

MUNICIPALITY OF CASSELMAN
DEVELOPMENT SERVICES REVIEW

January 2022



Re: PUBLIC
urbanism

MUNICIPALITY OF CASSELMAN **DEVELOPMENT SERVICES REVIEW**

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Prepared for: Municipality of Casselman
Prepared by: Re: public Urbanism

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INTRODUCTION

1.1 INTRODUCTION & PURPOSE

In 2021 the Municipality of Casselman launched an internal review of its current planning and development processes to modernize the processes, enhance accountability, improve customer service, and improve the quality of development outcomes. The review was funded by the Province of Ontario under its Municipal Modernization Program and focused on streamlining of workflows and service delivery improvements. For this assignment the Municipality retained Re: public Urbanism to undertake a review of the Municipality's planning and development processes which involved reviewing elements such as: interfacing with the public / applicants; the review of development applications for compliance with the Municipality's regulatory and policy framework; funding of the development review process; and the fulfillment of statutory and legal requirements.

The purpose of this report is to detail the analysis undertaken during the work plan and to introduce the recommended business process improvements and revised processes. It is intended that this report be used as the basis for the implementation of planning and development process improvements by the Municipality of Casselman.

1.2 METHODOLOGY

The scope of work was undertaken in five stages as outlined below:

- Review, validation, and analysis of existing planning, building, and engineering development review and approvals processes in order to assess the existing workflows (i.e. application / approval processes), staff roles, and statutory compliance of the Municipality's current development approvals processes.
- Consultation with internal and external stakeholders to validate the existing processes and identify real or perceived inefficiencies or gaps in workflows and service provision. This process included the facilitation of two workshops. The first with internal staff and statutory bodies and the second, with representatives from the local development community.
- Development of an options analysis that identified and analysed potential service level improvements for overall and individual workflows, assessing their implications from an administrative and budgetary perspective, assessing technological and / or staffing solutions, and making recommendations for service improvements.
- Completion of a planning fee review of the Municipality's current tariff of fees involving an assessment of the Department's existing revenue and expenses; a review of planning fees from peer municipalities; and a recommended revised tariff of fees for planning applications.
- Preparation of revised internal operating procedures based on the recommendations of the revised workflows; the statutory obligations and timelines of the Municipality; and the integration with the operating procedures of the other statutory bodies.

1.3 REPORT STRUCTURE

This report is divided into five sections:

- **Section 1** – Introduction, outlining the history, context, and work plan for the project
- **Section 2** – Workflow Assessment, summarizing the existing workflows for municipally-led planning and development applications
- **Section 3** – Planning Fee Review, a comparative analysis of the Municipality's planning fees in relation to other regional peer municipalities

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- **Section 4** – Key Issues, Options Analysis, and Recommendations, summarizing the key thematic issues and proposed solutions
- **Section 5** – Recommended Process Guides, outlining recommended revisions to the processing of municipally-led planning and development applications.

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WORKFLOW ASSESSMENT

To better understand where the Municipality can improve service levels or efficiency in the development approvals process, it is important to develop a detailed understanding the current processes in place. With assistance from municipal staff and the United Counties of Prescott Russell, the project team mapped out the step-by-step process followed for each development application and identified the roles and responsibilities in the processing of applications. The following section provides a detailed overview of existing development approvals processes to assist in the evaluation of staff roles, efficiency, and statutory compliance with applicable legislation. Each of the main development approvals processes have been mapped according to actions and procedures, which ultimately made it easier to identify specific areas in need of improvement or reorganization.

As a two-tier government, the reader will note that responsibilities of the United Counties of Prescott Russell and Municipality of Casselman often overlap in the processing of certain development applications. This is a result of the different delegations of approval authority under the *Planning Act*. These distinct and overlapping responsibilities have been identified where applicable to better define roles in each process.

Further to the above, Sections 2.1 through 2.8 provide an overview of the development application approval processes outlined below. For each, the approval authority has been denoted in brackets.

Section	Development Process	Approval Authority
2.1	Building Permit Application	<i>Municipality of Casselman</i>
2.2	Minor Variance and Permission	<i>Municipality of Casselman</i>
2.3	Site Plan Control	<i>Municipality of Casselman</i>
2.4	Zoning By-law Amendment	<i>Municipality of Casselman</i>
2.5	Local Official Plan Amendment	<i>United Counties of Prescott Russell</i>
2.6	County Official Plan Amendment	<i>United Counties of Prescott Russell</i>
2.7	Plan of Subdivision and Condominium	<i>United Counties of Prescott Russell</i>
2.8	Consent	<i>United Counties of Prescott Russell</i>

For each of the development processes above, the following information is presented:

Legislative Framework / Summary – summary of the basis and scope of authorities outlined under the Planning Act and Building Code Act for the respective process;

Desired Outcomes – general intent of the process (i.e. what is the goal?);

Workflow Map – visual representation of the current workflow process in place based on input from staff and review of internal processes; and,

Associated Parties, Roles, & Responsibilities – detailed table outlining each of the main parties or positions involved in the process (i.e. planner, clerk, council) and their roles/responsibilities in the respective process.

In preparing this report, the project team consulted with municipal staff and local stakeholders to discuss existing workflows, identify issues, and begin to explore potential solutions. Section 3.9 provides a brief overview of the discussions with stakeholders on the development approvals process in Casselman. Please note that Section 4.0 of this report synthesises the findings of the workflow assessment and mapping to identify the key issues, options for addressing them, and implications on different administrative facets of the Municipality.

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WORKFLOW ASSESSMENT

2.1 BUILDING PERMIT

2.1.1 Legislative Framework / Summary (Building Permit)

Legislation	<i>Building Code Act, 1992, S.O. 1992, c.23</i>
Regulation	<i>Ontario Building Code, O. Reg. 332/12</i>
Municipal By-law	Building By-law No. 2020-013
Approval Authority	Municipality of Casselman Chief Building Official

A building permit is a document issued by the municipality to indicate that a proposed project complies and/or otherwise meets the requirements of the Ontario Building Code, zoning, and any other applicable legislation or law. In Ontario, a building permit is generally required prior to undertaking any works related to construction, renovation, demolition, or change in use within a building or on a site. Building permits are crucial in ensuring the building code is met (which outlines measures to ensure health and safety of users is appropriately considered), that zoning and other planning controls are complied with, and that the natural environment is considered where applicable.

