplined, sustained cost reduction possible.

Attachments

- **Attachment A** — September 8 Board presentation (full analysis, charts, and reserve Q&A material).
- **Attachment B** — CWSP Lifecycle Economic Model technical memorandum (model description, inputs, methods, results, sensitivities, and limitations).

CANBY WATER SUPPLY PROGRAM

Charting the Path Forward

Cost, Options, and a Recommended Direction for a Reliable Water Future

Canby Utility Board Meeting • September 8, 2026

Prepared by Stantec • Response to Board direction from the June 30 meeting

The core question

One plant or two?

Lifecycle cost result

Single Willamette plant has lower costs

We are seeking

Board direction

WHY WE'RE HERE TONIGHT

Responding to the Board's June 30 direction

You asked us to sharpen the analysis before choosing a path. Tonight answers each item.

1 Escalated costs

How updated costs compare to the 2023 plan

2 One vs. two plants

Is it cheaper to build one large plant or keep two?

3 Molalla's future

What does it really cost to keep and upgrade the existing plant?

4 Site selection

Which intake and treatment-plant sites should we carry forward?

5 Operating cost

How do operating costs compare across options?

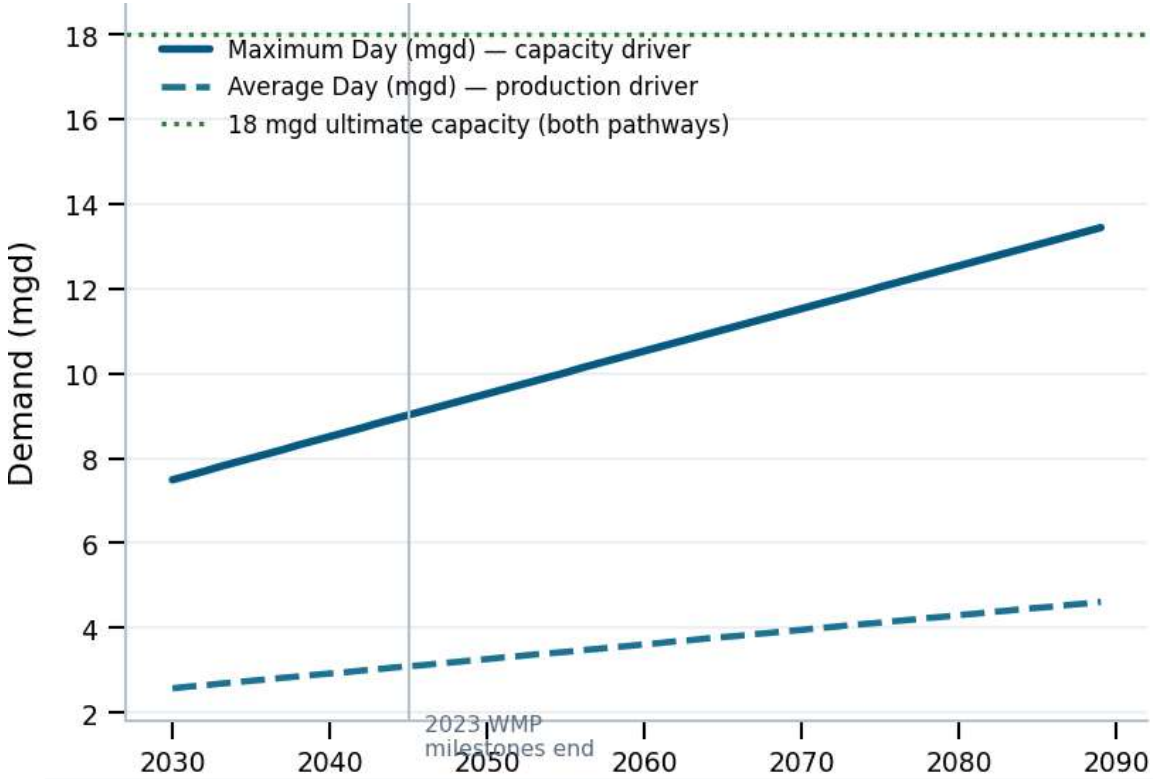
6 Reliability

How do the options compare on redundancy and resiliency?

Reliability takes three distinct forms: process redundancy (built into the new plant), source diversity (two rivers, Pathway 2 only until 2055), and seismic resiliency (a new plant is designed to operate after an earthquake; a life-safety Molalla upgrade is not).

AN APPLES-TO-APPLES COMPARISON

Both options are sized to serve the same future demand



Both reach 18 mgd at buildout

- 2023 Master Plan projects buildout demand of ~16.7 mgd; no specific buildout year is assumed.
- Pathway 1: 10 mgd plant now → capital committed to expand to 18 mgd in 2054.
- Pathway 2: 4 mgd plant + Molalla (8 mgd) now → retire Molalla and expand to 18 mgd in 2055.
- Sizing both to the same ultimate capacity makes the cost comparison fair.
- Both pathways also support perfection of the Willamette water right well above the minimum threshold.

Demand continues to grow at the Master Plan's own historical rate beyond 2045; no forced buildout year is assumed. Both pathways' expansions are captured within a 60-year analysis window (2030–2089).

THE CORE QUESTION

One plant, or two?

PATHWAY 1

Single WTP — retire Molalla

- 10 mgd Willamette plant + intake + pipelines (2030)
- Retire the 1970s-era Molalla plant now
- Capital committed to expand plant 10→18 mgd (2054)
- Simplest to operate; process redundancy and new seismic design

PATHWAY 2

Two WTP — keep Molalla to 2055

- 4 mgd Willamette plant + upgraded Molalla (8 mgd)
- Molalla: required Actiflo-Carb upgrade to meet water-quality goals + life-safety seismic
- In 2055: retire Molalla, expand Willamette 4→18 mgd
- Two plants to run; a larger future expansion

LIFECYCLE COST RESULT

Over the analysis period, one plant costs less

TOTAL LIFECYCLE COST (NPV, 2030–2089, both sized to 18 mgd)

These projected values represent lifecycle costs over the 2030-2089 period, they are not the debt burden for the project's original capital costs

Pathway 1 — Single WTP

$296.8M

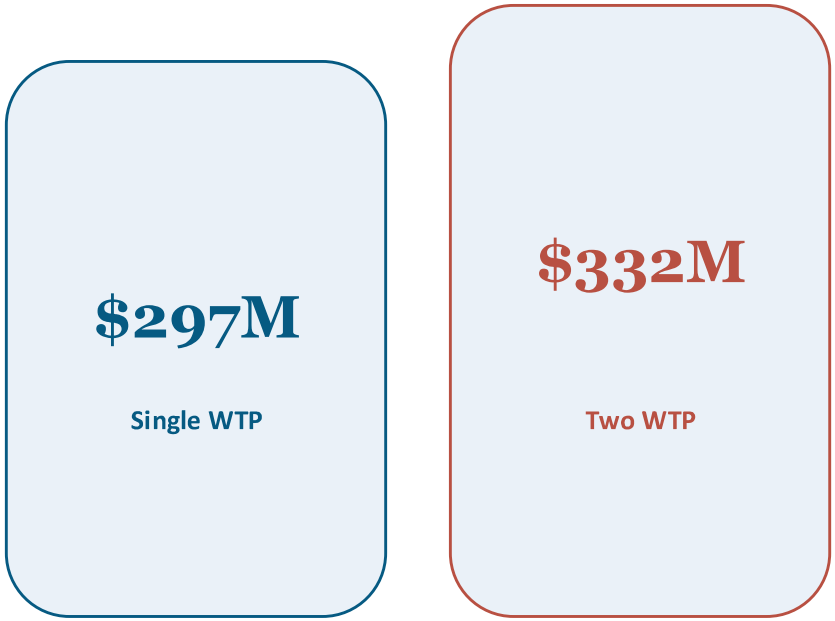
Pathway 2 — Two WTP

$332.1M

Pathway 2 costs about

$35.3M more

in present-value terms — about $1.3M per year



This result holds at every discount rate we tested, from 2.0% to 5.0%.

