



Table 2-1  
Proposed Work Plan

Phase 1 – Preparation of Draft D.C. Background Study	
Study Steps	Key Elements
1. Study Start-Up	<ul style="list-style-type: none"> <li>1.1. Refine the work plan and discuss timing of project.</li> <li>1.2. Discuss options regarding treatment of “soft services” in relation to Bill 108 legislation.</li> <li>1.3. Advise on the strategy for compliance with the requirements of the <i>Planning Act</i>, and its associated regulations, with regard to the transition to a C.B.C. strategy and by-law.</li> <li>1.4. Identify policies and other special issues to be addressed during the study process.</li> <li>1.5. Discuss potential services to be included in the D.C. recovery.</li> <li>1.6. Supply a “D.C. Checklist” package to staff members which overviews the D.C. process and includes sample Public Meeting notices and Notices of Passage.</li> <li>1.7. Conduct study start-up meeting with Township staff.</li> </ul>
2. Data Collection and Review of Background Materials	<ul style="list-style-type: none"> <li>2.1. Gather information regarding historical (past 10 year) asset inventories, capital budget projections and future capital requirements.</li> <li>2.2. Review long-term debt and identification of existing facility oversizing.</li> <li>2.3. Determine historical level of service information for each applicable service.</li> <li>2.4. Review existing and uncommitted reserve fund balances to determine appropriate use/allocation.</li> <li>2.5. Review the Official Plan, necessary master plans, and any other relevant background documents.</li> </ul>
3. Growth Projection Development	<ul style="list-style-type: none"> <li>3.1. Review the Township’s historical and current population and employment growth.</li> <li>3.2. Forecast growth by type (residential, commercial, industrial, and institutional) for minimum of 10 years, and Official Plan horizons and location of growth.</li> <li>3.3. Validate and finalize growth projections with the Township’s staff.</li> </ul>
4. D.C. Calculation, Rules, and Staff Interviews	<ul style="list-style-type: none"> <li>4.1. Determine local service policies under subdivision or consent agreements.</li> </ul>



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	<p>4.2. Assess needs for which Township services will be included.</p> <p>4.3. Analyze D.C. credit policy matters including any other relevant municipal agreements.</p> <p>4.4. Estimate the costs to meet the increase in the need for service attributable to development, the required capital including new infrastructure, upgrading, and/or oversizing of existing infrastructure, consistent with not exceeding 10-year service standard.</p> <p>4.5. Meet with Township staff for interviews to review service standard and capital expenditure information.</p> <p>4.6. Calculate the D.C.s based on need for services identified in 4.5, reduced by:</p> <p>4.6.1. any existing capacity created for which Council did not indicate D.C.s would be used (at the time the capacity was created);</p> <p>4.6.2. the extent to which existing development would benefit from the increase in service;</p> <p>4.6.3. anticipated capital grants, subsidies, or other contributions in respect of the capital costs; and</p> <p>4.6.4. the percentages and capital cost exclusions as designated by the Act.</p> <p>4.7. Recommend area-specific versus Township-wide D.C.s</p> <p>4.8. Develop draft D.C. rules for exemptions, phase-ins, indexing, charges for redevelopment, etc.</p> <p>4.9. Discuss special charges (e.g. mixed-use developments, wind turbines, solar farms, special care units, etc.).</p>
5. Examination of Long-Term Capital/Operating Cost and Asset Management Plan	<p>5.1. Examine the long-term capital and operating costs for capital infrastructure improvements.</p> <p>5.2. Prepare an asset management plan as per Bill 73 to deal with all assets whose capital costs are proposed to be funded under the D.C. by-law, and demonstrate that all the assets mentioned in the asset management plans are financially sustainable over their full life cycle.</p>
6. Draft D.C. Background Study	<p>6.1. Determine preliminary recommendations on categories of services (for reserve fund and credit purposes), by-law commencement date, expiry date, collection timing, etc.</p> <p>6.2. Prepare draft D.C. background study and by-law.</p> <p>6.3. Prepare municipal D.C. survey and impacts on Township development patterns.</p>



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	<p>6.4. Meet with senior staff to review draft report/findings and D.C. by-law implementation policies, and obtain feedback.</p> <p>6.5. Review the draft D.C. background study with Township Council to receive feedback on the draft D.C. findings and policies, and direction on proceeding with Phase 2 of study process.</p>

Phase 2 – Public Process and D.C By-Law Implementation	
Study Steps	Key Elements
7. Development Industry Stakeholder Consultation	7.1. Review the draft D.C. background study with development industry stakeholders to receive feedback to be considered before releasing study publicly.
8. Public Meeting Process	<p>8.1. Advertise and hold the statutory public meeting of Council.</p> <p>8.2. Receive and consider public submissions.</p>
9. Finalize D.C. Background Study	9.1. Finalize D.C. background study and by-laws.
10. By-Law Passage	<p>10.1. Receipt and consideration of by-law(s) by Council.</p> <p>10.2. Prepare notice of by-law passage.</p>
11. Implementation Process	<p>11.1. Provide staff with final D.C. background study and draft by-laws and any applicable documents for consideration of Council.</p> <p>11.2. Assist staff with drafting the notices for the public meeting as well as the passage of the by-law.</p> <p>11.3. Assist in preparing information pamphlets as per O. Reg. 82/98 as well as electronic financial pamphlet for staff.</p> <p>11.4. Inform staff of all legislative requirements during the adoption process.</p> <p>11.5. Collection policies/process.</p> <p>11.6. By-law indexation.</p> <p>11.7. Reserve fund reporting requirements.</p>