

# Report

Date February 5, 2025  
Subject 2025 – 2029 Utility Rate Budget

File:

## PURPOSE

To provide Council with background information on 2025 utility rates for water, sanitary sewer, garbage, and recycling and to seek Council direction to incorporate the proposed rates into the 2025-2029 financial plan. The Director, Financial Services, Teri Vetter, will be providing a presentation.

## BACKGROUND

There are seven utility funds in North Cowichan (three water systems and four sewer systems). Each of these systems is accounted for as a separate entity with user fees, which should cover the day-to-day operational expenses and parcel taxes, which should fund capital investments. Garbage and recycling services operate as a separate entity and are included in residents' utility bills, funded through user fees. Council reviews the proposed revenues and expenditures for each system as part of the annual budget process. User fees for residents are billed tri-annually (May, October, and January), and parcel taxes are billed annually on the property tax notices. Any utility rate changes are amended in the Fees and Charges Bylaw in addition to an amendment to the Sewer and Water Parcel Tax Bylaw.

The focus of last year's utility rate review was on asset management and the need for the Municipality to establish a sustainable funding model that will allow North Cowichan to be in a place where staff can be proactive rather than reactive when it comes to managing our assets and providing core services to our residents. This involved Council looking past the five-year financial plan and thinking long-term.

At the January 9, 2024 Committee of the Whole meeting, the following recommendation was passed:

*THAT the Committee of the Whole direct staff to prepare the Five-Year Financial Plan Bylaw, a Fees and Charges Amendment Bylaw and a Water and sewer Parcel Tax Amendment Bylaw to:*

- a) Increase Chemainus water parcel tax by 6% per year for ten years;*
- b) Increase South End water parcel tax by 7% per year for ten years;*
- c) Increase Chemainus sewer parcel tax by 4% per year for ten years;*
- d) Increase Crofton sewer parcel tax by 6% per year for ten years;*
- e) Increase South End sewer parcel tax by 7% per year for ten years; and*
- f) Increase metered water rates (amounts over minimum) for all water utility systems by 6% in 2024 and 0.5% per year thereafter for nine years.*

The user fees and parcel taxes have been adjusted to reflect Council's 2024 direction. Staff conducted a thorough review in 2024 of actual wages from the past three years. Based on this review, wages have been appropriately reallocated to the proper utility service for 2025, ensuring alignment with actual figures. Accordingly, Council will see some minor increases to the operating costs in some of the water and sewer utilities.

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## DISCUSSION

Best practice in municipal finance states that user fees should primarily cover the day-to-day operating expenses of our utilities for the following reasons:

- Those who use the services directly contribute to its maintenance and operation, ensuring that the costs are borne by the users who benefit rather than the general taxpayer base;
- When users pay for services, it encourages efficient use and management of resources; and,
- Regular user fees provide a steady revenue stream to cover ongoing expenses, ensuring that services can be consistently provided without relying on unpredictable funding sources.

Whereas parcel taxes are more suited for funding significant capital infrastructure projects, such as major repairs and replacements, allowing North Cowichan to distribute the costs of long-term investments more equitably ensures that our infrastructure can remain sustainable for generations.

Therefore, in 2026, staff will undertake a comprehensive review of the apportionment of user fees and parcel taxes within the water and sewer utilities with the aim of ensuring that our revenue collection is sufficient to avoid recurring deficits. This initiative aligns with staff's commitment to prudent business practices, ensuring that user fees are designated for operational expenses while parcel taxes are allocated for capital investments.

### Water Utilities

#### Chemainus Water

The 2025 Maintenance and Administration budget is set at \$1,500,754, reflecting a 7.2% or \$188,771 increase from the previous year's budget of \$1,311,983. This increase is primarily due to the appropriate allocation of wages to the work charged to this utility over the years. Debt has increased \$23,800 over 2024 due to rates being reset by the Municipal Finance Authority (MFA).

For residential, user fees are set at \$314 and parcel taxes at \$393 with the annual increase of \$37.