AT A GLANCE

Pathways at a glance: One WTP vs. Two

Category	Pathway 1 — Single WTP	Pathway 2 — Two WTP
Initial Willamette WTP (2030)	10 mgd	4 mgd + Molalla (8 mgd)
Buildout capacity	18 mgd	18 mgd
Willamette expansion	10 → 18 mgd (2054)	4 → 18 mgd (2055)
Molalla River plant	Retire in 2030	Retain & upgrade to 2055, then retire
Water quality (T&O, cyanotoxins)	Meets goals	Meets goals
Reliability profile	Process redundancy; new seismic design	Source diversity until 2055; Molalla life-safety only
Initial project cost (2030)	$197.4M	$188.9M
Lifecycle cost (NPV)	$296.8M	$332.1M
Lower lifecycle cost	**RECOMMENDED**	—

WHERE THE DIFFERENCE COMES FROM

A larger future expansion and a less-efficient old plant

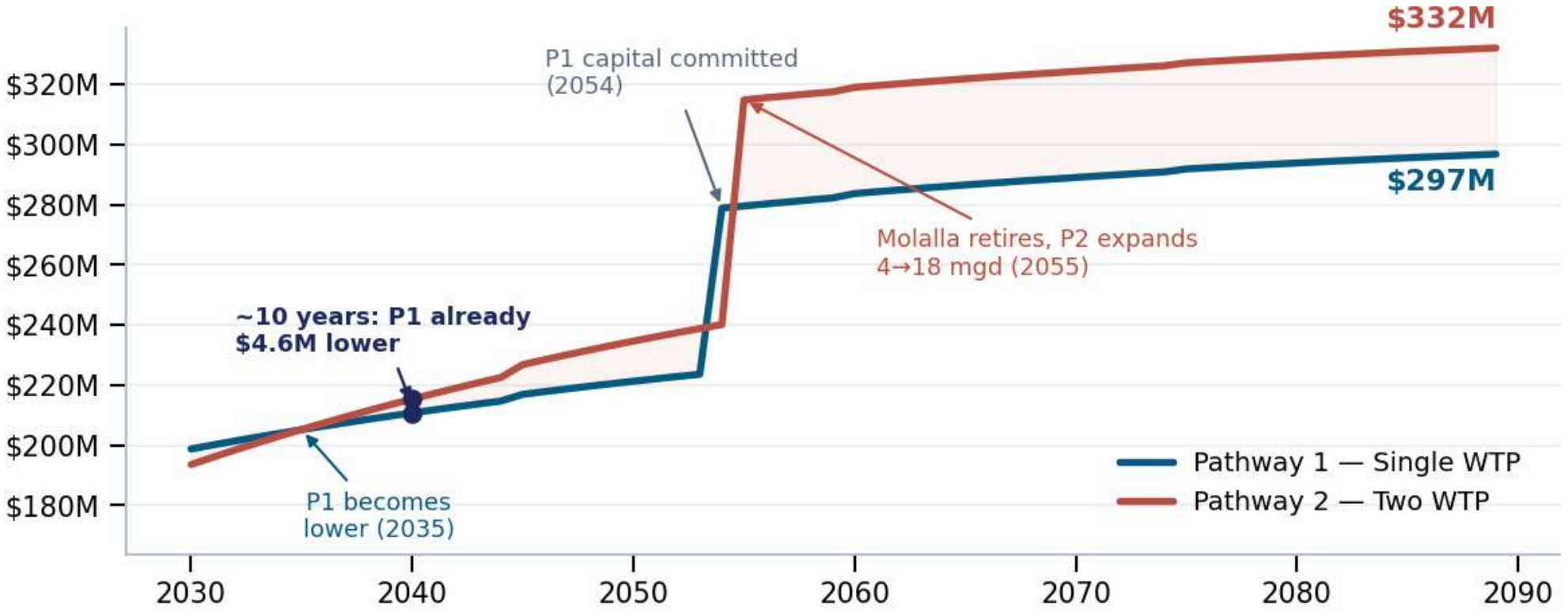
NPV by cost category

Category	Single	Two
Initial Cost	$197M	$189M
Future Expansion	$54M	$74M
O&M	$40M	$57M
Replacement	$5M	$12M
Total NPV	**$297M**	**$332M**

Pathway 2's larger future expansion (4→18 vs. 10→18 mgd) and the upgraded Molalla plant's higher operating cost per gallon drive most of the difference.

COST OVER TIME

Pathway 1 has a lower lifecycle cost



TWO-PLANT PATHWAY — WHY A 4 MGD INTERIM PLANT?

Sizing is driven by construction sequencing

Why 4 mgd — the rationale

- To upgrade Molalla, the plant must be shut down for the Actiflo-Carb work and critical tie-ins.
- While Molalla is offline, the new Willamette plant must serve the ENTIRE system.
- Winter demand is well below the average day — a 4 mgd plant meets winter demand with margin.
- So Molalla can be taken fully offline in a winter window, upgraded, then run until 2055.

Why not 2 mgd?

- 2 mgd is too small to reliably cover full winter demand plus reserve.
- Molalla could not be fully removed from service.
- Upgrades would need riskier, phased tie-ins with Molalla partly operating.
- Less operational flexibility during construction.

RECONCILING THE COST — PATHWAY 1

From the June 30 estimate to today's initial cost – Pathway 1

Component	Amount
June 30 — VE High 10 mgd total project cost	$194.5M
Willamette WTP — Actiflo-Carb 10 mgd (2030$)	$120.8M
Intake / raw water pump station	$39.2M
Raw and finished water pipelines	$3.8M
Construction subtotal	$163.8M
Engineering / owner soft costs (20%)	$32.8M
Molalla decommissioning incl. 10% soft costs	$4.4M
IFA grant	($3.6M)
Current — Pathway 1 initial project cost	**$197.4M**

This $197.4M is the INITIAL cost. It is not the same figure as the $296.8M lifecycle cost on Slide 5 — that figure adds 60 years of O&M, replacement, and Pathway 1's own future expansion, all discounted to today's dollars.

RECONCILING THE COST — PATHWAY 2

How Pathway 2's initial cost is built up

Component	Amount
Willamette WTP — Actiflo-Carb 4 mgd (2030$)	$92.4M
Molalla Actiflo-Carb upgrade (2026$, converted)	$20.4M
Molalla seismic — life-safety (2026$, converted)	$4.6M
Intake / raw water pump station	$39.2M
Raw and finished water pipelines	$3.8M
Construction subtotal	$160.4M
Engineering / owner soft costs (20%)	$32.1M
IFA grant	($3.6M)
Pathway 2 initial project cost	**$188.9M**

This $188.9M is the INITIAL cost only. Adding 60 years of O&M, replacement, and the larger future Willamette expansion (all discounted) produces the $332.1M lifecycle cost shown on Slide 5 — the same relationship as Pathway 1's bridge on the previous slide.