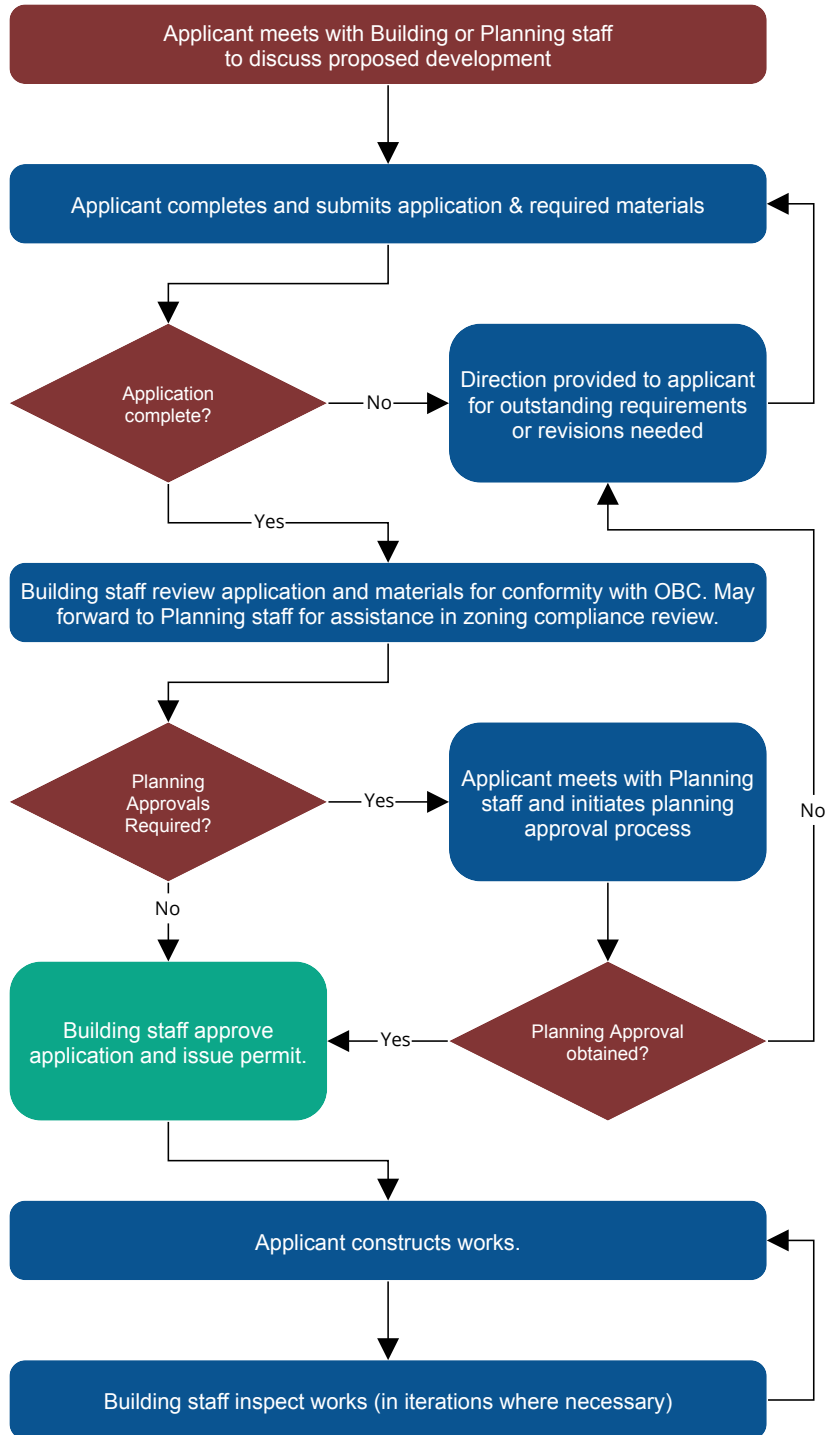
A building permit is obtained through an application process administered by the Municipal Building Department. As the sole member of the Building Department, the Chief Building Official in Casselman administers buildings permits from application, to approval, to final inspection. Depending on the type of construction, work, or class of building, different requirements for detailed designs, drawings, plans, or other information may be applicable. Often, the Municipal Planner will assist the Chief Building Official with a zoning review of more complex permit applications to ensure compliance before a permit is prepared. Sometimes, a proposal does not comply with zoning or other applicable laws, which requires the Chief Building Official to coordinate with other departments like Planning or Public Works to ensure any additional approvals are addressed before a permit can be issued. Once a permit is issued for works, the Chief Building Official also conducts inspections at various stages of a project as required to ensure compliance with any code(s) or conditions of a permit.

2.1.2 Desired Outcomes

Ensuring the requirements of the Ontario Building Code and any local building by-law are met.

SECTION 2.0 WORKFLOW ASSESSMENT

2.1.3 Workflow Map (Building Permit)



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WORKFLOW ASSESSMENT

2.1.4 Associated Parties, Roles, and Responsibilities (Building Permit)

BUILDING PERMIT	
Party	Roles & Responsibilities
Chief Building Official	File Lead / Administrative Lead <ul style="list-style-type: none"> • Pre-consults with applicant, provides advice and requirements for complete application • Coordinates with Treasurer for intake and maintenance of building permit deposit • Reviews application for completeness – open file if complete • Reviews permit and supporting information • If more complex permit, circulates to Municipal Planner for zoning review • Coordinates with Treasurer for calculation and payment of Development Charges (where applicable) • If additional approvals (site plan, zoning, etc.) needed, coordinates with Municipal Planner to have applicant go through process • If permit all permit requirements satisfied, prepares and issues permit • Conducts follow-up inspection(s) of work when/where required • Conducts final inspection and issues relevant occupancy permits
Municipal Planner	Commenting Department <ul style="list-style-type: none"> • May participate in per-consultation stage to ensure no planning approvals required • Reviews building permits where requested by CBO for zoning compliance
Treasurer	Deposit and Development Charges Intake/Management <ul style="list-style-type: none"> • Collects and manages building permit fees and deposit(s) • Assists in calculation and collects and manages development charge fees
3rd Party Engineer	Engineering Peer Review <ul style="list-style-type: none"> • Provides peer review services for engineering/infrastructure-related matters, where requested by Municipality

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WORKFLOW ASSESSMENT

2.2 MINOR VARIANCE AND PERMISSION

2.2.1 Legislative Framework / Summary (Minor Variance and Permission)

Legislation	<i>Planning Act, R.S.O. 1990, c. P.13, Sections 44 & 45</i>
Regulation	<i>O. Reg. 200/96</i>
Approval Authority	Municipality of Casselman Committee of Adjustment

Sometimes a development or use is proposed on a property that, while permitted in the zoning by-law, does not conform exactly to one or more requirements of the zone (such as a minimum setback). If the non-conformity is minor and/or the result of a unique circumstance (such as an irregular shaped lot), but the proposal otherwise meets the intent of the zoning by-law, a minor variance may be applied for to approve a reduction or elimination of a minimum standard to allow the development to proceed. Similarly, if a zoning by-law is updated to prohibit certain uses on a site, but there is an existing use that was legally occurring on the property before the zoning by-law was updated, a permission can be applied for that allows a legal non-conforming or “grandfathered” use to be expanded or added onto.

Section 44 of the Planning Act authorizes a municipality to appoint a committee of adjustment to hear applications of this nature. Committees of adjustment are most often tasked with reviewing and issuing decisions on minor variances, permissions, and consent applications (where land division rests with the local municipality). The Municipality of Casselman Committee of Adjustment only deals with minor variances and permission requests as land division rests with the United Counties. To support the Committee, a secretary treasurer is appointed, who is usually a member of municipal staff – this individual will assist with application intake and circulation, as well as preparation for meetings and administrative support for the Committee. The Committee itself may be made up of a mix of community members and council, who are tasked with reviewing requests and issuing decisions.