	2024 Actuals	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Parcel Tax	890,400	947,916	1,010,808	1,076,712	1,148,112	1,222,620
Sale of Service	800,917	1,097,288	1,154,392	1,215,599	1,291,294	1,351,915
Gas Tax Revenue	0	200,000	100,000	100,000	100,000	100,000
Grants/DCC's/Debt		218,400			20,000,000	
Interest	69,153	30,000	30,000	30,000	30,000	30,000
Carry Fowards		574,006				
Other	330,880	337,500	340,000	340,000	340,000	357,000
<b>Total</b>	<b>\$ 2,091,350</b>	<b>\$ 3,405,110</b>	<b>\$ 2,635,200</b>	<b>\$ 2,762,311</b>	<b>\$ 22,909,406</b>	<b>\$ 3,061,535</b>
Maint. & Admin	1,399,591	1,500,754	1,458,292	1,475,295	1,507,216	1,539,684
Debt Servicing	139,749	163,549	189,099	189,099	189,099	189,099
Amortization	330,880	337,500	340,000	340,000	340,000	357,000
	1,870,220	2,001,803	1,987,391	2,004,394	2,036,315	2,085,783
Capital	464,204	1,403,307	1,712,520	2,505,000	20,445,000	0
<b>Total</b>	<b>2,334,424</b>	<b>3,405,110</b>	<b>3,699,911</b>	<b>4,509,394</b>	<b>22,481,315</b>	<b>2,085,783</b>
<b>Surplus/(Deficit)</b>	<b>(243,074)</b>	<b>0</b>	<b>(1,064,711)</b>	<b>(1,747,083)</b>	<b>428,091</b>	<b>975,752</b>

### Crofton Water

The 2025 Maintenance and Administration budget is set at \$803,854, reflecting a 14.6% or \$102,435 increase from the previous year's budget of \$701,419. This increase is primarily attributed to a Dam Failure Consequence Classification Study that must be completed. Debt is \$39,528 in 2025, which is \$9,805 higher than in 2024 due to the rates being reset by MFA.

For residential, user fees are set at \$546 and parcel taxes at \$272 with the annual increase of \$40.

	2024 Actuals	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Parcel Tax	264,439	279,344	295,152	311,100	328,230	346,557
Sale of Service	454,322	595,254	625,076	656,692	690,095	725,406
Gas Tax Revenue	0	900,000	100,000	100,000	100,000	100,000
Interest	28,377	15,000	15,000	15,000	15,000	15,000
Carry Forwards	0	720,784				
Grants/DCC's/Debt						
Other	190,700	194,510	200,000	200,000	200,000	204,000
<b>Total</b>	<b>\$ 937,838</b>	<b>\$ 2,704,892</b>	<b>\$ 1,235,228</b>	<b>\$ 1,282,792</b>	<b>\$ 1,333,325</b>	<b>\$ 1,390,963</b>
Maint. & Admin	534,188	803,854	630,943	645,496	660,075	674,861
Debt Servicing	29,723	39,528	39,528	39,528	39,528	39,528
Amortization	190,700	194,510	200,000	200,000	200,000	204,000
<b>Total</b>	<b>\$ 754,611</b>	<b>\$ 1,037,892</b>	<b>\$ 870,471</b>	<b>\$ 885,024</b>	<b>\$ 899,603</b>	<b>\$ 918,389</b>
Capital	0	1,667,000	356,450	1,000,000	10,000	130,000
<b>Total</b>	<b>\$ 754,611</b>	<b>\$ 2,704,892</b>	<b>\$ 1,226,921</b>	<b>\$ 1,885,024</b>	<b>\$ 909,603</b>	<b>\$ 1,048,389</b>
<b>Surplus/(Deficit)</b>	<b>\$ 183,227</b>	<b>\$ -</b>	<b>\$ 8,307</b>	<b>\$ (602,232)</b>	<b>\$ 423,722</b>	<b>\$ 342,574</b>

South End Water

The 2025 Maintenance and Administration budget is set at \$2,308,491, reflecting a 1.6% or \$36,214 increase from the previous year's budget of \$2,272,277. This increase is primarily attributed to inflationary increases and budget lines being reduced where possible due to year-over-year actuals. This utility has no current debt servicing.

For residential, user fees are set at \$200 and parcel taxes at \$246 with the annual increase of \$22.