THE TWO-PLANT STRATEGY — FULL PICTURE

Keeping Molalla adds cost and unresolved risk

What keeping Molalla involves

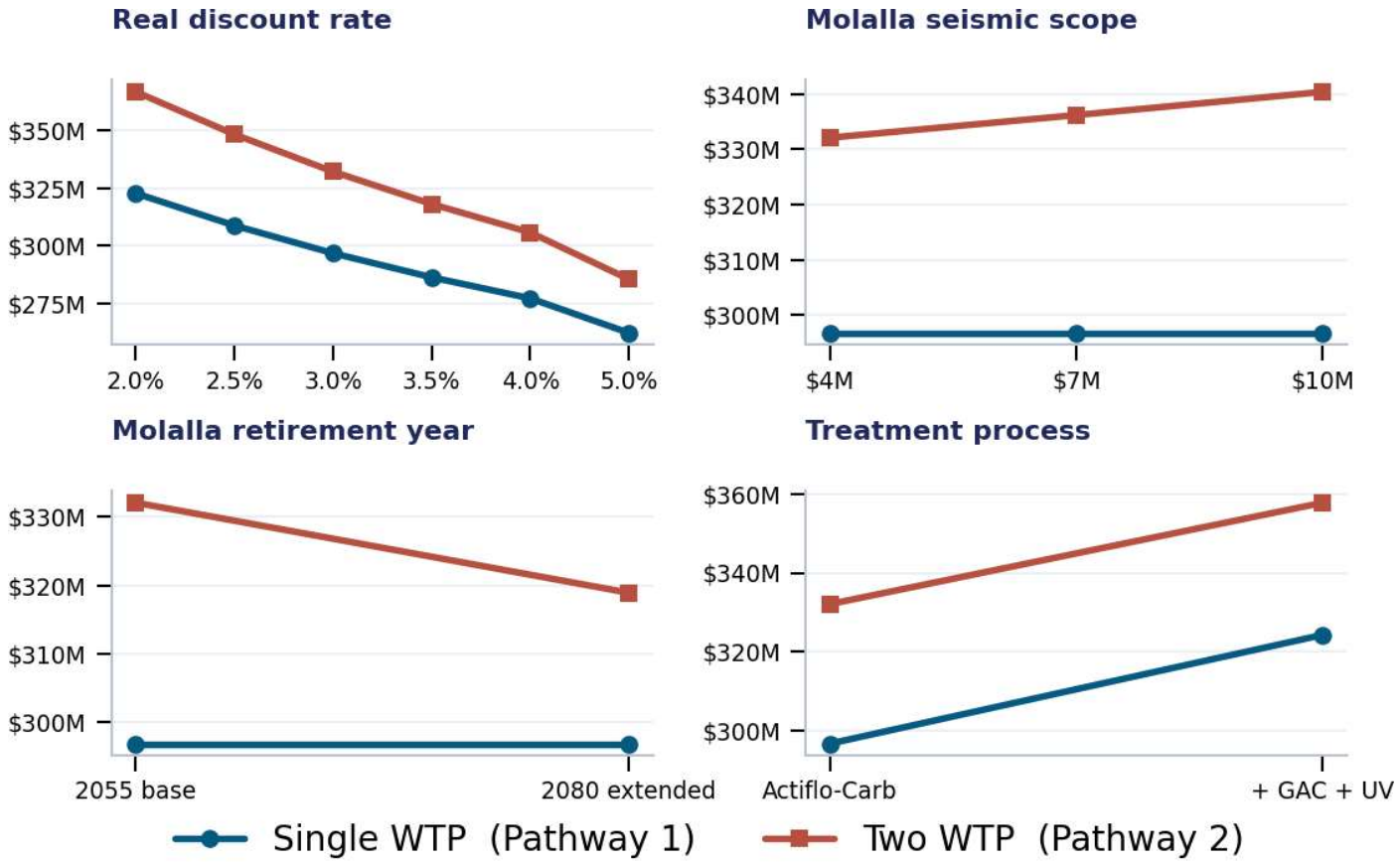
- Required Actiflo-Carb upgrade to meet water-quality goals: ~$17.8M
- Life-safety seismic upgrade: ~$4M (base case)
- Clearwell rehab (~$1.8M); OHA will not allow UV bypass this cycle
- Low summer river flows limit the ability to reliably divert the full Molalla water right
- Recent upstream channel migration (avulsion) adds uncertainty to intake reliability — unstable flows, unstable conditions

Operational realities

- Both plants must run concurrently until 2055
- Requires backup systems if one plant goes down
- Trained staff needed at both locations
- A larger future expansion (4→18 mgd) than the single-plant path
- Two plants to staff, maintain, and reinvest in

STRESS-TESTING THE ANSWER

The recommendation holds in every scenario tested



SITE SELECTION

Preferred sites — with alternates retained

INTAKE — PREFERRED

River Intake Option 1

- CU-owned land; existing use agreement
- 2025 survey found a deeper pool near river center
- Option 5 fallback needs WWTP outfall relocation + DEQ permitting

TREATMENT PLANT — PREFERRED

WTP Site 11

- City-owned; room for buildout; largely cleared
- Path forward: a partnership discussion with the City on a possible land arrangement
- Site 10 remains a viable, Canby Utility-owned alternate

RECOMMENDATION

Build a single Willamette water treatment plant

With both options sized to serve the ~18 mgd buildout, one new single Willamette water treatment plant (expandable to 18 mgd) with retirement of Molalla is about $35M lower cost than operating two plants — and delivers the most reliable, highest-quality supply. The finding holds in every sensitivity.

Supply & treatment

Single Willamette WTP expandable to ~18 mgd; retire Molalla; treatment for T&O, cyanotoxins, future flexibility

Intake

Proceed with Option 1 (confirm deep-pool stability); Option 5 as alternate

Treatment plant site

Pursue Site 11 via a partnership discussion with the City; Site 10 retained as a viable alternate

STAFF RECOMMENDATION AND SUGGESTED MOTION

What we're asking of the Board

We are seeking the Board's direction on the pathway so Year 2 work can proceed with a clear target.

Staff recommendation

- Single Willamette water treatment plant pathway; retire Molalla
- Intake Option 1 preferred; Option 5 retained as alternate
- WTP Site 11 preferred via a partnership discussion with the City; Site 10 retained as a viable alternate

Suggested motion

"I move that the Board direct staff to proceed with the single Willamette water treatment plant pathway as the basis for Year 2 design and permitting; to carry River Intake Option 1 and WTP Site 11 as the preferred locations, with Option 5 and Site 10 retained as alternates; and to initiate a partnership discussion with the City of Canby regarding Site 11 — with the understanding that adjustments to this direction may be needed as additional information becomes available."

Not requested tonight: final design, construction approval, treatment-process selection, or land acquisition.

WHAT HAPPENS NEXT

The road ahead

1

Fall 2026

Confirm remaining planning costs; intake fieldwork; begin partnership discussions with the City on Site 11

2

Winter 2026–27

Permitting applications; procurement of design or design-build services

3

2027 and beyond

Design, funding (WIFIA/SRF/IFA), and construction sequencing

Cost refinement continues throughout design. Focusing on a single pathway is what makes disciplined, sustained cost reduction possible.

STANTEC • TECHNICAL MEMORANDUM

CWSP Lifecycle Economic Model

Project:	Canby Water Supply Program (CWSP) — Project No. 2002006357
Prepared for:	Canby Utility — Kari Duncan, General Manager
Prepared by:	Stantec Consulting Services Inc. (B. Black, E. Ward, N. Kandel, A. Balasubramani)
Date:	September 3, 2026
Subject:	One-WTP versus two-WTP lifecycle economic model
Status:	DRAFT — planning-level, AACE Class 4/5 (−30% / +50%)

EXECUTIVE SUMMARY

This memorandum documents the lifecycle economic model comparing two long-term water supply pathways for the Canby Water Supply Program. The model holds all lifecycle cash flows in **constant 2030 dollars discounted at a 3.0% real rate**, adopted as the planning-level rate for this analysis, over a **60-year analysis window (2030–2089)**. Demand is projected from the 2023 Water System Master Plan's stated milestones, extended beyond 2045 on the WMP's own growth rate.

On a lifecycle net present value basis, **Pathway 1 (single Willamette WTP, Molalla retired in 2030)** is estimated at **$296.8M**, and **Pathway 2 (4 mgd Willamette WTP with Molalla retained until 2055)** at **$332.1M**. **Pathway 2 carries a cost premium of approximately $35.3M**, equivalent to about **$1.3M per year** on an equivalent annual cost basis.

This result: **Pathway 1 remains the lower-cost option at every discount rate tested, from 2.0% to 5.0%**, and across every other sensitivity performed.

1. Introduction and Board Direction

At the **June 30, 2026 Canby Utility Board meeting**, the Board reviewed value-engineering alternatives and asked Stantec to look beyond initial capital cost. Members specifically requested a comparison of operating efficiency on a per-million-gallon basis and a lifecycle cost evaluation. The Board also requested the cost to upgrade the Molalla WTP for taste and odor control, and raised the reliability value of retaining two sources. This memorandum and the accompanying model respond to those requests.

The June presentation was intentionally preliminary and compared alternative-specific initial projects, including a low-cost 2 mgd Willamette starter plant that expressly excluded Molalla upgrade costs and deferred future expansion. This model serves a different purpose: it compares two **complete pathways** over a long-term planning horizon, with both reaching the same ultimate treatment capacity.

- **Pathway 1 — Single WTP:** Construct a 10 mgd Willamette River WTP, retire the Molalla plant in 2030, and expand the Willamette WTP to 18 mgd as demand grows.
- **Pathway 2 — Two WTP:** Construct a 4 mgd Willamette River WTP, upgrade and retain the Molalla plant until 2055, then retire the Molalla WTP and expand the Willamette WTP to 18 mgd.

1.1 Presentation of Results

Results in this memorandum are expressed as the **Pathway 2 cost premium** — the additional lifecycle cost of the two-plant pathway relative to the single-plant pathway. This framing states directly what the two-plant strategy costs rather than what the single-plant strategy saves.

2. Pathway Definitions and Expansion Logic

Table 2-1 defines the two pathways side by side. Both reach the same 18 mgd ultimate capacity; they differ in how and when that capacity is built.

Table 2-1. Pathway definitions.

