<table>
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<th>STUDY COMPONENT</th>
<th>KEY ELEMENTS</th>
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| 1. STUDY START-UP | 1.1 Develop work program with Steering Committee  
1.2 Identification of transitional, policy and other special issues to be addressed during the study process  
1.3 Discussion re: project schedule, methodology and information requests |
| 2. DATA COLLECTION AND POLICY REVIEW | 2.1 Gather information regarding historical (past 10 yr.) asset inventories, capital budget projections and future capital requirements. Water and wastewater background information for impost fee portion of study  
2.2 Review relevant background studies (e.g. Master Plans, Servicing Studies, etc.)  
2.3 Prepare and review historic level of service calculations  
2.4 Review of existing and uncommitted reserve fund balances to determine appropriate use/allocations  
2.5 Review of outstanding DC credits  
2.6 Review long term debt and identification of existing facility/infrastructure oversizing  
2.7 Prepare policy discussion paper for presentation to Steering Committee re DC methodology and implementation policies.  
2.8 Conduct a half day workshop with staff to review documentation and determine capital needs |
| 3. GROWTH PROJECTION DEVELOPMENT | 3.1 Prepare growth forecast by type and location for growth horizon decided on by Steering Committee |
| 4. DEVELOPMENT CHARGE CALCULATION AND RULES | 4.1 Determination of local service policies under subdivision or consent agreements  
4.2 Assessment of need for city-wide vs. area-specific DCs and for which services  
4.3 Estimation of the costs to meet the increase in need for service attributable to development, the required works, existing facility oversizing, consistent with not exceeding ten-year service standard  
4.4 Calculation of the development charges based on need for service identified in 4.2, reduced by:  
4.4.1 any existing capacity created for which Council did not indicate DCs would be used (at the time the capacity was created)  
4.4.2 the extent to which existing development would benefit from the increase in service  
4.4.3 the percentages and capital cost exclusions as designated by the Act  
4.4.4 anticipated capital grants, subsidies or other contributions in respect of the capital costs  
4.5 Present preliminary development charge calculations to Steering Committee |
| 5. EXAMINATION OF LONG TERM CAPITAL/OPERATING COSTS | 5.1 Examine the long term capital and operating costs for capital infrastructure improvements |
| 6. DRAFT DC BACKGROUND STUDY/REVIEW | 6.1 Preparation of draft DC Background Studies and By-law(s) for review with Steering Committee  
6.2 Determination of preliminary recommendations on categories of services (for reserve fund and credit purposes), by-law commencement date, expiry date, collection timing  
6.3 Finalization of draft DC Background Study & by-law for review with Steering Committee and release for public review |
| 7. PUBLIC CONSULTATION PROCESS | 7.1 Provide Notice for Statutory Public Meeting  
7.2 Statutory Public Meeting  
7.3 Receipt and consideration of public submissions |
| 8 & 9. FINALIZE DC BACKGROUND STUDY/ BY-LAW PASSAGE | 8.1 Preparation of addendum report (with revised calculation and policies, where applicable)  
9.1 Receipt and consideration of by-law(s) by Council |
| 10. IMPLEMENTATION PROCESS | 10.1 Collection policies/process  
10.2 By-law indexation  
10.3 Reserve fund reporting requirements  
10.4 Preparation of DC Public Information Pamphlet |
| 12. MEETINGS | 12.1 Steering Committee Meetings (4)  
12.2 Council Workshop  
12.3 Public Meetings/By-law Passage (3) |