	2024 Actuals	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Parcel Tax	1,450,150	1,566,528	1,691,616	1,825,376	1,974,861	2,133,894
Sale of Service	1,362,145	1,880,501	1,953,817	2,032,906	2,118,482	2,211,376
Interest	452,577	100,000	100,000	100,000	100,000	100,000
Grants/DCC's/Debt		1,094,625				
Carry Forwards		2,073,040				
Amortization	746,880	761,820	770,000	770,000	770,000	785,400
<b>Total</b>	<b>\$ 4,011,752</b>	<b>\$ 7,476,514</b>	<b>\$ 4,515,433</b>	<b>\$ 4,728,282</b>	<b>\$ 4,963,343</b>	<b>\$ 5,230,670</b>
Maint. & Admin	2,301,776	2,308,491	2,269,728	2,322,487	2,375,425	2,429,088
Debt Servicing						
Amortization	746,880	761,820	770,000	770,000	770,000	785,400
<b>Total</b>	<b>3,048,656</b>	<b>3,070,311</b>	<b>3,039,728</b>	<b>3,092,487</b>	<b>3,145,425</b>	<b>3,214,488</b>
Capital	1,025,911	4,406,203	7,063,150	1,355,552	1,017,000	691,840
<b>Surplus/(Deficit)</b>	<b>\$ (62,815)</b>	<b>\$ -</b>	<b>\$ (5,587,445)</b>	<b>\$ 280,243</b>	<b>\$ 800,918</b>	<b>\$ 1,324,342</b>

**Sewer Utilities**Chemainus Sewer

The 2025 Maintenance, Administration and Treatment budget is set at \$1,055,763, reflecting a 39% or \$415,324 decrease from the previous year's budget of \$1,471,087. This decrease is primarily attributed to a large reduction in miscellaneous studies. Debt servicing totals \$6,877 and will cease in 2026 for this utility.

For residential, user fees are set at \$158 and parcel taxes at \$520 with the annual increase of \$23.

	2024 Actuals	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2028 Budget
Parcel Tax & LIF	\$ 979,877	\$ 1,023,997	\$ 1,063,606	\$ 1,112,488	\$ 1,163,796	\$ 1,215,564
Sales of Service	\$ 265,484	\$ 398,617	\$ 389,901	\$ 397,619	\$ 405,491	\$ 413,521
Interest	\$ 242,550	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Grants / DCC's		\$ 137,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Carry Forwards		\$ 3,639,079				
Amortization	\$ 321,300	\$ 327,730	\$ 330,000	\$ 330,000	\$ 330,000	\$ 336,600
<b>Total</b>	<b>\$ 1,809,211</b>	<b>\$ 5,626,423</b>	<b>\$ 1,983,507</b>	<b>\$ 2,040,107</b>	<b>\$ 2,099,287</b>	<b>\$ 2,165,685</b>
Maintenance & Admin	\$ 363,348	\$ 487,666	\$ 468,782	\$ 479,356	\$ 489,854	\$ 500,568
Treatment	\$ 496,183	\$ 568,097	\$ 580,742	\$ 594,003	\$ 607,208	\$ 620,650
LIF Debt Charge	\$ 6,877	\$ 6,877	\$ -	\$ -	\$ -	\$ -
Amortization	\$ 321,300	\$ 327,730	\$ 330,000	\$ 330,000	\$ 330,000	\$ 336,600
<b>Total</b>	<b>\$ 1,187,708</b>	<b>\$ 1,390,370</b>	<b>\$ 1,379,524</b>	<b>\$ 1,403,359</b>	<b>\$ 1,427,062</b>	<b>\$ 1,457,818</b>
Capital	\$ 142,971	\$ 4,236,053	\$ 679,200	\$ -	\$ 43,717	\$ 440,000
<b>Surplus (Deficit)</b>	<b>\$ 478,532</b>	<b>\$ -</b>	<b>\$ (75,217)</b>	<b>\$ 636,748</b>	<b>\$ 628,508</b>	<b>\$ 267,867</b>

### Crofton Sewer

The 2025 Maintenance, Administration and Treatment budget is set at \$660,183, reflecting a 3.9% or \$26,557 decrease from the previous year's budget of \$686,740. This decrease is primarily attributed to a reduction in miscellaneous studies and a reduction in Scada costs. This utility has no current debt servicing.

