

2025 Development Charges Task Force Issue Tracker							
Number	Category	Issue	Source	Assignment	Guiding Questions	Review Comments	Tentative Recommendation(s)
A-1	Administration	Residential DC Deferral Program	Council	Karl Repka	In what respects has the program been effective, and how might it be improved? Should the program be extended to non-residential development? What are the risks to the City of having the program, and can they be further mitigated?	Adam provided Karl the list of owners that have received DC deferrals under the current DC by-law. Karl followed up with developers and PKHBA to request feedback on the program. PKHBA provided a written submission.	That the DC Deferral Policy be reviewed for potential updates in light of Bill 108, and be incorporated into the broader DC Assistance Policy.
A-2	Administration	Alignment of DCs with Zoning	Council	Carmine Nigro	Should DCs be levied in accordance with zoning? What would be the ramifications for DC administration and risk of DC by-law appeals to the Local Planning Approvals Tribunal (LPAT)?	Zoning by-laws have no bearing on DC by-laws; they are independent by-laws serving entirely different purposes.	That development type definitions in zoning and DC by-laws remain independent.
A-3	Administration	2014 / 2015 DC By-Law Appeals	Karl Repka	Karl Repka	What lessons can be drawn from the appeals? How should Watson have regard for appeal issues and ensure clarity in the DC study?	Watson provided the methodology in their presentation at the June 21, 2019 DC Task Force meeting.	That in the formulation of the DC study, Watson consider the issues arising from the 2014 / 2015 DC by-law appeals.

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A-4	Administration	DC Reserve Management and Sustainability	Adam Found	Adam Found, Carolyn Daynes	What is the state of the DC reserve? What measures should be taken to better manage the DC reserve and secure its long-term sustainability? What is the criticality to the City's capital plans and long-term financial health of ensuring the 2009-2019 DC reserve reconciliation is implemented in 2020 as planned?	Carolyn will author a Council Report to request a debenture to cover the shortfall in the DC reserve. Adam is working with Watson on the DC reserve reconciliation, the results of which are to be presented by Watson at the August 30, 2019 meeting.	<p>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 defrayals in a transparent, accountable, fiscally-responsible and legislatively-compliant manner.</p> <p>That staff prudently triage growth-related capital works as much as reasonably possible until the DC reserve sufficiently regains its health.</p> <p>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 DC reserve.</p> <p>That the 2009-2019 DC reserve reconciliation be implemented in 2020 as planned to help support the long-term financial health of the City's capital reserve.</p>

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A-5	Administration	Legislated and Discretionary DC Exemptions	Adam Found	Adam Found	How can the City best ensure legislative compliance, transparency, accountability and administrative efficiency regarding DC exemptions? Should various discretionary DC exemptions (e.g. farm buildings) be continued in their current form? What is the DC-related significance of the City's new Community Improvement Plan (CIP)?	The proposed DC by-law will include legislated DC exemptions and a general authority for Council to grant discretionary DC exemptions through policy.	<p>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 defrayals through direct payments to the DC reserve from other City funds.</p> <p>That a DC Assistance Policy be developed to provide for the transparent, accountable, fiscally-responsible, fair and legislatively-compliant facilitation of DC defrayals, DC deferrals, redevelopment credit extensions and other DC-related assistance authorized by Council.</p> <p>That the DC Assistance Polcy be brought under the City's Community Improvement Plan the next time the plan is amended.</p>
A-6	Administration	Extension of Task Force Term	Task Force	Adam Found	N/A	Issue added at the August 16, 2019 meeting. Adam will prepare a report for Council to extend the Task Force's 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 accordingly.
C-1	Capital Planning	Municipal Services Included in the DC Study	Adam Found	Adam Found	What is the significance of the expected addition of social housing, off-street parking and waste diversion to the DC study? What services could be consolidated in the DC study to provide for more effective use of service level cap room?	<p>Bill 108 (More Homes, More Choice Act) became law on June 6, 2019, removing soft services from the DC Act by December 31. 2020.</p> <p>Bill 108 has largely made this issue a moot point.</p>	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.