Minor Variances

Minor Variances are granted through an application process, where an applicant would submit their request to the Municipality for consideration at a formal hearing of the Committee of Adjustment. Under Section 45(1) of the *Planning Act*, the Committee may grant a minor variance from the provisions of the zoning by-law in respect of the land, buildings, structures, or uses thereof, subject to the request meeting what are commonly known as the “four tests”:

1. Is the general intent and purpose of the Official Plan(s) maintained?
2. Is the general intent and purpose of the Zoning By-law maintained?
3. Is the variance minor in nature?
4. Is the variance desirable for the appropriate development or use of the land, building, or structure in question?

In reviewing requests, municipal staff such as the Planner and Chief Building Official are typically asked to comment on applications and provide input to assist the Committee in reaching a decision.

Permissions

Like minor variances, permissions are also granted through an application process to the Committee of Adjustment. However, where a minor variance deals with relieving one or more zoning provisions (ex. setbacks, lot coverage, number of parking spaces, etc.) required for a use permitted in the zoning by-law, a permission deals with allowing for a pre-existing use or building that is not permitted in the zoning by-law to be expanded, enlarged, or otherwise changed, so long as it was legally established before the date the

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zoning by-law prohibited it, and has continued until application to the Committee. Under Section 45(2) of the *Planning Act*, where any land, building or structure, on the day the zoning by-law was passed, was lawfully used for a purpose now prohibited by the by-law, a Committee of Adjustment may grant a permission for the following:

- i. *the enlargement or extension of the building or structure, if the use that was made of the building or structure on the day the by-law was passed, or a use permitted under (ii) continued until the date of the application to the committee; or*
- ii. *the use of such land, building or structure for a purpose that, in the opinion of the committee, is similar to the purpose for which it was used on the day the by-law was passed or is more compatible with the uses permitted by the by-law than the purpose for which it was used on the day the by-law was passed, if the use for a purpose prohibited by the by-law or another use for a purpose previously permitted by the committee continued until the date of the application to the committee; or*
- iii. *where the uses of land, buildings or structures permitted in the by-law are defined in general terms, may permit the use of any land, building or structure for any purpose that, in the opinion of the committee, conforms with the uses permitted in the by-law*

In reviewing requests, municipal staff such as the Planner and Chief Building Official are typically asked to comment on applications and provide input to assist the Committee in reaching a decision.

Committee of Adjustment decisions on the above requests are subject to appeal rights under the *Planning Act*.

Overall, minor variances and permission requests are intended to address smaller-scale departures from zoning requirements, in lieu of a full zoning by-law amendment process, which can be more costly and time consuming, and typically reserved for more substantive changes in land use that have the potential to affect the larger community. Further to this, minor variance and permission requests are largely intended to allow for the unique context or circumstances of individual sites or scenarios to be considered, as the “black and white” nature of a Zoning By-law does not always lend itself to flexibility.

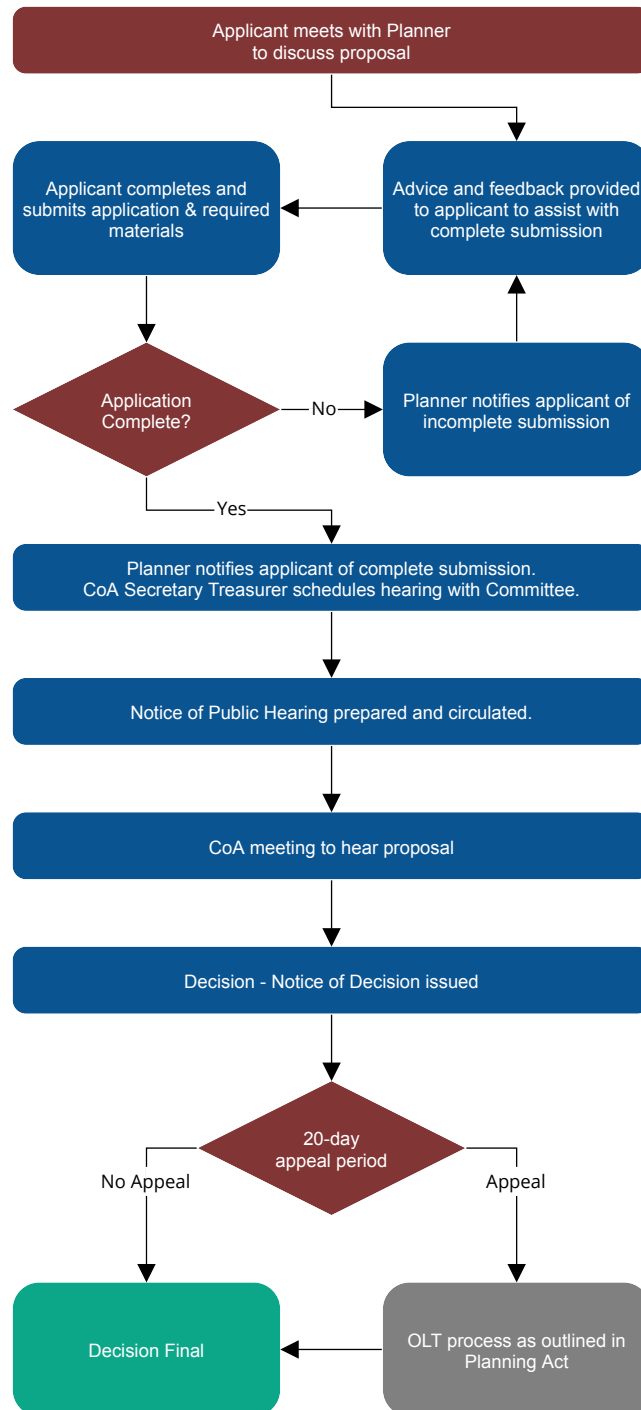
2.2.2 Desired Outcomes (Minor Variance and Permission)

Meeting the established ‘four tests’ of a minor variance by ensuring that the proposed application does not negatively impact neighbouring properties, does not negatively change the character of the area, and maintains the intent of the official plan and zoning by-law.

Allowing for legal non-conforming or “grandfathered” uses to be expanded or intensified in limited cases where it may be appropriate.