For residential, user fees are set at \$328 and parcel taxes at \$538 with the annual increase of \$36.

	2024 Actuals	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Parcel Tax & LIF	\$ 438,404	\$ 466,446	\$ 496,470	\$ 528,500	\$ 562,560	\$ 598,674
Sales of Service	\$ 353,614	\$ 422,157	\$ 434,717	\$ 447,660	\$ 460,986	\$ 474,711
Interest	\$ 151,510	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Grants / DCC's		\$ 2,763,800	\$ 223,040	\$ 100,000	\$ 100,000	\$ 100,000
Carry Forwards		\$ 2,016,880				
Amortization	\$ 179,870	\$ 183,470	\$ 185,000	\$ 185,000	\$ 185,000	\$ 188,700
<b>Total</b>	<b>\$ 1,123,398</b>	<b>\$ 5,902,753</b>	<b>\$ 1,389,227</b>	<b>\$ 1,311,160</b>	<b>\$ 1,358,546</b>	<b>\$ 1,412,085</b>
Maintenance & Admin	\$ 268,136	\$ 352,603	\$ 321,526	\$ 328,911	\$ 336,312	\$ 343,834
Treatment	\$ 314,218	\$ 307,580	\$ 314,831	\$ 322,071	\$ 329,269	\$ 336,590
Amortization	\$ 179,870	\$ 183,470	\$ 185,000	\$ 185,000	\$ 185,000	\$ 188,700
<b>Total</b>	<b>\$ 762,224</b>	<b>\$ 843,653</b>	<b>\$ 821,357</b>	<b>\$ 835,982</b>	<b>\$ 850,581</b>	<b>\$ 869,124</b>
Capital	\$ 129,655	\$ 5,059,100	\$ 165,000	\$ 75,000	\$ 385,000	\$ 50,000
<b>Surplus (Deficit)</b>	<b>\$ 231,519</b>	<b>\$ -</b>	<b>\$ 402,870</b>	<b>\$ 400,178</b>	<b>\$ 122,965</b>	<b>\$ 492,961</b>

South End Sewer

The 2025 Maintenance, Administration and Treatment budget is set at \$2,012,430, reflecting a 5.4% or \$115,240 decrease from the previous year's budget of \$2,127,670. This decrease is primarily attributed to a large reduction in miscellaneous studies. Debt servicing totals \$36,146, which is a reduction of \$12,116 over 2024 due to two debts having their final payments in 2024.

For residential, user fees are set at \$201 and parcel taxes at \$263, with the annual increase of \$27.

	2024 Actuals	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Parcel Tax & LIF	\$ 1,595,891	\$ 1,707,248	\$ 1,822,923	\$ 1,959,999	\$ 2,108,134	\$ 2,281,140
Sales of Service	\$ 1,076,868	\$ 1,477,467	\$ 1,549,570	\$ 1,625,270	\$ 1,704,740	\$ 1,788,160
Interest	\$ 1,013,467	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Grants / DCC's		\$ 3,938,790	\$ 14,168,490			
Carry Forwards		\$ 5,018,114				
Amortization	\$ 445,930	\$ 454,850	\$ 460,000	\$ 460,000	\$ 460,000	\$ 856,800
<b>Total</b>	<b>\$ 4,132,156</b>	<b>\$ 12,846,469</b>	<b>\$ 18,250,983</b>	<b>\$ 4,295,269</b>	<b>\$ 4,522,874</b>	<b>\$ 5,176,100</b>
Maintenance & Admin	\$ 818,580	\$ 1,081,150	\$ 1,019,898	\$ 1,043,267	\$ 1,066,628	\$ 1,090,437
Treatment	\$ 484,465	\$ 931,280	\$ 909,509	\$ 927,416	\$ 945,633	\$ 964,630
Debt Servicing	\$ 48,262	\$ 36,146	\$ 1,431,860	\$ 1,431,860	\$ 1,431,860	\$ 1,431,860
Amortization	\$ 445,930	\$ 454,850	\$ 460,000	\$ 460,000	\$ 840,000	\$ 840,000
<b>Total</b>	<b>\$ 1,797,237</b>	<b>\$ 2,503,426</b>	<b>\$ 3,821,267</b>	<b>\$ 3,862,543</b>	<b>\$ 4,284,121</b>	<b>\$ 4,326,927</b>
Capital	\$ 11,104	\$ 10,343,043	\$ 22,280,836	\$ 1,200,000	\$ -	\$ -
<b>Surplus / (Deficit)</b>	<b>\$ 2,323,815</b>	<b>\$ -</b>	<b>\$ (7,851,120)</b>	<b>\$ (767,274)</b>	<b>\$ 238,753</b>	<b>\$ 849,173</b>