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C-2	Capital Planning	Service Master Planning	Adam Found	Carolyn Daynes	Should the need for a Master Planning Policy, as identified by the 2015 DC Task Force, be reiterated? Why do some DC-relevant services still have an outdated or no master plan? Why do many master plans lack a sufficiently detailed capital forecast?	On June 4, 2019, Council adopted the Strategic Asset Management Policy which requires that a Master Planning Policy be adopted by June 30, 2021. Carolyn to compile and evaluate the set of City service master plans, and advise of the status of each.	That a Master Planning Policy be developed by June 30, 2021 as required by the Strategic Asset Management Policy.
C-3	Capital Planning	Provincial Growth Projections for the City	Chair	Eugene McDonald, Chris Marshall	What growth has the province mandated the City to plan for, and is it realistic? How do projected and historical growth rates compare and how do they relate to the deficit in the DC reserve? Is there reason to believe a growth burst is coming in the near future? How is projected aggregate growth allocated across the City? Is this allocation sensible and realistic?	Eugene's research confirms the City must plan for the growth forecasted by the Provincial Growth Plan. The Task Force would like to see a comparison of projected and actual growth. Chris and Suzanne will develop a growth forecast based on historical growth.	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.
C-4	Capital Planning	Allocation of Growth-Related Capital Costs Across Development	Council	Adam Found	What is the current allocation of growth-related capital costs across residential and non-residential development? What is the basis of the allocation by service, and does it result in a potential over-allocation to non-residential development? What are the employment densities used to allocate non-residential growth-related costs across industrial, commercial and institutional development? Do these require refinement?	Watson has compared differentiated with blended non-residential DC rates, and confirmed reasonableness of employment densities and methodologies for the allocation of growth-related capital costs across residential and non-residential development.	That an agricultural development class be added to the DC rate schedule to minimize the financial burden to existing ratepayers of continuing a DC exemption of full DC defrayal for such development. That continuance of DC-related assistance for agricultural development, and potential expansion to the definition thereof, be considered in the formulation of the DC Assistance Policy and fiscal impact study.

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C-5	Capital Planning	Growth-Related Capital Works Prioritization	Council	Pat O'Reilly, Jennifer Stover	What measures could be taken to improve prioritization of growth-related capital projects? How should such prioritization differentiate between growth-incenting vs. population-serving projects?	This item is closely related to Item C-3. The City's rate of growth has been lower than that forecasted in the Provincial Growth Plan, resulting in a substantial shortfall in the DC reserve.	That growth-related capital works required for corresponding growth to occur be given priority over other such works, all else equal. 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 reserve.
C-6	Capital Planning	Long-Term Development Charges Plan	Council	Sal Polito, Carmine Nigro, Adam Found, Carolyn Daynes	What foundation can the Task Force set to support a realistic growth-related capital forecast? Is it realistic to expect the City to emplace major critical growth-related capital works, such as the Lindsay Sewage Treatment Plant Expansion, without debt financing?	This item is closely related to Item C-5.	That the fiscal impact study include strategies for long-term management of DCs.
E-1	Economic Growth	Non-Residential DC Rates	Council	Carmine Nigro	How do the City's commercial DC rates compare to its peer municipalities? What options exist to address the issue of DCs levied on storage unit development? To what extent is storage unit development, and other development with low employment density, of economic value to the City? Should caution be exercised regarding artificially low commercial DC rates?	Consensus is that Peterborough and Orangeville are comparable to the City in terms of likeness and geography. Comparability depends critically on whether non-residential DC rates are blended or differentiated; blended DC rates are always lower than differentiated commercial DC rates. Watson to develop and propose a set of peer municipalities to form the basis of commercial DC rate comparisons. Watson to provide inter-municipal DC rate comparison list compiled by Watson & Associates during the 2015 DC study.	That industrial, commercial and institutional DC rates be blended into a uniform DC rate to make DC rates applied to commercial development more competitive. That storage unit development be included in the definition of industrial development. That a 50% DC defrayal be provided for industrial development that does not qualify for the legislated industrial DC exemption. 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.