SECTION 2.0 WORKFLOW ASSESSMENT

2.2.3 Workflow Map (Minor Variance and Permission)



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2.2.4 Associated Parties, Roles, and Responsibilities (Minor Variance and Permission)

MINOR VARIANCE AND PERMISSION	
Party	Roles & Responsibilities
Municipal Planner	File Lead / Commenting Department <ul style="list-style-type: none"> • Pre-consults with applicant and provides advice • Reviews application for completeness • Circulates application to commenting departments and agencies • Prepares recommendation to Committee of Adjustment • Presents recommendation to Committee of Adjustment
Chief Building Official	Commenting Department <ul style="list-style-type: none"> • Review proposal and provide comments to Municipal Planner within scope of Ontario Building Code, building by-law, and/or other related matters concerning department
Director of Physical Services and Public Works	Commenting Department <ul style="list-style-type: none"> • Review proposal and provide comments to Municipal Planner within general scope of infrastructure, roads, servicing, recreation, and/or other related matters concerning department
Clerk/Secretary Treasurer, Committee of Adjustment	Administrative Assistance <ul style="list-style-type: none"> • Arranges Committee of Adjustment hearing date • Coordinates with planner and prepares notice of hearing • Circulates notice of hearing • Prepares draft resolutions ahead of Committee of Adjustment hearing • Prepares meeting minutes • Prepares and circulates Notice of Decision
Committee of Adjustment Members	Decision-Makers <ul style="list-style-type: none"> • Review proposal and recommendation provided by staff • Hear presentation of oral/written submissions from applicant, members of the public, and commenting agencies • Decide to approve (with/without conditions), defer, or refuse the application

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WORKFLOW ASSESSMENT

2.3 SITE PLAN CONTROL

2.3.1 Legislative Framework / Summary (Site Plan Control)

Legislation	<i>Planning Act, R.S.O. 1990, c. P.13, Section 41</i>
Municipal By-law	Site Plan Control By-law No. 2020-052
Approval Authority	Municipality of Casselman Council

While Zoning By-laws are the primary regulatory tool for development and land use in a municipality, they often lack specific direction for larger-scale and more complex developments in terms of building design, site layout, or other unique planning considerations that vary from one development to the next. Furthermore, these types of developments come with more complex considerations for potential impacts on the community, environment, and infrastructure. To help municipalities address this, Section 41 of the Planning Act authorizes a municipality to designate, by by-law, any part or whole of the municipality as a site plan control area and, if desired, specifically identify certain types of uses and development that are subject to site plan control approval. Site Plan Control can be used to help the municipality ensure:

- Development is constructed and maintained in accordance with Council approval;
- Certain minimum standards for quality and appearance are upheld for new development;
- Safe and easy access for pedestrians and vehicles is appropriately considered;
- High quality design and sustainable features are incorporated into the building and site to positively reflect on the community;
- Adequate landscaping and stormwater drainage;
- Incompatible development and/or aspects of development are carefully reviewed and considered when regulating the location of buildings, structures, or site features, exploring mitigation measures where necessary;
- Municipal and community interests are legally protected via site plan agreement registered against the title of the lands with respect to infrastructure, roads, and amenities/funding.

There are many different considerations to account for, which is why the site plan control process depends on a collaborative effort of the applicant, municipal staff, and commenting/regulatory agencies (such as the County or Conservation Authority) to ensure success.

By-law No. 2020-052 is the Municipality of Casselman Site Plan Control By-law. The by-law does not identify a specific geographic area to which site plan control applies, but rather specific zones and types of development, which generally include medium and high-density residential uses, and non-residential uses like commercial, industrial, and institutional uses. The by-law further outlines the different requirements for obtaining site plan control approval, including details on required studies or information, financial securities, and the format required for submission.

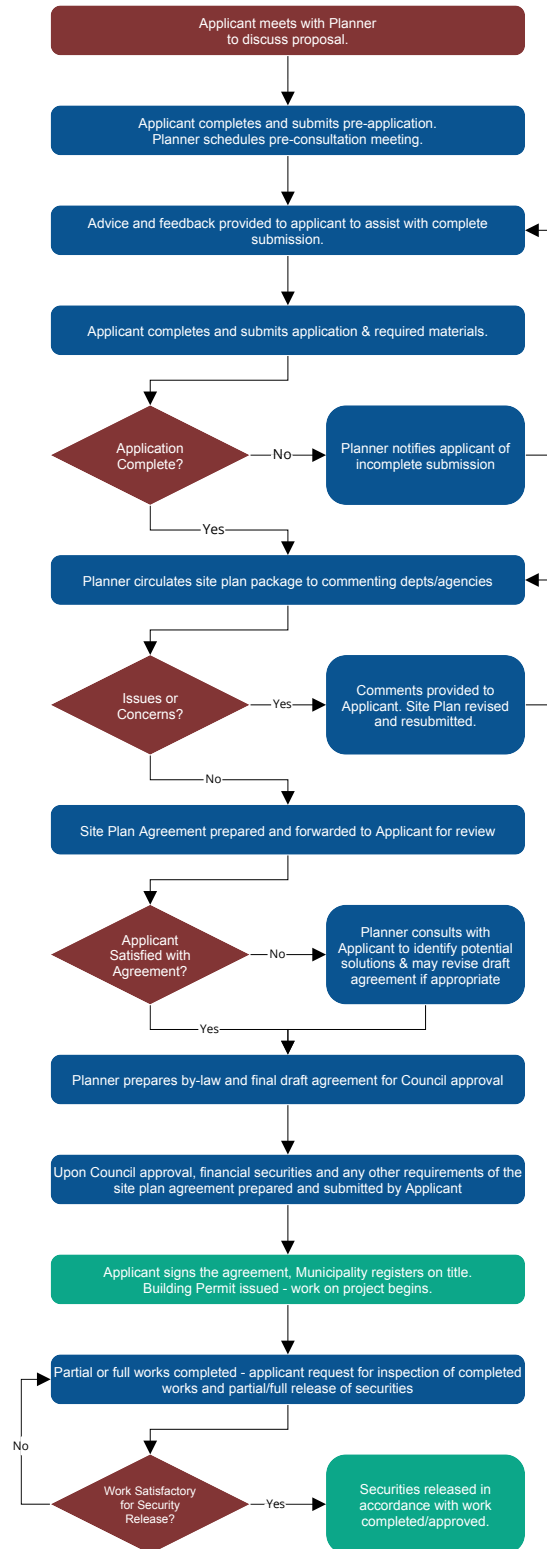
2.3.2 Desired Outcomes (Site Plan Control)

Ensuring a functional development through the detailed site planning and design including site layout, servicing, ingress and egress, and public safety.

Further, ensuring that development or redevelopment is of a high calibre and contributes positively to community character and amenity.

SECTION 2.0 WORKFLOW ASSESSMENT

2.3.3 Workflow Map (Site Plan Control)



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2.3.4 Associated Parties, Roles, and Responsibilities (Site Plan Control)

SITE PLAN CONTROL	
Party	Roles & Responsibilities
Municipal Planner	<p>File Lead / Commenting Department</p> <ul style="list-style-type: none"> • Pre-consults with applicant and provides advice for completing pre-consultation form • Arranges and leads pre-consultation meeting with municipal staff, commenting agencies, and applicant • Prepares consolidated feedback letter for applicant to help prepare application • Reviews application package (including all technical drawings, plans, and reports) for completeness based on pre-consultation requirements • Circulates application package to commenting departments and agencies • Prepares consolidated feedback letter for applicant for any required changes/revisions on behalf of commenting parties • Drafts site plan agreement and calculates securities required – circulates draft agreement to applicant and discusses any concerns • Prepares planning report and recommendation to council on site plan control proposal and draft agreement • Assists Clerk with preparation of draft by-law for site plan and agreement • Arranges signing of site plan agreement by both parties – coordinates with Clerk to have site plan agreement registered • Coordinates intake of financial security deposit with Treasurer • Conducts and/or coordinates site visits and inspections as necessary to review works completed (may be in response to request for release of securities) – will work with other commenting agencies and/or third party engineer services as needed
Chief Building Official	<p>Commenting Department</p> <ul style="list-style-type: none"> • Participate and provide feedback in pre-consultation meeting/stage • Review proposal and provide comments to Municipal Planner within scope of Ontario Building Code, building by-law, and/or other related matters concerning department • Assist with site visits and inspections as-necessary to review works completed (may be in response to request for release of securities or part of building permit conditions)