Maple Bay Sewer

The 2025 Treatment and Scada maintenance budget is set at \$86,054, reflecting a 9.8% or \$7,515 increase from the previous year's budget of \$78,350. This increase is primarily attributed to year-over-year actuals being higher than budgeted.

For residential, user fees are set at \$410 and parcel taxes at \$3,829 with the annual increase of \$124.

	2024 Actuals	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Parcel Tax	\$ 75,480	\$ 81,520	\$ 83,970	\$ 86,490	\$ 89,080	\$ 91,750
Sales of Service	\$ 37,032	\$ 42,120	\$ 42,960	\$ 43,820	\$ 44,700	\$ 45,590
Interest	\$ 10,757	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Amortization	\$ 98,200	\$ 98,200	\$ 98,200	\$ 98,200	\$ 98,200	\$ 98,200
<b>Total</b>	<b>\$ 221,469</b>	<b>\$ 226,840</b>	<b>\$ 230,130</b>	<b>\$ 233,510</b>	<b>\$ 236,980</b>	<b>\$ 240,540</b>
Treatment	\$ 82,518	\$ 86,054	\$ 87,989	\$ 89,937	\$ 91,854	\$ 93,838
Amortization	\$ 98,200	\$ 98,200	\$ 98,200	\$ 98,200	\$ 98,200	\$ 98,200
<b>Total</b>	<b>\$ 180,718</b>	<b>\$ 184,254</b>	<b>\$ 186,189</b>	<b>\$ 188,137</b>	<b>\$ 190,054</b>	<b>\$ 192,038</b>
Surplus / (Deficit)	\$ 40,751	\$ 42,586	\$ 43,941	\$ 45,373	\$ 46,926	\$ 48,502
Opening Surplus	\$ 225,608	\$ 266,359	\$ 308,945	\$ 352,886	\$ 398,259	\$ 445,185
<b>Ending Surplus</b>	<b>\$ 266,359</b>	<b>\$ 308,945</b>	<b>\$ 352,886</b>	<b>\$ 398,259</b>	<b>\$ 445,185</b>	<b>\$ 493,687</b>

### Garbage and Recycling

The total budget for recycling and garbage in 2025 is \$2,337,047, reflecting a 28% or \$513,002 increase from the previous year's budget of \$1,824,045. This increase is primarily attributed to two factors:

- An increase of \$277,722 due to the large increase to recycling contract in 2025, which essentially doubled what it was in 2024; and
- An increase of \$225,601 to tipping fees. This increase reflects a 15% rise in tipping fees implemented by the Cowichan Valley Regional District over the past two years. Additionally, starting in June, the introduction of automation will lead to an increase in collected tonnage, as yard waste will now be included with organics.

With the commencement of garbage automation, the additional revenue generated from residents opting for bins larger than 80L will offset the majority of the increased tipping fees. Due to rising costs in tipping fees and recycling services in 2025, North Cowichan must increase the user fee by \$4, bringing the annual amount to \$157 (up from \$153 in 2024). This adjustment is necessary to ensure the service remains self-sustaining.

The five-year forecast for garbage and recycling fees assumes that North Cowichan will secure a recycling contract valued at approximately \$600,000 per year, with an additional 3% annual increase to cover inflationary costs for all related expenses. Staff are looking into ways to mitigate these costs and will bring forward all business cases to Council at a future date.

