

**City of Kawartha Lakes Development Charges Task Force Recommendations
As of October 29, 2019**

No.	Category	Issue	Recommendation
1	Administration	DC Deferral Policy	That the DC Deferral Policy be reviewed for potential updates in light of Bill 108, extended to non-residential development and be incorporated into the broader DC Assistance Policy.
2	Administration	Alignment of DCs with Zoning	That development type definitions in zoning and DC by-laws remain independent.
3	Administration	2014 / 2015 DC By-Law Appeals	That in the formulation of the DC study, Watson consider the issues arising from the 2014 / 2015 DC by-law appeals.
4	Administration	DC Reserve Management and Sustainability	That staff include an expense item in the 2020 and future operating budgets to stabilize the financial impacts of legislated DC exemptions and discretionary DC deferrals in a transparent, accountable, fiscally-responsible and legislatively-compliant manner.
5	Administration	DC Reserve Management and Sustainability	That staff prudently triage growth-related capital works as much as reasonably possible until the DC reserve sufficiently regains its health.
6	Administration	DC Reserve Management and Sustainability	That staff seek a third party expert in municipal finance to undertake a study of the fiscal impact of growth, including an evaluation of forecasted vs. actual growth and recommended strategies for managing the pattern of growth, the triaging of growth-related capital works and the continuity of the
7	Administration	DC Reserve Management and Sustainability	That the 2009-2019 DC reserve reconciliation of approximately \$7M be implemented in 2020 as planned to help support the long-term health of the City's reserves.
8	Administration	Legislated and Discretionary DC Exemptions	That discretionary DC exemptions be removed from the DC by-law and be replaced with a general authority for the City to, through policy, provide DC deferrals through direct payments to the DC reserve from other City funds.
9	Administration	Legislated and Discretionary DC Exemptions	That an agricultural development class be added to the non-residential DC rate schedule to minimize the financial burden to existing ratepayers of continuing a DC exemption or full DC deferral for such development.
10	Administration	Legislated and Discretionary DC Exemptions	That a DC Assistance Policy be developed to provide for the transparent, accountable, fiscally-responsible, fair and legislatively-compliant facilitation of DC deferrals, DC deferrals and other DC-related assistance authorized by Council.

**City of Kawartha Lakes Development Charges Task Force Recommendations
As of October 29, 2019**

No.	Category	Issue	Recommendation
11	Administration	Legislated and Discretionary DC Exemptions	That the DC Assistance Policy be brought under the City's Community Improvement Plan (CIP) the next time that plan is amended, whereby the CIP is updated to incorporate "growth" (in development / business / population) explicitly as one of its priorities.
12	Administration	Extension of Task Force Term	That the DC Task Force's mandate be expanded to include the making of recommendations relating to the forthcoming community benefits charges by-law and the fiscal impact study, and that its term be extended
13	Administration	Alignment with Bill 108	That the DC By-Law and DC Assistance Policy take effect January 1, 2020, with the intent of being amended or replaced as needed to align with Bill 108 by January 1, 2021.
14	Administration	Transition for Development in the Approval Process	That an owner with a development in the approval process be permitted to enter into an agreement to lock in 2019 DC rates for the development, provided there is sufficient time to have the agreement prepared by staff and approved by Council by December 10, 2019, but subject to the DCs for the development being indexed on January 1, 2020 and paid by June 30,
15	Capital Planning	Municipal Services Included in the DC Study	That soft services remain in the DC by-law until such time they can be transitioned to the new community benefits charges framework in late 2020.
16	Capital Planning	Service Master Planning	That a Master Planning Policy be developed by June 30, 2021 as required by the Strategic Asset Management Policy.
17	Capital Planning	Provincial Growth Projections for the City	That the City continue to align its growth, capital and financial plans with the Provincial Growth Plan as required by legislation, while prudently implementing such plans based on actual and committed growth.
18	Capital Planning	Growth-Related Capital Works Prioritization	That growth-related capital works required for corresponding growth to occur be given priority over other such works, all else equal.
19	Capital Planning	Growth-Related Capital Works Prioritization	That growth-related capital works that can be deferred to a time after some or all of the corresponding growth occurs be prudently triaged based on actual and committed growth and with regard for the state of the DC
20	Capital Planning	Long-Term Development Charges Plan	That the fiscal impact study include strategies for long-term management of DCs.

**City of Kawartha Lakes Development Charges Task Force Recommendations
As of October 29, 2019**

No.	Category	Issue	Recommendation
21	Economic Growth	Non-Residential DC Rates	That industrial, commercial and institutional (ICI) DC rates be blended into a uniform ICI DC rate to make DC rates applied to commercial development more competitive.
22	Economic Growth	Non-Residential DC Rates	That a 50% DC exemption or defrayal be provided for industrial development that does not qualify for the legislated industrial DC exemption, if a uniform ICI DC rate is adopted.
23	Economic Growth	Non-Residential DC Rates	That storage units be included in the definition of industrial development, if a uniform ICI DC rate is not adopted.
24	Economic Growth	Non-Residential DC Rates	That the DC Assistance Policy provide for a full DC defrayal for agricultural development, and that future updates to that policy consider expansion to the definition of "agricultural development" to reflect evolving uses of agricultural land.
25	Economic Growth	Non-Residential DC Rates	That the fiscal impact study include a detailed inter-municipal comparison of DC rates and make recommendations to guide the future updating of the DC Assistance Policy.
26	Economic Growth	Job Creation Incentives	That the matter of job creation incentives, as it relates to DCs, be considered in the formulation of the fiscal impact study and future updating of the DC Assistance Policy.
27	Economic Growth	Affordable Housing Incentives	That the DC Assistance Policy provide for a full DC defrayal for affordable housing, but only to the extent that such housing is indeed affordable.
28	Economic Growth	Redevelopment Credits for Blighted Property	That the DC by-law include a general authority for the City to, through policy, conditionally extend the redevelopment credit obtainability period on a limited basis for derelict or blighted property.