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SITE PLAN CONTROL	
Party	Roles & Responsibilities
Director of Physical Services and Public Works	Commenting Department <ul style="list-style-type: none"> • Participate and provide feedback in pre-consultation meeting/stage • Review proposal and provide comments to Municipal Planner within general scope of infrastructure, roads, servicing, recreation, and/or other related matters concerning department • Assist with site visits and inspections as-necessary to review works completed (may be in response to request for release of securities or part of building permit conditions)
Clerk	Administrative & Legal Assistance <ul style="list-style-type: none"> • Assists Planner with preparation of draft by-law for site plan and agreement • Assists Planner with arranging for registration of site plan agreement
Treasurer	Manage Financial Securities <ul style="list-style-type: none"> • Assists Planner with intake of financial security deposit • Maintains financial security deposit until release requested
Council	Decision-Makers <ul style="list-style-type: none"> • Review proposal and recommendation provided by staff • Make decision to approve, defer, or refuse site plan and/or agreement
South Nation Conservation	Conservation Authority & Stormwater Management <ul style="list-style-type: none"> • Provides commentary on natural heritage features, regulated area, and stormwater management, where applicable
3rd Party Engineer	Engineering Peer Review <ul style="list-style-type: none"> • Provides peer review services for engineering/infrastructure-related matters, where requested by Municipality

SECTION 2.0

WORKFLOW ASSESSMENT

2.4 ZONING BY-LAW AMENDMENT

2.4.1 Legislative Framework / Summary (Zoning By-law Amendment)

Legislation	<i>Planning Act, R.S.O. 1990, c. P.13, Section 34</i>
Regulation	<i>O. Reg. 545/06</i>
Municipal By-law	Zoning By-law No. 1996-635
Approval Authority	Municipality of Casselman Council

Section 34 of the Planning Act outlines the authority of a municipality to pass a zoning by-law. A zoning by-law regulates how lands can be used and developed, organizing the community into different zones based on land use types (ex. Residential, Commercial, Industrial). Within these zones it outlines development regulations such as permitted uses, building size, height, setbacks, minimum parking, or density for example, that must be adhered to when developing a property. The main goal of a zoning by-law is to implement the policies of the official plan for future growth and land use in the community – as part of this goal, the zoning by-law will ensure that development is compatible with its surroundings, does not negatively impact people or the environment, and occurs in an orderly fashion.

Considering the above, in some cases, a landowner may wish to develop or use their property in a way that is not permitted in the zoning by-law – in these circumstances a zoning by-law amendment is typically required to change the zoning of the lands and allow for the proposal to be carried out. While similar circumstance to a minor variance or permission process – which typically grant “minor” relief from minimum zoning standards - a zoning by-law amendment deals with proposals that fundamentally change the nature of uses permitted on the land, significant reductions or relief from minimum zoning standards, and/or increasing the intensity to which land can be developed. As part of this process, a zoning by-law amendment involves a more comprehensive review of potential impacts to things like surrounding land uses, the environment, local economic base, servicing capacity, and/or traffic, for example.

Municipal Council is the approval authority on zoning by-law amendments and is tasked with taking into consideration feedback from the public and commenting agencies prior to making their decision. All decisions are subject to appeal, pursuant to the *Planning Act*. When considering a proposed amendment to the zoning by-law, Council needs to carefully consider:

- Whether the proposal conforms to the official plan and is compatible with surrounding uses;
- The suitability of the land to accommodate the proposal development;
- Potential impacts on infrastructure (roads, sewer, water, pedestrian access); and
- Level of impact on community safety and/or hazard to the natural environment.

The Municipal Planner is tasked with providing advice and information to Council on the above matters, and evaluates whether the proposal is consistent with the Provincial Policy Statement and whether an approval would constitute “good planning”.

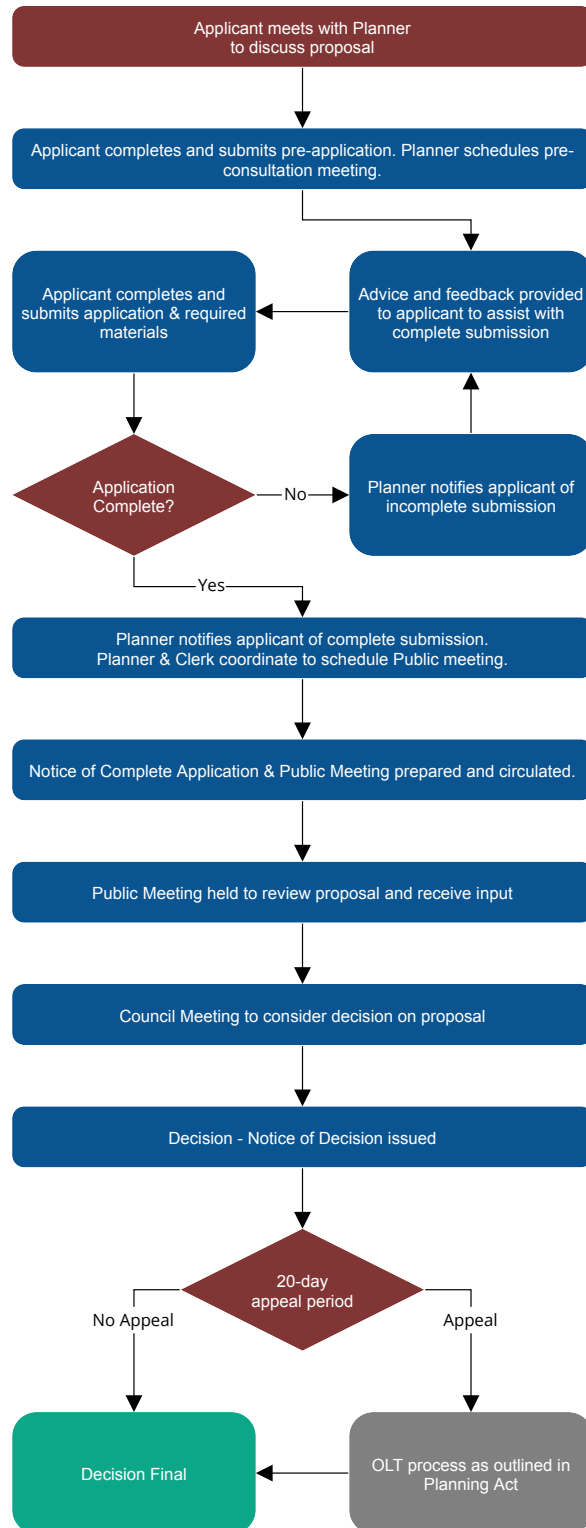
2.4.2 Desired Outcomes (Zoning By-law Amendment)

Ensuring that all changes in zoning conform to the underlying land use designations and policies in both the county and municipal official plans and are consistent with the Provincial Policy Statement.

