



## Project Charter – 2.3 Water and Wastewater Rates Study

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**Function:** Financial Services

### Project Team

Project Manager: Treasurer/Director of Financial Services  
Project Coordinator: Deputy Treasurer/Manager of Financial Services

### Summary

As part of the approval of the 10 year Financial Plan for the water system in 2020, Council also directed staff to complete a Water and Wastewater Rate Study to provide alternative financing models to ensure sustainability of the systems. In particular, the Rate Study is intended to provide a better understanding of how the rates are calculated.

### Deliverables and Objectives

- Improved public transparency about rate charged and system costs.
- Ability for Municipality to improve equity through support of organizations providing assisted housing to persons experiencing economic hardship.
- Ability to determine long-term rate sustainability.
- Analysis on whether different portions of the bill should be segregated between capital and operating and meter size for consumption.
- Analyze the appropriate fee to be charged to future benefitting under the Infrastructure renewal fee.

### Benefits

- Improved Transparency.
- Assist with better forecasting and rate calculation
- Equity amongst users based on usage.

## Scope Description

- Complete a study to determine long-term water and wastewater rates including consideration of different billing models based on uses; identifying opportunities for offsetting costs for affordable housing; consideration of capital and operational requirements.
- The rate study will consider the various forms of housing

## Out of Scope

- Income-based charging
- Implementation of any of the Study's recommendations
- New 10 Year Financial Plan which includes the annual total costs (operating and capital) to operate the system -
- Bulk water

## Process/Schedule

- Q3 2023 – send out RFP to see interest.
- Q3 2023 – Collect and provide data for study.
- Q4 2023 – Receive and review Study for possible implementation in 2024

## Risks

<b>Risk Description</b>	<b>Probability</b>	<b>Impact <i>significance</i></b>	<b>Action to Avoid Risk</b>
Change in proportionate of water rates	High	High	Ensure education on rationale for any change.

## Budget / Resources

Budget description.

Staff time to Project Manage the Study and collect data – 50 hours

Consultant costs to undertake the study – Budget amount - \$35,000

## Charter Adoption

Date: \_\_\_\_\_

CAO: \_\_\_\_\_

Project Manager: \_\_\_\_\_

Appendix 1 – Project Governance (RASCI) Responsibility Assignment Matrix

Individual	Responsible	Accountable	Supportive	Consulted	Informed	Expertise / Reasoning
<i>Director of Finance/ Treasurer</i>	X	X				
Manager of Financial Services	X					
Director of Operations			X	X	X	
GIS Coordinator			X	X	X	X
Environmental Services Staff			X	X	X	X

**Responsible** – The project owner. There can be multiple people responsible for a task.

**Accountable** – This person has final control over a project task and the resources associated with it. They will generally assign and delegate project work responsibilities. Only one person accountable to one task.

**Supportive** – Supportive people are able to provide resources to the Responsible project team members. They are actively involved in working with the Responsible person to see the project through to completion. Supportive persons and Responsible persons both have the same goals to achieve.

**Consulted** – Those who are Consulted are there to help the Responsible person finish tasks with success. These people can be consultants in their respective field that bring valuable subject matter expertise to the project.

**Informed** – These are people who need to be kept in the loop during the project life-cycle. Due to their status as a project stakeholder or the fact they will be impacted by the project, they will need to be informed about progress, at all stages, up-to and including project completion.