Element	Pathway 1 — Single WTP	Pathway 2 — Two WTP
Initial Willamette WTP (2030)	10 mgd Actiflo-Carb	4 mgd Actiflo-Carb
Molalla WTP	Decommissioned at 2030	Actiflo-Carb upgrade and life-safety seismic; retained to 2055
Expansion capital committed	10 to 18 mgd in 2054	4 to 18 mgd in 2055
Expansion trigger	**Demand-driven**	**Retirement-driven**
Ultimate capacity	18 mgd	18 mgd
Initial project cost (2030$)	$197.4M	$188.9M

2.1 Expansion Trigger Logic

The two pathways expand for different reasons, and the distinction matters when interpreting the timing. One expansion responds to growth in demand; the other responds to the planned loss of an existing facility. They are not comparable events, and neither should be read as implying the other.

Pathway 1 expansion is demand-driven. Capital is committed one year before maximum-day demand is projected to exceed the installed 10 mgd capacity. Under the demand basis described in Section 4, this results in capital being **committed in 2054** — approximately one year ahead of the point (~2055) at which the 10 mgd capacity is projected to be exceeded. This is the year capital is committed, not the year construction is complete.

Pathway 2 expansion is retirement-driven. It is fixed at **2055** to coincide with retirement of the Molalla plant, and it proceeds directly to the full 18 mgd rather than to an intermediate capacity.

BOTH PATHWAYS COMMIT CAPACITY AHEAD OF NEAR-TERM DEMAND — NOTED FOR BOARD AWARENESS

This is a shared feature of the single-step expansion approach used for both pathways, not a characteristic unique to either one. Modeled maximum-day demand at Pathway 1's 2054 capital commitment is only approximately **9.9 mgd** — well below the 18 mgd Pathway 1 is committing to build. Likewise, modeled demand at Pathway 2's 2055 commitment is only approximately **10.0 mgd**, also well below the 18 mgd being built. In both cases, the expansion decision reflects a one-time jump directly to ultimate capacity rather than a smaller intermediate step, and each pathway therefore builds ahead of near-term demand at the point capital is committed. For Pathway 2 specifically, this expansion is additionally driven by the planned loss of 8 mgd of Molalla capacity when that plant retires, rather than by demand growth alone.

WHY 4 MGD DOES NOT CONFLICT WITH THE JUNE BOARD DISCUSSION

At the June meeting, Stantec stated that approximately 8 mgd would be required to retire the Molalla plant. The 4 mgd Willamette plant in Pathway 2 is **not intended to retire Molalla**. It is a sizing decision made by Canby Utility for operational sequencing — the plant is sized to carry the system during a winter outage while the Molalla Actiflo-Carb work and critical tie-ins are completed. Molalla then returns to service and remains part of the two-plant system until 2055.

3. Dollar Basis and Discounting

All lifecycle cash flows are held in **constant 2030 dollars** and discounted at a **3.0% real rate**. No inflation is applied to future operations and maintenance, and no escalation is applied to future capital.

3.1 Why Two Dollar-Year Treatments Appear

The financial analysis applies escalation to some inputs and not others, and the reason is the status of the facility being priced. The **Willamette WTP, intake and pipelines do not yet exist**; those estimates were prepared directly in 2030 dollars at the assumed construction midpoint, so no further escalation is applied. The **Molalla plant already exists**, and its upgrade, seismic and replacement costs were priced in 2026 dollars, so a 3.5% per year factor converts them forward to a 2030 basis. Both sets of inputs end up on the same 2030-dollar footing. That conversion factor is **not applied to future-year cash flows**.

3.2 What Net Present Value Means

This model compares the two pathways on a **net present value (NPV)** basis. NPV converts a stream of costs occurring in different future years into a single, comparable value expressed in today's dollars — allowing pathways with very different spending patterns over time to be compared fairly on one number.

WHY THIS MATTERS FOR THIS COMPARISON

A dollar spent today and a dollar spent thirty years from now are not equivalent in value, because money available today could otherwise be put to use or invested in the interim. NPV accounts for this by discounting future costs back to a common reference year — here, 2030 — using the 3.0% real discount rate. The result is a single lifecycle cost figure for each pathway that fairly reflects both the size and the timing of its spending.

This is why Pathway 1, despite a higher initial project cost, can still show a lower lifecycle NPV: its future expansion is smaller and, once discounted, contributes less to the total than Pathway 2's larger, later expansion.

Equivalent annual cost, also reported in this memorandum, restates the same lifecycle NPV as a level annual amount over the analysis period — a useful way to compare the two pathways' cost on a per-year basis rather than as a single lump sum. A sensitivity on the discount rate, from 2.0% to 5.0%, is presented in Section 9; Pathway 1 remains the lower-cost pathway across the full range.

4. Demand Basis and Analysis Window

Average-day demand drives annual production and operating cost. Maximum-day demand drives capacity requirements and expansion timing.

DEMAND BASIS

Demand is projected using the five milestone points stated in the 2023 Water System Master Plan (2025 through 2045), shown in Table 4-1. The WMP assigns no buildout year to its ultimate 16.71 mgd figure. Beyond 2045, demand is extended on the WMP's own average growth rate over that period — approximately 0.10 mgd per year for maximum day and 0.03 mgd per year for average day. No single buildout year is asserted in this analysis; ultimate 18 mgd capacity is reached when demand requires it, which may occur beyond the analysis window described below.

Table 4-1. WMP demand milestones (2023 WMP, Table 3-5).

Year	Average Day (mgd)	Maximum Day (mgd)
2025	2.40	7.01
2030	2.57	7.49
2035	2.75	8.00
2040	2.92	8.51
2045	3.09	9.02

These milestones are consistent with what the Board heard in June: maximum-day demand reaches approximately **8 mgd around 2035** and approximately **9 mgd by 2045**. Figure 4-1 shows the resulting demand projection through

the full analysis window; the vertical line marks where the stated WMP milestones end and the extrapolation on the WMP's own growth rate begins.

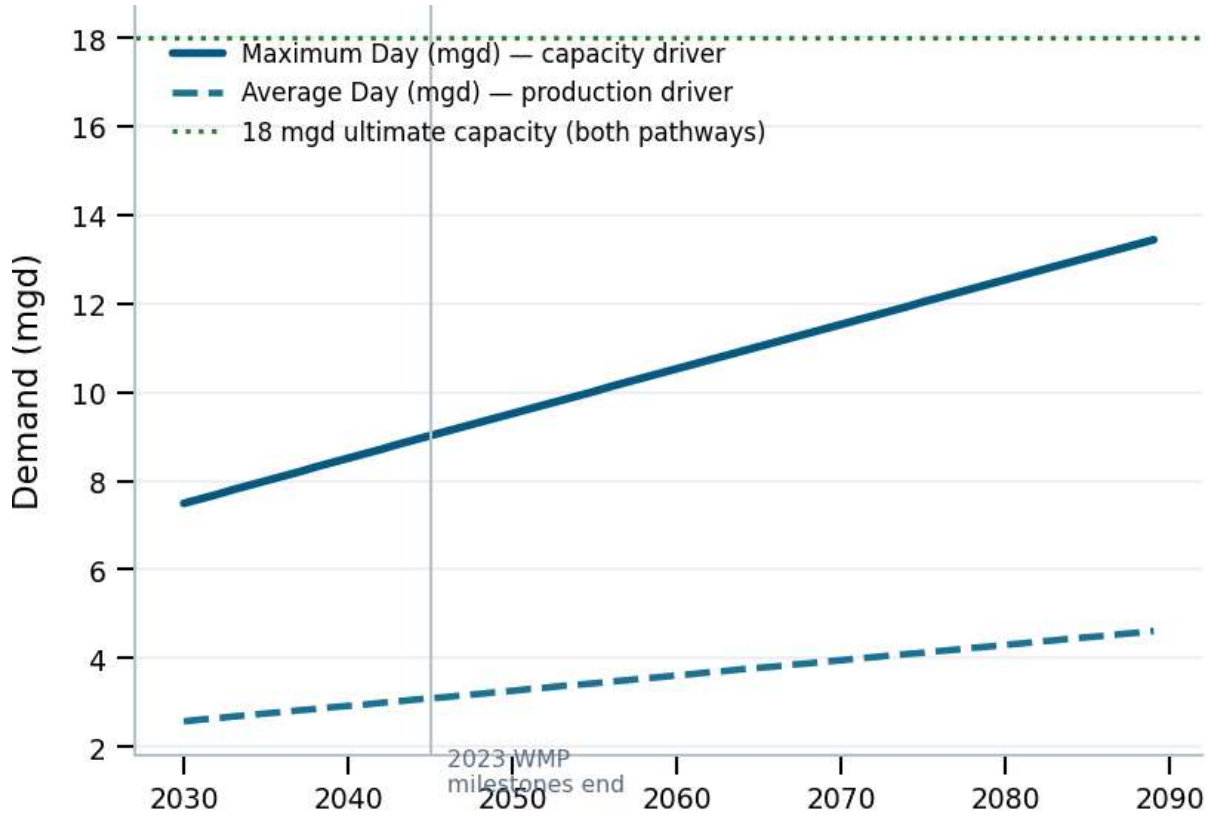


Figure 4-1. Demand projection. No buildout year is assumed; demand continues to grow at the WMP's own rate beyond 2045.