Ensuring land use compatibly and that appropriate uses and development standards are applied on a given property.

SECTION 2.0 WORKFLOW ASSESSMENT

2.4.3 Workflow Map (Zoning By-law Amendment)



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2.4.4 Associated Parties, Roles, and Responsibilities (Zoning By-law Amendment)

ZONING BY-LAW AMENDMENT	
Party	Roles & Responsibilities
Municipal Planner	<p>File Lead / Commenting Department</p> <ul style="list-style-type: none"> • Pre-consults with applicant and provides advice for completing pre-consultation form • Arranges and leads pre-consultation meeting with municipal staff, commenting agencies, and applicant • Prepares consolidated feedback letter for applicant to help prepare application • Reviews application submission for completeness based on pre-consultation requirements • Prepares consolidated feedback letter for applicant for any required changes/revisions on behalf of commenting parties • Coordinates with Clerk to schedule Public Meeting • Prepares joint notice of application and public meeting • Prepares statutory circulation list for notice • Manages intake of comments from public, agencies, and other submissions • Presents at public meeting • Prepares planning report and recommendation to council on proposal • Assists Clerk with preparation of draft by-law for amendment • Prepares and circulates notice of decision
Chief Building Official	<p>Commenting Department</p> <ul style="list-style-type: none"> • Participate and provide feedback in pre-consultation meeting/stage • Review proposal and provide comments to Municipal Planner within scope of Ontario Building Code, building by-law, and/or other related matters concerning department
Director of Physical Services and Public Works	<p>Commenting Department</p> <ul style="list-style-type: none"> • Participate and provide feedback in pre-consultation meeting/stage • Review proposal and provide comments to Municipal Planner within general scope of infrastructure, roads, servicing, recreation, and/or other related matters concerning department
Clerk	<p>Administrative Assistance</p> <ul style="list-style-type: none"> • Coordinates with Planner to schedule public meeting

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ZONING BY-LAW AMENDMENT	
Party	Roles & Responsibilities
	<ul style="list-style-type: none"> Assists Planner with preparation of draft by-law for amendment Provides certification of no appeals following appeal period
Council	Decision-Makers <ul style="list-style-type: none"> Review proposal and recommendation provided by staff Consider submissions from agencies and members of the public Make decision to approve, defer, or refuse zoning amendment
South Nation Conservation	Conservation Authority & Stormwater Management <ul style="list-style-type: none"> May participate in pre-consultation meeting depending on location and scope of proposal Provides commentary on natural heritage features, regulated area, and stormwater management, where applicable
3rd Party Engineer	Engineering Peer Review <ul style="list-style-type: none"> May participate in pre-consultation meeting depending on location and scope of proposal Provides peer review services for engineering/infrastructure-related matters, where requested by Municipality

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2.5 LOCAL OFFICIAL PLAN AMENDMENT

2.5.1 Legislative Framework / Summary (Local Official Plan Amendment)

Legislation	<i>Planning Act, R.S.O. 1990, c. P.13, Sections 17 and 22</i>
Regulation	<i>O. Reg. 543/06</i>
Municipal Plan	Municipality of Casselman Official Plan
Approval Authority	United Counties of Prescott Russell

An Official Plan sets the future vision for the growth and development of a community and how land should be used to achieve that vision. These documents are developed in close collaboration with the public to ensure they reflect their priorities and values for their community. An official plan is generally composed of two main components related to land use:

- *Land Use Designations* – these identify where certain types of development and uses should be generally located in the Municipality, based on the community’s vision. These will provide guidance on where to locate uses such as housing, businesses, or industry. Further to this example, designations provide a foundation on which a zoning by-law can further elaborate on the specific types of housing, businesses, or industry permitted.
- *Planning Policies* – these policies help to guide local decision-makers in approving development that conforms with the vision of the official plan, and constitutes good planning for the benefit of the community.

Some of the main issues dealt with under an official plan include:

- Where certain types of land uses should be located;
- Infrastructure and services such as roads, water, sewer; and
- Where and when the community plans on growing.

Sections 17 and 22 of the Planning Act outlines the legislation related to official plans and amendments. Like a zoning by-law, in some cases a landowner may wish to develop or use their property in way that does not conform or goes against official plan policies, or the circumstances/goals in the municipality may change. In these circumstances, an official plan amendment is required to change the designation of the lands, or one or more policies or sections of the official plan.

The Municipality of Casselman is located within the United Counties of Prescott Russell, which is a “two-tier” government system: the Municipality of Casselman is the “lower-tier” or “local” municipality, and the United Counties of Prescott Russell is the “upper-tier” or “regional” municipality. Under the *Planning Act*, the United Counties of Prescott Russell (as the “upper-tier”) is the approval authority for local official plan amendments in the Municipality of Casselman. Notwithstanding this, Casselman staff and council are still tasked with carefully considering requests to amend the official plan, and making decisions on proposal; however, while local council will review and issue a decision on requests for amendments to the local official plan, final approval of any amendments rest with the County.