	2024 Actuals	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Residential Garbage	1,068,278	1,648,500	1,802,850	1,885,140	1,958,090	2,043,230
Garbage Tickets / Larger Bins	35,747	206,500	227,000	227,000	227,000	227,000
Recycle BC	364,373	480,000	489,600	504,288	519,417	535,000
<b>Total Revenue</b>	<b>1,468,398</b>	<b>2,335,000</b>	<b>2,519,450</b>	<b>2,616,428</b>	<b>2,704,507</b>	<b>2,805,230</b>
Recycling Program	356,361	654,715	674,190	694,169	714,654	735,748
Tipping Fees	590,712	805,601	950,000	997,500	1,047,375	1,099,744
Garbage Collection	872,404	736,731	758,622	780,492	802,287	824,747
	<b>1,819,477</b>	<b>2,197,047</b>	<b>2,382,812</b>	<b>2,472,161</b>	<b>2,564,316</b>	<b>2,660,239</b>
Transfer to Reserve	140,000	140,000	140,000	140,000	140,000	140,000
<b>Total Expenses</b>	<b>1,959,477</b>	<b>2,337,047</b>	<b>2,522,812</b>	<b>2,612,161</b>	<b>2,704,316</b>	<b>2,800,239</b>
<b>Surplus/Deficit</b>	<b>(491,079)</b>	<b>(2,047)</b>	<b>(3,362)</b>	<b>4,267</b>	<b>191</b>	<b>4,991</b>
<b>Annual Garbage &amp; Recycling Fee</b>	<b>153</b>	<b>157</b>	<b>170</b>	<b>176</b>	<b>181</b>	<b>187</b>

## CONCLUSION

User fees and parcel taxes should ideally be reviewed regularly to ensure they remain aligned with costs and revenue needs. Staff are not recommending any increase to user fees or parcel taxes for water and sewer in 2025 because, as mentioned earlier, a thorough review of the allocation of user fees and parcel taxes within the water and sewer utilities will be conducted this year. This review will utilize all historical data and actual figures as well as capital projects for future years while ensuring the focus on addressing the backlog for each utility is still being maintained. Staff anticipate this will help to avoid large, sudden increases and ensure that fees and taxes are adjusted gradually and predictably for North Cowichan residents. Staff will bring the findings of the review to Council early in the 2026 budget planning process.

User fees for recycling and garbage need to be increased in 2025 by \$4 to \$157 to cover the increased costs for tipping fees and the recycling contract.

## OPTIONS

1. **(Recommended Option)** THAT Council direct staff to prepare the Five-Year Financial Plan Bylaw and a Fees and Charges Amendment Bylaw to:
  - a) Increase garbage and recycling fee for 2025 from \$153 to \$157; and,
  - b) Prepare the Five-Year Financial Plan Bylaw as presented in the 2025 – 2028 Utility Rate Budget report dated February 5, 2025, by the Director, Financial Services.

**IMPLICATIONS**

If the fees for garbage and recycling services are not increased, the revenue collected from these fees won't be enough to cover the costs of running these services. This shortfall, or deficit, would need to be addressed in 2026. To make up for this deficit, the fees charged to users in the future would have to be higher than expected. This is because garbage and recycling services are designed to be self-sustaining, meaning they rely on the fees collected to fund their operations. Not increasing the fees now means North Cowichan would face a greater financial problem later, leading to even higher fees for users in the future to cover the gap.

**RECOMMENDATION**

THAT Council direct staff to prepare the Five-Year Financial Plan Bylaw and a Fees and Charges Amendment Bylaw to:

- a) Increase garbage and recycling fee for 2025 from \$153 to \$157; and,
- b) Prepare the Five-Year Financial Plan Bylaw as presented in the 2025 – 2028 Utility Rate Budget report dated February 5, 2025, by the Director, Financial Services.

Report prepared by:



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Teri Vetter  
Director, Financial Services

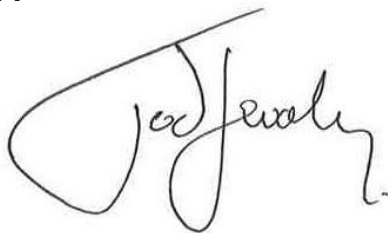
Report reviewed by:



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Bill Corsan  
General Manager, Corporate Services and  
Community Relations

**Approved to be forwarded to Council:**



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Ted Swabey  
Chief Administrative Officer

Attachment:

- (1) 2025 – 2029 Utility Rate Review