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E-2	Economic Growth	Job Creation Incentives	Council	Chris Marshall, Rebecca Mustard, Carmine Nigro, Pat O'Reilly	Is it appropriate to provide job creation incentives via DC regimes? What are the associated legal and administrative challenges? Where they exist in peer municipalities, have such incentives been effective? Other than via DC regimes, is there a more effective, efficient and transparent way to provide such incentives on an equivalent basis?	This item is closely related to Item A-5. An update will be provided at the July 26 DC Task Force Meeting	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.
E-3	Economic Growth	Affordable Housing Incentives	Council	Karl Repka, Sal Polito	Have DC regime incentives for privately-provided affordable housing been effective in the City and other municipalities? Is there a more effective, efficient and transparent way to provide such incentives on an equivalent basis?	<p>Consensus is that there is a need for a clear definition of affordable housing.</p> <p>Bill 108 mandates a 21-year DC deferral for affordable housing, which is effectively an exemption, making this matter moot.</p> <p>PKHBA contends that DC incentives are largely insufficient to incent developers to build affordable housing.</p>	That the DC Assistance Policy provide for a full DC defrayal for affordable housing, but only to the extent that it is affordable.
E-4	Economic Growth	Redevelopment Credits for Blighted Property	Council	Susanne Murchison	Have other municipalities had success with providing redevelopment credit flexibility to incent redevelopment of derelict properties? Are there any associated legal or administrative challenges? What sort of derelict properties would be ideal candidates for greater redevelopment credit flexibility?	<p>Whitby: Redevelopment credit within 5 years of demolition.</p> <p>Brampton: No redevelopment credits.</p> <p>Kitchener: Redevelopment credit only if demolition permit is obtained; new by-law pending that is suggesting 5-10 year limit.</p> <p>Oakville: Redevelopment credits for 5 years from the date of the demolition permit issuance</p> <p>Oshawa: 10-year redevelopment credit.</p> <p>Need to better define derelict property and determine a reasonable timeframe for redevelopment credits.</p>	That the DC by-law include a general authority for the City to, through policy, conditionally extend on a limited basis the redevelopment credit period for derelict or blighted property.

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	2025 DCTF	DC Deferrals	Mark Wilson		Was the DC deferral program effective? To what extent did developers default on deferred DCs? What DC deferral measures should be considered for reinstatement?		
	2025 DCTF	DC Exemptions	Adam Found		Are DC exemptions effective? What is the cost to ratepayers of funding legislated and discretionary DC exemptions, as required by the DC Act? What discretionary DC exemptions should be continued or discontinued? Are there superior alternatives (e.g. grants, defrayals, etc.) to discretionary DC exemptions? If so, what supportive role may be played by the Community Improvement Plan? Respecting City-owned development projects, should the City continue its practice of reflecting the legislated municipal DC exemption in the budgets of such projects?		
	2025 DCTF	Redevelopment Credits for Unoccupiable and Derelict Properties	Bernard Finney		Was the redevelopment credit extension program effective? Are such programs in other municipalities effective? Should the City's former program be reinstated with or without modification? Should the standard redevelopment credit obtainability period of 3 years after unoccupiability be made longer?		
	2025 DCTF	Area-Specific DC Rates	Mark Wilson		What are the pros and cons of area-rating DCs? Is there evidence that certain development areas in the City give rise to disproportionate growth-related capital costs relative to population growth? Are capital cost differentials across service areas sufficient to warrant area-rating? Should DC rates be made more area-specific than they are currently?		

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	2025 DCTF	Mapping of Forecasted Growth-Related Capital Projects	Jeff Solly		Should forecasted growth-related capital projects be mapped by the City?		
	2025 DCTF	Local Service Policy	Jeff Solly		Is the local service policy coherent and consistent with the determination of DC-eligible costs in the DC study?		
	2025 DCTF	Alignment of Growth-Related Capital Costs and DC Revenues	Jeff Solly		Are forecasted growth-related capital costs aligned with growth projections? Based on the Treasurer's Statements, how are DC-eligible costs being managed?		
	2025 DCTF	Water-Wastewater Master Plan	Jeff Solly		How is the capital forecast aligned with growth areas and projections? Are estimated capital costs reasonable?		
	2025 DCTF	Transportation Master Plan	Jeff Solly		How is the capital forecast aligned with growth areas and projections? Are estimated capital costs reasonable?		
	2025 DCTF	Historic Level of Service Calculation	Jeff Solly		Are any changes in approach needed to determine the cap on DC rates based on the 15-year historic level of service calculation, as required by the DC Act?		
	2025 DCTF	Post-Period Benefit Calculation	Jeff Solly		Does the capital forecast include any projects intended to serve growth occurring after the 2051 planning horizon? If so, how will post-period benefit be calculated by Watson?		