SECTION 2.0

WORKFLOW ASSESSMENT

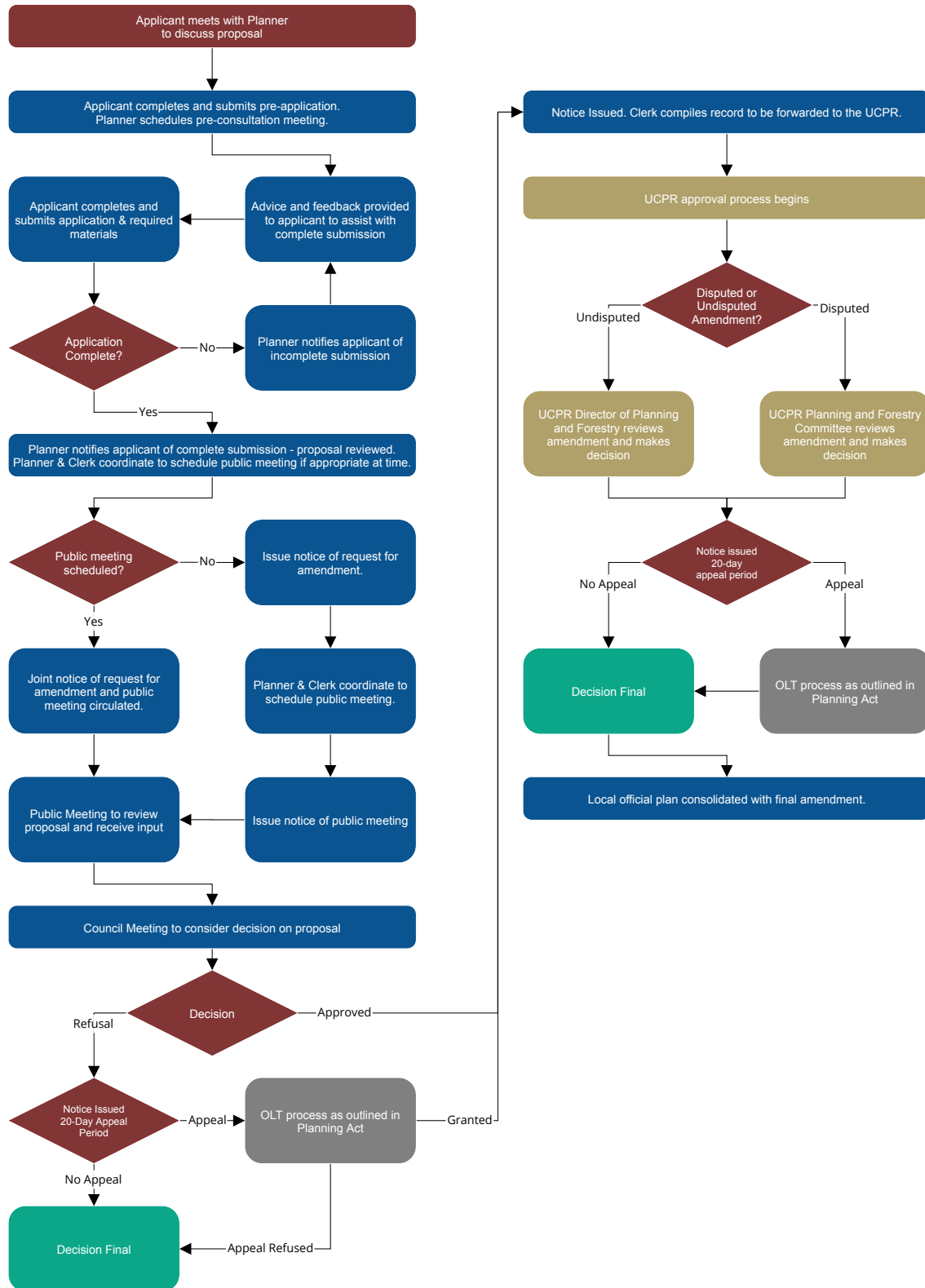
2.5.2 Desired Outcomes (Local Official Plan Amendment)

Ensuring that applications conform to the county Official Plan and that applications are consistent with the Provincial Policy Statement.

Ensuring that an application to amend the Official Plan respects the overall vision and planning directions and policies established in the Municipality's Official Plan.

SECTION 2.0 WORKFLOW ASSESSMENT

3.5.3 Workflow Map (Local Official Plan Amendment)



SECTION 2.0

WORKFLOW ASSESSMENT

2.5.4 Associated Parties, Roles, and Responsibilities (Local Official Plan Amendment)

LOCAL OFFICIAL PLAN AMENDMENT	
Party	Roles & Responsibilities
Municipal Planner	File Lead / Commenting Department <ul style="list-style-type: none"> • Pre-consults with applicant and provides advice for completing pre-consultation form • Arranges and leads pre-consultation meeting with municipal staff, commenting agencies, and applicant • Prepares consolidated feedback letter for applicant to help prepare application • Reviews application submission for completeness based on pre-consultation requirements • Prepares consolidated feedback letter for applicant for any required changes/revisions on behalf of commenting parties • Coordinates with Clerk to schedule Public Meeting • Prepares joint notice of application and public meeting • Prepares statutory circulation list for notice • Manages intake of comments from public, agencies, and other submissions • Presents at public meeting • Prepares planning report and recommendation to council on proposal • Assists Clerk with preparation of draft by-law for amendment • Prepares and circulates notice of decision • Assists Clerk with preparation of “Statutory Record of the Clerk” package to be forwarded to United Counties of Prescott Russell • Once the amendment is adopted, consolidates the official plan to reflect amendment
Chief Building Official	Commenting Department <ul style="list-style-type: none"> • Participate and provide feedback in pre-consultation meeting/stage • Review proposal and provide comments to Municipal Planner within scope of Ontario Building Code, building by-law, and/or other related matters concerning department
Director of Physical Services and Public Works	Commenting Department <ul style="list-style-type: none"> • Participate and provide feedback in pre-consultation meeting/stage

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WORKFLOW ASSESSMENT

LOCAL OFFICIAL PLAN AMENDMENT	
Party	Roles & Responsibilities
	<ul style="list-style-type: none"> Review proposal and provide comments to Municipal Planner within general scope of infrastructure, roads, servicing, recreation, and/or other related matters concerning department
Clerk	Administrative & Legal Assistance <ul style="list-style-type: none"> Coordinates with Planner to schedule public meeting Assists Planner with preparation of draft by-law for adoption Prepares “Statutory Record of the Clerk” package to be forwarded to United Counties of Prescott Russell
South Nation Conservation	Conservation Authority & Stormwater Management <ul style="list-style-type: none"> May participate in pre-consultation meeting depending on location and scope of proposal Provides commentary on natural heritage features, regulated area, and stormwater management, where applicable
3rd Party Engineer	Engineering Peer Review <ul style="list-style-type: none"> May participate in pre-consultation meeting depending on location and scope of proposal Provides peer review services for engineering/infrastructure-related matters, where requested by Municipality
Local Council	Local Decision-Makers <ul style="list-style-type: none"> Review proposal and recommendation provided by staff Consider submissions from agencies and members of the public Make decision to adopt, defer, or refuse to adopt proposed amendment
United Counties of Prescott Russell	Approval Authority <ul style="list-style-type: none"> Receives and reviews “Statutory Record of the Clerk” Considers proposed amendment and makes decision to approve, defer, or refuse Prepares and circulates notice of decision

SECTION 2.0

WORKFLOW ASSESSMENT

2.6 COUNTY OFFICIAL PLAN AMENDMENT

2.6.1 Legislative Framework / Summary (County Official Plan Amendment)

Legislation	<i>Planning Act, R.S.O. 1990, c. P.13, Sections 17 and 22</i>
Regulation	<i>O. Reg. 543/06</i>
Municipal Plan	United Counties of Prescott Russell Official Plan
Approval Authority	United Counties of Prescott Russell

As mentioned in the previous section, an Official Plan sets the future vision for the growth and development of a community and how land should be used to achieve that vision. Just as the Municipality of Casselman has a local official plan to guide development, growth, and land use, the United Counties of Prescott Russell (UCPR) also have their own official plan. Due to the broader scope and geographical size of the UCPR, the County plan deals with regional land use planning and cross-jurisdictional matters (such as the county road system, and environmental policy) at a higher level than the local plans, offering considerable autonomy to local councils to direct growth and development in their own community. Notwithstanding this, all local official plans and planning decisions must be in conformity with the UCPR Official Plan.