4.1 Analysis Window

The analysis window is 60 years (2030 through 2089). The period ensures that both pathways' expansions to full 18 mgd capacity, and their associated operating and replacement costs, are fully captured within the modeled period under the demand curve described above.

5. Capital Cost Basis

The intake, pipeline and Willamette WTP estimates are stated in 2030 dollars and include contingency, as described in Section 3.1. The Molalla and decommissioning inputs are stated in 2026 dollars and converted to a 2030 basis.

5.1 Soft Cost Treatment

- **20% of construction cost** on major work: Willamette WTP construction, all expansions, the Molalla Actiflo-Carb upgrade, Molalla seismic work, and the Molalla filters 1 through 4 replacement.
- **10% of construction cost** on decommissioning, reflecting the lower engineering effort involved.
- **No added soft cost** on clearwell rehabilitation and smaller replacement items; engineering is assumed included in those estimates.
- The **$17.78M Molalla upgrade for T&O/cyanotoxins is construction-only** and therefore receives the 20% loading.

5.2 Expansion Cost Scope

EXPANSION COST BASIS

Expansion capital is a complete construction-cost estimate, including process equipment, installation, contractor markups, site and building modifications, electrical and controls, commissioning, contingency, and redundant critical equipment consistent with the initial plant. Engineering and owner soft costs are added separately at 20%.

The 4-to-10 mgd expansion cost of $33.2M reflects that the 4 mgd Willamette plant is constructed with a full-size building to support 10 mgd. The 4-to-10 mgd expansion ($33,168,671) and the 10-to-18 mgd expansion ($92,311,772) together reconcile exactly to the 4-to-18 mgd expansion total ($125,480,443), which is the figure used directly as Pathway 2's future-expansion capital in Table 8-1.

5.3 Intake Basis

The Willamette WTP ultimate capacity is 18 mgd. The intake in-water works are sized for approximately 20 mgd with phased pumping equipment, consistent with the June Board concept. The $39.16M estimate corresponds to that configuration. The intake configuration remains a **planning basis; the intake option has not been selected.**

Table 5-1 builds up the initial project cost for each pathway from the component estimates.

Table 5-1. Initial capital build-up (constant 2030 dollars).

Capital item	Pathway 1	Pathway 2	Basis
Intake / raw water pump station	$39.16M	$39.16M	~20 mgd in-water works, phased pumps
Raw and finished water pipelines	$3.80M	$3.80M	June 30 basis
Willamette WTP	$120.80M	$92.40M	Contingency and process redundancy included
Molalla Actiflo-Carb upgrade	—	$20.40M	$17.78M in 2026$, converted
Molalla seismic (life-safety)	—	$4.59M	$4.00M in 2026$, converted
Soft costs	20%	20%	Of construction cost, on the items above
Molalla decommissioning (incl. 10% soft costs)	$4.42M	—	$4.02M base + $0.40M soft costs
IFA grant	($3.57M)	($3.57M)	Both pathways
Initial project cost	**$197.4M**	**$188.9M**	Constant 2030 dollars

6. Replacement and Rehabilitation

Replacement cost consists of specific scheduled events plus a general age-based allowance applied to each plant while it remains in service.

6.1 General Replacement Allowance

Table 6-1. Age-based annual replacement allowance.

Plant age	Annual allowance	Application
0 to 15 years	$50,000	New Willamette WTP, 2030 through 2045
16 to 40 years	$100,000	New Willamette WTP, 2046 through 2070
Over 40 years	$200,000	New Willamette WTP after 2070; Molalla throughout

The Molalla plant was constructed in 1975 and therefore falls in the **over-40-year category for its entire remaining service life**. Because the analysis window now extends to 2089, the new Willamette WTP also reaches the over-40-year allowance tier late in the window (from 2071 onward), adding a modest additional replacement cost to both pathways.

6.2 Specific Replacement Events

Table 6-2 lists the scheduled replacement events by pathway (Pathway 2 base case: 2055; extended case: 2080). The Molalla clearwell rehabilitation cycle stops at Molalla's own retirement year in each scenario. The extended case's Molalla retirement year is 2080 and the last clearwell rehabilitation occurs at 2075.

Table 6-2. Scheduled replacement events.

Event	Pathway 1	Pathway 2 base	Pathway 2 extended
Molalla decommissioning/retirement year	2030	2055	2080
Molalla pump rebuild	—	2030	2030
Molalla clearwell rehabilitation	—	2030, 2045	2030, 2045, 2060, 2075
Willamette clearwell rehabilitation	2045, 2060, 2075	2045, 2060, 2075	2045, 2060, 2075
Molalla refurbishment	—	—	2055: filters 1-4, roof, pump, instrumentation
Replacement NPV	**$5.4M**	**$12.5M**	**$19.4M**

Note: the extended case's refurbishment event is shown at 2055 to be consistent with the base-case retirement year — it represents the point at which Molalla would have retired under the base case, but instead undergoes refurbishment to extend service to 2080.

7. Operations and Maintenance

Annual O&M is developed for each plant and split into **fixed** and **variable** components. Fixed costs — labor, routine maintenance, laboratory, vehicles, supplies and administration — do not change materially with production. Variable costs — electricity, chemicals and solids disposal — scale with the volume treated.

O&M SCALING FORMULA

Annual O&M = Fixed + Variable × (modeled annual production ÷ anchor production)

The anchor production is the flow at which each estimate was prepared. Pathway 2 applies the formula separately to the Molalla and Willamette components, so the transition at Molalla retirement is handled correctly.

Table 7-1. Annual O&M inputs and fixed/variable split.

Case	Under CU power	Under PGE power	Fixed share	Anchor production
Pathway 1 — 10 mgd Actiflo-Carb	$1.49M/yr	$1.53M/yr	80%	1,825 MG/yr

Case	Under CU power	Under PGE power	Fixed share	Anchor production
Pathway 2 — Molalla component	—	—	80%	968 MG/yr
Pathway 2 — 4 mgd Willamette component	—	—	80%	730 MG/yr
Pathway 2 — combined	$2.51M/yr	$2.53M/yr	80%	1,698 MG/yr

Note: the Pathway 2 — combined row is shown for reference only and is not used directly in calculations — the model applies the formula separately by component. The Pathway 1 anchor (1,825 MG/yr) and the Pathway 2 combined anchor (1,698 MG/yr) reflect different facilities at different scales — a new 10 mgd plant at its design flow versus Molalla's own current production (968 MG/yr) plus a new 4 mgd plant at its design flow (730 MG/yr) — and are not expected to match. Each anchor is specific to the plant it describes.

7.1 Power Supply and the PGE Multiplier

Canby Utility power rates are used in the base case. PGE rates are evaluated as a what-if sensitivity reflecting Site 11 and Public Utility Commission risk. The **multiplier is 1.6**, applied **only to the Willamette electricity line**; Molalla remains on Canby Utility power in all cases.

8. Results

Table 8-1. Lifecycle cost by category (constant 2030 dollars, 3.0% real discount rate, 2030–2089).

Cost category	Pathway 1	Pathway 2	Pathway 2 premium
Initial project cost	$197.4M	$188.9M	($8.5M)
Future expansion (NPV)	$54.5M	$74.0M	$19.5M
O&M NPV	$39.6M	$56.8M	$17.2M
Replacement NPV	$5.4M	$12.5M	$7.1M
Total lifecycle NPV	**$296.8M**	**$332.1M**	**$35.3M**
Equivalent annual cost	$10.7M	$12.0M	$1.3M

Values in the premium column are shown in **red** where Pathway 2 costs more. The initial project cost row is shown in **parentheses and blue** because it runs the other way: Pathway 1 costs **$8.5M more** to build. **The Future Expansion row captures the net present value of each pathway's later capacity expansion** — Pathway 1's 10-to-18 mgd expansion in 2054, and Pathway 2's 4-to-18 mgd expansion in 2055 — separate from each plant's initial construction shown in the row above. All four category premiums sum exactly to the total lifecycle premium: ($8.5M) + $19.5M + $17.2M + $7.1M = $35.3M.

