

A general summary of the roles associated with a Corporation and the City.

The Corporation will:	The City will:
Make use of the tangible assets in the delivery of services delineated in the signed Service Agreement. Agreed upon condition assessment of the assets will provide the basis for future operation and maintenance. Additional agreements will be developed and executed to support new business opportunities for the Corporation as needed.	Own the tangible capital assets involved in the delivery of municipal services and will enter into a Service agreement with the Corporation for the use of the assets to deliver a delineated set of services. The City will retain future flexibility to potentially transfer assets to the Corporation in the future.
Ensure that the Corporation's staff and contractors hold the required credentials and authority to provide required services and to operate under the City's license and obtain any additional licensing as required.	Own and be responsible for the Municipality's licenses to operate solid waste, water and wastewater systems.
Provide the City with required information on the Corporation's use and experience with existing assets, and the need for new or different assets. Additionally, the Corporation will determine with municipality approach to plan, design, construct, maintain and replace existing and future assets.	Identify, with the aide of the Corporation, the Municipality's need growth of the existing tangible capital assets related to the business of the Corporation.
Identify the revenues required to cover the costs of the Corporation's operational activities; provide capital cost information and projects for the City's use in decision making.	Confirm the required revenues to support the operation of the system, deliver services and develop and expand the core assets. Additionally, the City will approve and fund capital for assets retained by the City.
Develop rate proposals and service standards (considering both operating and capital)	Apply to City Council for approval of rates, service standards, and levels of service. City Council will act as the regulator and will approve rates, standards and levels of services.
Appoint the Corporation's senior executive, establish the organizational	Negotiate contracts/agreements for the transfer of other assets for the

structure, and manage the staff complement	Corporation (primarily existing City staff, working in these areas of field)
Negotiate for the supply of other required operational assets and services, establish support services, and/or contract with other third parties for support services	Negotiate contracts/agreements for the use of, or transfer to, the Corporation of other municipal assets (equipment, billing systems, etc.) and the provision of administrative support services
Operate within policy and reporting parameters established by City Council acting in its role as shareholder	Establish other policy requirements which the Corporation will be required to follow in the delivery of services
Ensure meter readings are accurate and install new services, and cut off services for non-payment, etc.	Own customer accounts, manage utility usage information required for management and billing, collect utility customer accounts payable, provide customer service as it relates to billing and collections.
Manage the Corporation to deliver effective and efficient services including ongoing accurate and timely recording and reporting of all operating and capital expenses incurred by the Corporation in provision of the services. Incorporate business optimization throughout all stages and through continuous improvement mandate seek opportunities to reduce costs and expand revenue opportunities	Receive utility revenues for the City and apply them against the Corporation's operational costs. Pay the Corporation for services delivered to utility customers.
Seek out new customers for water, wastewater or solid waste services and initiate agreements with them for the delivery of services through the use of the Municipal assets or additional acquired assets.	Ensure agreements with the Corporation and the City policy direct set municipal needs as a priority over external business opportunities, while allowing, encouraging and supporting the Corporation's efforts to attract new customers and help the Municipality achieve its environmental sustainability goals.
Follow the shareholder's policy direction. Governance will be provided by the Corporation's Board working under policy direction from the shareholder's. Continual work with industry is required and develop new services and/or synergies to incorporate innovative opportunities into the business plan.	Ensure City policy direction provides guidance and necessary support for the Corporation to continue existing sustainability initiatives and develop new service initiatives. Ensure municipal practices provide timely support to the Corporation's new service initiatives.