Figure 8-1. Lifecycle cost by category, with capital split into initial project cost and future expansion.

Pathway 2 carries a total lifecycle premium of **$35.3M**, or about **$1.3M per year** in equivalent annual cost. Pathway 1 requires a higher initial investment but benefits from a smaller future expansion, lower operating cost, and a single set of replacement obligations.

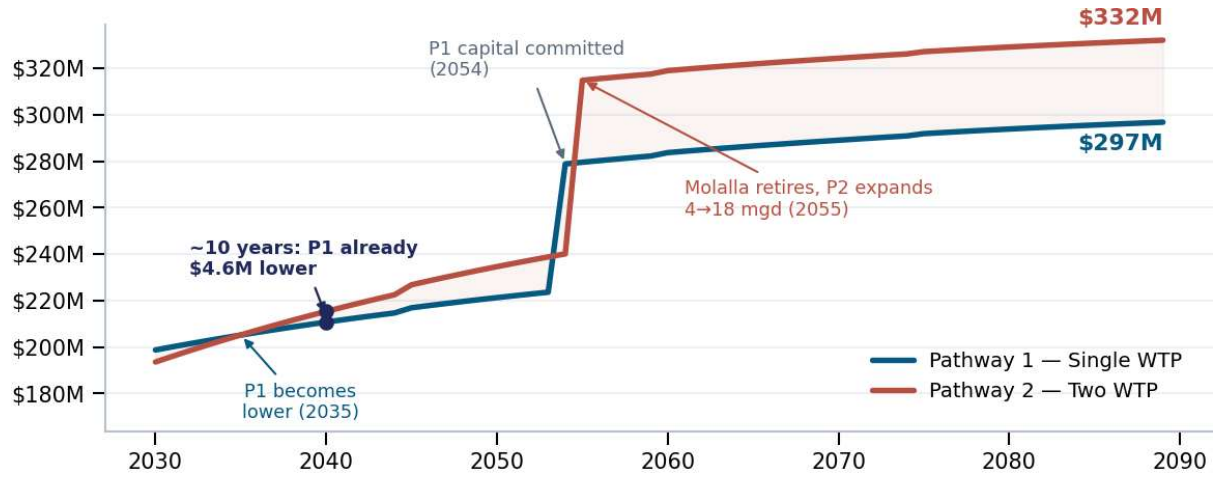


Figure 8-2. Cumulative present-value cost over the 60-year analysis window.

Figure 8-2 illustrates that Pathway 2 is less expensive only for approximately the first five years. Pathway 1 becomes less expensive in **2035**, is briefly overtaken when its own expansion capital is committed in **2054**, and is permanently less expensive from **2055** onward, when Pathway 2's larger expansion occurs. By **2040** — roughly ten years in, and within a typical Board planning horizon — Pathway 1's cumulative present-value cost is already about **$4.6M lower** than Pathway 2's, despite Pathway 1's higher initial project cost.

8.1 Size-Neutral Context Metric

Capital cost per unit of ultimate capacity provides a size-neutral comparison point. Pathway 1 initial capital corresponds to approximately **11.0 million dollars per mgd** of ultimate 18 mgd capacity. This is a context metric only and is not a rate forecast.

9. Sensitivity Analysis

Pathway 1 remains the lower-cost pathway in every scenario tested.

Figure 9-1 presents four of those scenarios graphically; in every panel the Two WTP line sits above the Single WTP line across the full range tested.

The discount rate is the most influential single assumption. Pathway 1 remains the lower-cost option at every rate tested, from 2.0% to 5.0%. A lower real rate increases the Pathway 2 premium, because Pathway 2 carries the larger and later expansion.

The extended-Molalla scenario (Molalla retained to 2080) assumes full seismic operational resiliency — $10M in 2026 dollars — **rather than the $4M life-safety scope** used in the base two-plant case, reflecting a facility expected to remain in service for a substantially longer period.

The premium narrows in this scenario to **$22.1M**, reflecting a one-time timing effect of deferring the large Willamette expansion further into the future. **This should not be read as evidence that a longer Molalla life is the lower-cost strategy overall** — Pathway 1 remains the lower-cost pathway at every Molalla retirement year tested.

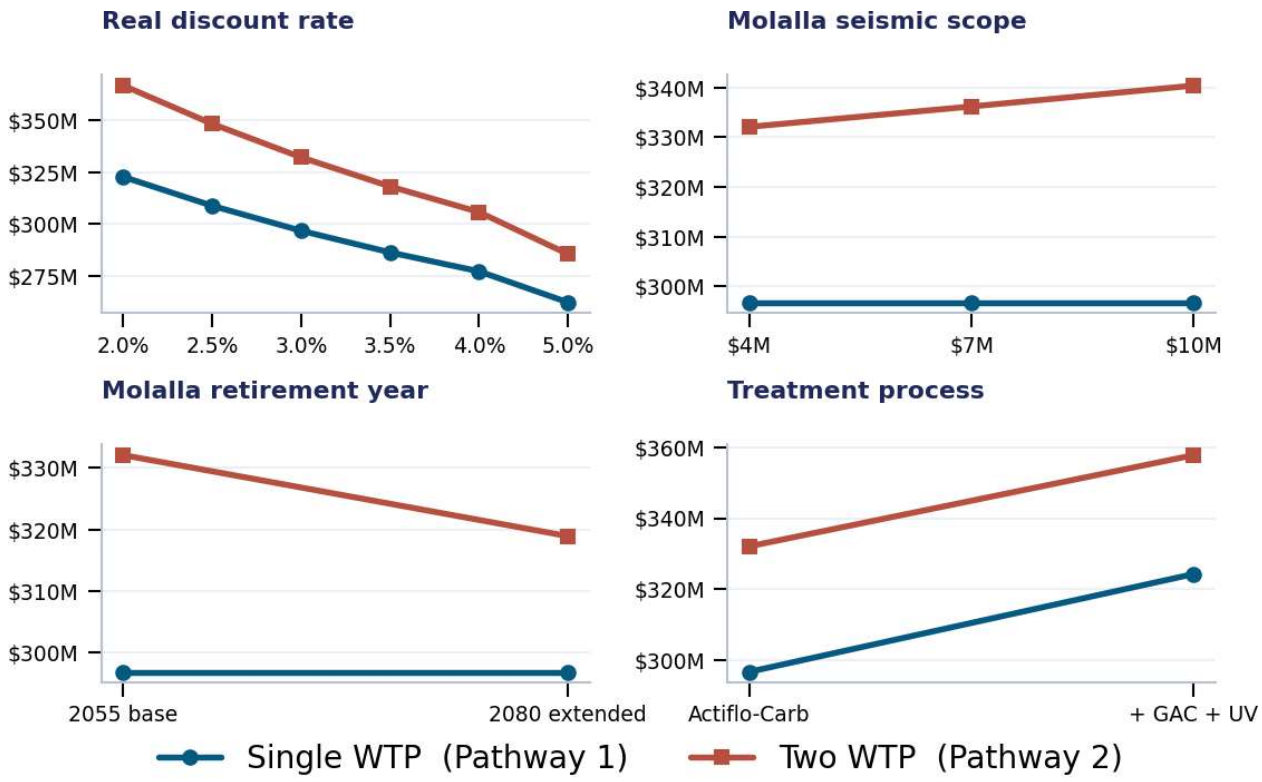


Figure 9-1. Sensitivity of the lifecycle result to key assumptions.

Table 9-1. Sensitivity results.

Scenario	Pathway 1	Pathway 2	Pathway 2 premium
Base case (3.0% real)	$296.8M	$332.1M	$35.3M
Discount rate 2.0%	$322.7M	$366.6M	$43.9M
Discount rate 4.0%	$277.3M	$305.8M	$28.5M
Discount rate 5.0%	$262.4M	$285.6M	$23.2M
Willamette power — PGE (what-if)	$297.9M	$332.8M	$35.0M
Molalla seismic $10M	$296.8M	$340.4M	$43.6M
Molalla retained to 2080	$296.8M	$318.9M	$22.1M
Actiflo-Carb with GAC and UV	$324.3M	$357.8M	$33.4M

The Willamette power (PGE what-if) sensitivity applies a 1.6x multiplier to the Willamette electricity line only (Section 7.1); Molalla remains on CU power in this scenario. The premium narrows only slightly ($35.0M vs. the $35.3M base case) because the multiplier affects a relatively small share of total O&M.

10. Reconciliation to the June 30 Cost Discussion

The June presentation showed a construction-cost range of $126M to $164M for WTPs and total project costs of approximately $151M for the 2 mgd starter option and $194.5M for a 10 mgd value-engineering option. Table 10-1 bridges the June 10 mgd figure to the current Pathway 1 initial project cost.

Table 10-1. June 30 to current initial cost reconciliation.

Component	Amount	Note
June 30 — VE High 10 mgd total project cost	$194.5M	As presented to the Board
Willamette WTP — Actiflo-Carb 10 mgd	$120.8M	Current Class 4 estimate, 2030$
Intake / raw water pump station	$39.2M	~20 mgd in-water works

Component	Amount	Note
Raw and finished water pipelines	$3.8M	Same in both pathways
Construction subtotal	$163.8M	Sum of the three items above
Engineering / owner soft costs (20%)	$32.8M	Excluded from the supplied estimates
Molalla decommissioning incl. 10% soft	$4.4M	2026$ converted to 2030$
IFA grant	($3.6M)	Both pathways
Current — Pathway 1 initial project cost	**$197.4M**	Constant 2030 dollars

10.1 Relationship to the Rate Model

This is an economic comparison model, not a rate or financing model. **Initial project costs should be transferred into the Utility rate model after this economic model is finalized.** The Pathway 1 capital commitment year (2054) may fall outside the debt servicing period for the initial construction; if not, a slightly larger Willamette system could be built initially to delay the future expansion until the debt service has ended. Final confirmation depends on coordination with Canby Utility's rate model and is not addressed by this economic model.

11. Reliability, Redundancy, and Resiliency

The June Board discussion identified reliability as a benefit of retaining two plants. Three distinct concepts can be considered.

Table 11-1. Three distinct reliability concepts.

Concept	Definition	Treatment in this model
Process redundancy	Redundant critical equipment within a single treatment plant	Included in the Willamette WTP capital estimate. No separate allowance is added.
Source diversity	Two independent raw water sources and physically separate plants	Pathway 2 provides this until 2055. The model does not monetize it.
Seismic operational resiliency	Ability to remain in operation following a design seismic event	The $4M life-safety scope does not provide this. Full resiliency is estimated at $10M.

The single Willamette WTP is **not** an unredundant facility; it includes redundant critical process equipment. What Pathway 1 does not provide is **source diversity**. Separately, the $4M Molalla seismic scope is a **life-safety** investment that protects occupants but does not ensure the plant will operate after an earthquake.

Groundwater and aquifer storage and recovery were reviewed in June and were not carried forward as a primary source. Either could be studied as a **supplemental or emergency backup** supply to address source diversity, but neither replaces the primary Willamette pathway.

12. Additional Considerations

12.1 Water Rights Under Dual Operation

Pathway 2 operates the Molalla and Willamette sources concurrently until 2055. That arrangement may require tracking of diversions against each water right and attention to senior versus junior priority. This is a regulatory and administrative consideration, not a modeled cost, and should be confirmed before the two-plant pathway is advanced.

12.2 Molalla Site Capacity

The model assumes the defined Molalla Actiflo-Carb upgrade can be constructed within the existing site. Site-layout confirmation remains required.

12.3 Consequences if No Pathway is Selected

If the Board does not select a pathway, the Utility continues to rely on the existing Molalla plant. The following consequences should be understood:

- Continued vulnerability to **taste and odor** complaints and **cyanotoxin** events, which the existing plant is not equipped to treat.
- **Capacity constraints**, with existing capacity near the demand experienced during recent peak events.
- **Seismic vulnerability**, as the majority of the Molalla plant predates current seismic standards.
- Potential **service and growth limitations** if capacity cannot support continued development.
- **Escalation exposure**, since deferring construction beyond the assumed 2030 midpoint increases nominal cost.

13. Limitations of This Analysis

- **Planning-level accuracy.** Capital estimates are AACE Class 4/5 with an expected accuracy of −30% to +50%. Results indicate direction and scale, not bid-level cost.
- **Constant-dollar basis.** Results are not directly comparable to nominal figures such as debt service or escalated bids.
- **Discount rate.** The 3.0% real rate is a planning assumption for this analysis; it should be confirmed with Canby Utility's financial advisor before being treated as final.
- **Demand extrapolation.** Beyond 2045, demand is extended on the WMP's own 2025–2045 growth rate. Actual future demand could grow faster or slower than this rate; the analysis window and expansion timing would shift accordingly if the growth rate differs materially from what has been observed to date.
- **O&M basis does not adjust for physical plant expansion.** Because operating cost is split into fixed and variable components tied to production (Section 7), the same anchor and fixed/variable split continue to apply after a plant physically expands to its larger ultimate capacity (Pathway 1 in 2054; Pathway 2 in 2055, and additionally in the extended sensitivity from 2074 to 2080, when the interim 10 mgd Willamette plant is priced on its original 4 mgd basis). This is a reasonable simplification given that most of the fixed cost component (labor, routine maintenance, administration) does not scale directly with rated capacity, but a materially larger, more redundant facility could carry somewhat higher fixed costs than the smaller plant it grew from — for example, additional staffing or maintenance scope tied to the added equipment itself, independent of production volume. This applies symmetrically to both pathways and is not expected to affect the pathway ranking, but may understate both totals' operating cost in the years following expansion by a currently unquantified margin.
- **O&M fixed/variable split.** The 80/20 split reflects an engineering estimate of cost structure.
- **Replacement allowance.** The age-based allowance reflects general water treatment practice rather than a condition assessment of specific equipment.
- **Intake option.** The intake configuration is a planning basis and has not been selected.
- **Source diversity not monetized.** The model quantifies the cost of two plants but assigns no monetary value to two independent sources.
- **Pathway 2 expansion timing.** Because Pathway 2's expansion is retirement-driven rather than demand-driven, it builds full 18 mgd capacity well ahead of when demand requires it (see Section 2.1). This is a structural feature of the two-plant pathway, not a modeling assumption that can be adjusted without changing the underlying retirement-driven logic.

14. Conclusions and Recommended Use

BOTTOM LINE

On a lifecycle basis in constant 2030 dollars discounted at 3.0% real over a 60-year window, Pathway 1 is estimated at **$296.8M** and Pathway 2 at **$332.1M**. Pathway 2 carries a cost premium of approximately **$35.3M**, or about **$1.3M per year**. **This conclusion holds across the full range of discount rates tested (2.0% to 5.0%) and across every other sensitivity performed.**

14.1 Staff Recommendation

Stantec recommends **Pathway 1**, a single new Willamette River water treatment plant with retirement of the Molalla plant, as the basis for Year 2 design and permitting. The recommendation rests on lower lifecycle cost, a smaller future expansion obligation, a single set of operating and replacement obligations, and full seismic design of a new facility.

14.2 Non-Cost Considerations for the Board

- **Source diversity.** Pathway 2 retains two independent river sources until 2055. Pathway 1 does not, although it does include redundant critical process equipment.
- **Water quality certainty.** Retiring Molalla eliminates the taste and odor and cyanotoxin limitations of the existing plant sooner.
- **Seismic posture.** A new plant is designed to current standards. A $4M Molalla life-safety upgrade does not ensure post-event operation.
- **Near-term rate pressure.** Pathway 1 requires approximately $8.5M more initial investment, which affects early rate impact even though lifecycle cost is lower.
- **Operational complexity.** Two plants require two sets of processes, staffing competencies and maintenance programs.
- **Site and land risk.** Pathway 1 depends on Site 11 land arrangements, with Site 10 owned by Canby Utility as a backup. Pathway 2 depends on the Molalla site accommodating the upgrade.

14.3 Recommended Use of This Model

- Use the tables in this memorandum for Board-facing cost figures.
- Present results as the **Pathway 2 cost premium** rather than as Pathway 1 savings.
- State that **4 mgd is a winter shutdown capacity**, not the capacity required to retire Molalla.
- Present the **PGE case as a risk sensitivity**, not the base condition.
- Present **GAC and UV as a treatment enhancement sensitivity**; process selection remains a later technical decision.
- Describe the Pathway 1 expansion year as when capital is **committed**, not when construction is complete.
- Transfer initial project costs to the **rate model** before discussing rate impacts.

MEMORANDUM

September 8, 2026

TO: Chair Molamphy; Members Pendleton, Westcott, Yarbrough, and LeBlanc

FROM: Mike Schelske, Finance Manager

SUBJECT: Water System Development Charge Annual Inflationary Adjustment

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Suggested Motion: Adopt Resolution No. 347, adjusting Canby Utility's Water System Development Charges by the prescribed inflationary amount effective October 1, 2026, and repeal Resolution No. 332.

Background: Each year, the Board is presented with a staff recommendation to adjust Canby Utility's Water System Development Charges (SDC) based on an inflationary index adjustment.

SDC's account for new development impacts on water infrastructure needs and planning. When a new water connection is made the SDC must be paid to buy into the existing infrastructure and the capital reserves planning for future water needs. Infrastructure costs, both existing and future, are calculated in our 2023 Water Master Plan.

The amount of a SDC paid corresponds to the size of meter requested, based on water consumption needs computed from a single dwelling unit equivalent (DUE). Canby Utility's SDC methodology allows for an annual inflation adjustment to the charges using the Engineering News Record's Construction Cost Index.

The fiscal year 2026 inflation factor increase is 2.61% for one DUE or $299. The fiscal year 2025 inflation factor increase was 1.97% for one DUE or $221. Please see the attached Resolution No. 347 Exhibit A for details on the current proposed increase.

Staff has notified a list of interested parties regarding the recommendation to adjust the SDC's. This notification gives them an opportunity to comment on the proposal and attend the September 8th board meeting.

Staff will be available to answer questions.

RESOLUTION NO. 347

A RESOLUTION OF THE CANBY UTILITY BOARD ADOPTING REVISED WATER SYSTEM DEVELOPMENT CHARGES REFLECTING ANNUAL ADJUSTMENTS FOR INFLATION, REPEALING RESOLUTION NO. 332.

The CANBY UTILITY BOARD resolves as follows:

Section 1. The 2004 Water System Development Charge methodology contains a method of annual adjustment of Water System Development Charges (SDCs) to account for inflation as determined by a known and recognized index, the Engineering News Record Construction Cost Index (CCI).

Section 2. The purpose of this Resolution is to apply this index to reflect changes in the index as a proxy for construction-related inflation between now and the Water Master Plan update in 2023.

Section 3. Applying the CCI index change to the current SDC schedule results in inflation-index adjusted Water SDCs as reflected in Exhibit A attached hereto and incorporated herein by reference. The adjusted Water SDCs are set forth in Exhibit B attached hereto and incorporated herein by reference.

Section 4. Resolution No. 332 is hereby repealed.

Section 5. Effective date. This Resolution shall become effective on the 1st day of October 2026.

THIS RESOLUTION IS ADOPTED BY THE CANBY UTILITY BOARD THIS 8th DAY OF SEPTEMBER 2026.

_____	_____
John Molamphy, Chair	Jack Pendleton, Member
_____	_____
Bob Westcott, Member	Ron Yarbrough, Member
_____	_____
Ron LeBlanc, Member	Barbara Benson, Board Secretary

RESOLUTION NO. 347
Exhibit A

System Development Charge - Proposed Adjustment Summary

Class / Meter Size	DUE Factor	Current SDC	Proposed SDC	Change	% Change
Residential					
5/8 x 3/4 Inch	1.00	$ 11,451	$ 11,750	$ 299	2.61%
1 Inch	1.50	17,224	17,672	449	2.61%
Non Residential					
5/8 x 3/4 Inch	0.86	$ 9,868	$ 10,125	$ 257	2.61%
1 Inch	3.12	35,684	36,616	933	2.61%
1.5 Inch	5.60	64,179	65,853	1,674	2.61%
2 Inch	9.73	111,468	114,378	2,909	2.61%
3 Inch	9.30	106,497	109,278	2,781	2.61%
4 Inch	28.53	326,685	335,216	8,530	2.61%
Irrigation					
5/8 x 3/4 Inch	1.87	$ 21,370	$ 21,929	$ 559	2.61%
1 Inch	5.08	58,127	59,646	1,519	2.61%
1.5 Inch	5.55	63,542	65,201	1,659	2.61%
2 Inch	8.20	93,898	96,350	2,452	2.61%
3 Inch	13.90	159,169	163,325	4,156	2.61%
Multi Family (SDC Per DUE)	0.70	$ 8,016	$ 8,225	209	2.61%
Qualifying Small-lot Planned Unit Development (SDC Per DUE)	0.70	$ 8,016	$ 8,225	$ 209	2.61%
Upsize Charge - Non-residential 1 inch from 5/8 x 3/4 inch		$ 25,814	$ 26,488	$ 674	2.61%

Note:
The Water System Development Charge will increase by $299 for a 1.0 Dwelling Unit Equivalent (DUE) and by a factor of that amount for all customer classes and meter sizes based upon results of the consulting study by Donovan Enterprises, Inc.

RESOLUTION NO. 347
Exhibit B

System Development Charge - Recommended Adjustment Summary

Class	Meter Size	SDC
Residential		
	5/8 x 3/4 Inch	$ 11,750
	1 Inch	17,672
Non Residential		
	5/8 x 3/4 Inch	$ 10,125
	1 Inch	36,616
	1.5 Inch	65,853
	2 Inch	114,378
	3 Inch	109,278
	4 Inch	335,216
Irrigation		
	5/8 x 3/4 Inch	$ 21,929
	1 Inch	59,646
	1.5 Inch	65,201
	2 Inch	96,350
	3 Inch	163,325
Multi-Family	SDC per Dweling Unit	$ 8,225
Qualifying Small-lot Planned Unit Development (SDC Per DUE)	SDC per Dwelling Unit	$ 8,225
Upsize Charge - Non-residential 1 inch from 5/8 x 3/4 inch	1 Inch from 5/8 x 3/4 Inch	$ 26,488

MEMORANDUM

To: Chair Molamphy, Members Pendleton, Yarbrough, LeBlanc, and Westcott

From: Kari Duncan, General Manager

Date: September 2, 2026

Subject: Staff Report – September 8th Board Meeting

City of Canby Charter Amendments

The City of Canby Council approved proposed Charter Amendments to go onto the November election at the July 15th Council meeting. Chapter X of the City Charter, that describes Canby Utility, includes amendments that were reviewed and supported by the CU Board. It will be important to provide information to the community about the upcoming ballot measure, and neutral, unbiased talking points are included in the board packet.

Canby Water Supply Program – (CWSP) Project Update

The Board held a special meeting on June 30th to review the results of the CWSP alternatives analysis. The Board asked for follow-up information on resiliency, operational, and lifecycle costs for the options. Staff and the project consultants will provide a detailed analysis of lifecycle costs of two primary alternatives at the September 8th Board meeting.

Infrastructure Finance Authority Board Presentation

The CWSP was awarded $3,570,000 in forgivable loan funding through the State Drinking Water Revolving Loan Fund, Bipartisan Infrastructure Law- Emerging Contaminants funding through Business Oregon in August. The State and Canby Utility will develop a funding agreement for the forgivable loan. The development and review of the funding agreement will be one of the first tasks for CU's Bond Counsel and Financial Advisor.

Electric Vehicle Charger

The commissioning process for the newly installed Level 3 EV Charger began in July. Charge Point identified some corrections for the contractor to complete prior to approving the system for use, and the parties have been in communication regarding the needed corrections. Parts to complete the needed corrections are on order as of September 2nd.

Molalla River Symposium

The Molalla River Symposium has been rescheduled with the following details:

The 2026 Molalla River Symposium

in collaboration with **Clackamas County Disaster Management** and **Clackamas Community College**

When: **October 6th** from **5:30pm to 7:30pm**

Where: **Gregory Forum** at **Clackamas Community College**

Please RSVP for the event here to save your space, as there will be a limited number of spots for people to have a booth in the tabling hall. **If you have already RSVP'd, you do not have to do so again**. If you did not previously register, please use the link below, or ask Barb to sign you up.
sheet: https://docs.google.com/forms/d/e/1FAIpQLSfEqBOf4sL_rejKsPaEOlzkoh10RXMlrfkOJcj7vJRFFfQudg/viewform?usp=publish-editor

Annual Performance Review and Goal Setting

October 28th will mark my one year anniversary with Canby Utility. I would like to discuss with the Board a date for an annual performance review, and to report on the annual goals set and approved last year.