While it is rare that an individual would be seeking to amend the County Official Plan without requiring, at minimum, a concurrent amendment to the local official plan. As mentioned in the previous section, Sections 17 and 22 of the Planning Act outlines the legislation related to official plans and amendments (regardless of whether it's a lower or upper tier plan). Like a zoning by-law, in some cases a landowner may wish to develop or use their property in way that does not conform or goes against official plan policies, or the circumstances/goals in the municipality may change. In these circumstances, an official plan amendment is required to change the designation of the lands, or one or more policies or sections of the official plan.

For County plan amendments, the Municipality of Casselman staff and Council act in a commenting agency capacity, while the United Counties of Prescott Russell are the approval authority. It should be noted that the Minister of Municipal Affairs and Housing remains the approval authority for amendments.

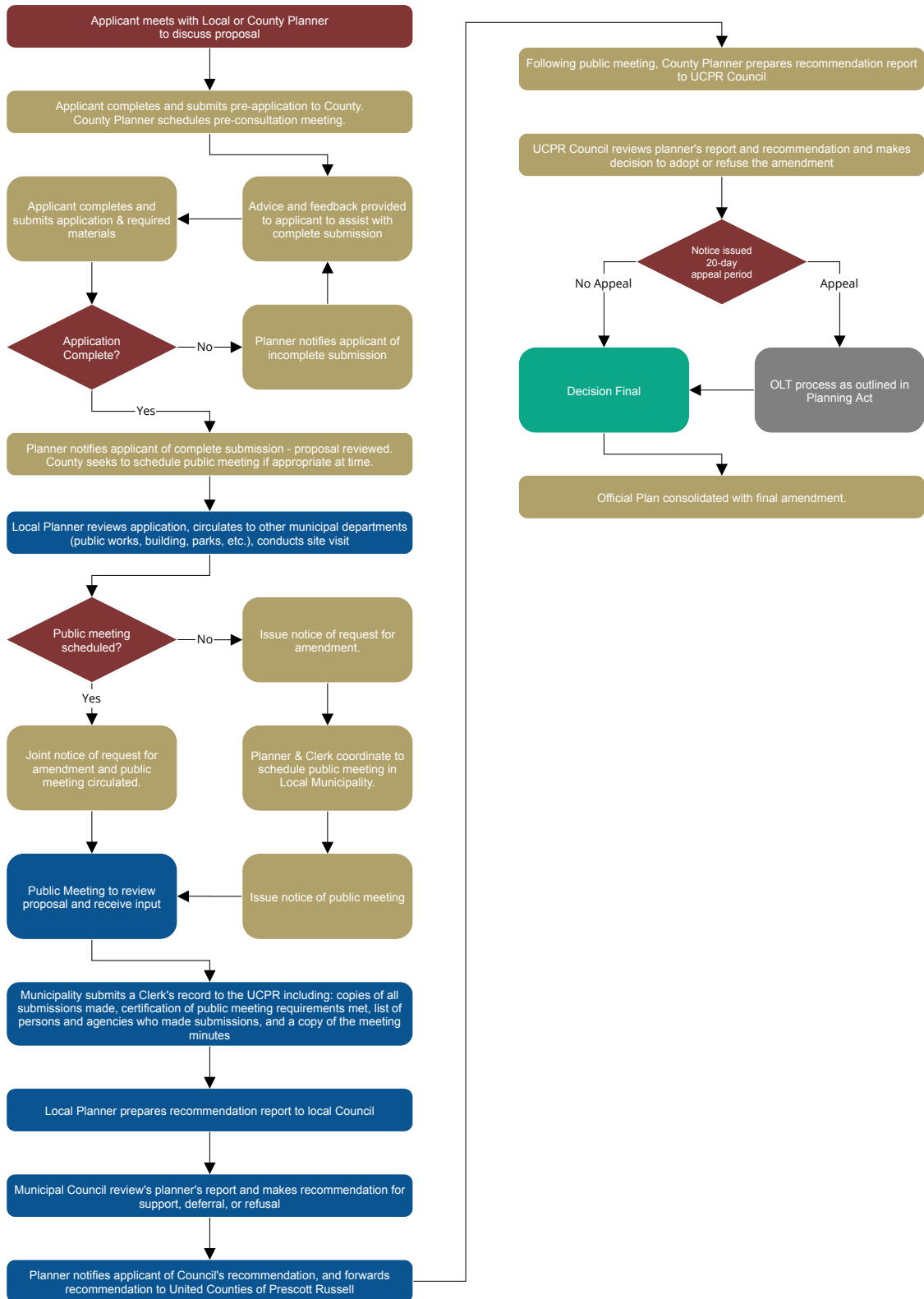
2.6.2 Desired Outcomes (County Official Plan Amendment)

Ensuring that applications are consistent with the Provincial Policy Statement.

Ensuring that an application to amend the Official Plan respects the overall vision and planning directions and policies established in the County's Official Plan.

SECTION 2.0 WORKFLOW ASSESSMENT

2.6.3 Workflow Map (County Official Plan Amendment) (County Official Plan Amendment)



SECTION 2.0

WORKFLOW ASSESSMENT

2.6.4 Associated Parties, Roles, and Responsibilities (County Official Plan Amendment)

COUNTY OFFICIAL PLAN AMENDMENT	
Party	Roles & Responsibilities
Municipal Planner	Municipal File Lead / Commenting Department <ul style="list-style-type: none"> • Pre-consults with applicant and provides advice • Participates in formal pre-consultation meeting/process led by County to determine requirements for complete application • Review proposal and provide comments to County Planner within scope of Planning Act/Local Planning policy • Prepares consolidated comments on behalf of municipality from other departments • Coordinates with the County to schedule public meeting and provide notice to agencies and public • Prepares presentation and hosts public meeting • Prepares report to Local Council with recommendation to support/not support amendment, to be forwarded to United Counties
Chief Building Official	Commenting Department <ul style="list-style-type: none"> • Participates in formal pre-consultation meeting/process led by County to determine requirements for complete application • Review proposal and provide comments to Municipal Planner within scope of Ontario Building Code, building by-law, and/or other related matters concerning department
Director of Physical Services and Public Works	Commenting Department <ul style="list-style-type: none"> • Participates in formal pre-consultation meeting/process led by County to determine requirements for complete application • Review proposal and provide comments to Municipal Planner within general scope of infrastructure, roads, servicing, recreation, and/or other related matters concerning department
Clerk	Administrative Assistance <ul style="list-style-type: none"> • Assists with scheduling of public meeting • Assists with preparation of materials to be provided to County following public meeting (minutes, attendance, etc.) to assist in decision-making
Local Council	Local Decision-Makers <ul style="list-style-type: none"> • Review proposal and recommendation provided by staff • Consider submissions from agencies and members of the public • Pass resolution to support or not support proposed amendment

SECTION 2.0

WORKFLOW ASSESSMENT

COUNTY OFFICIAL PLAN AMENDMENT	
Party	Roles & Responsibilities
United Counties of Prescott Russell	<p>County File Lead / Approval Authority</p> <ul style="list-style-type: none"> Carries out duties and responsibilities as outlined in the Planning Act and United Counties of Prescott Russell Planning Procedures Manual Coordinates with Municipal Planner to schedule public meeting and provide notice to agencies and public Issues decision on proposed amendment to adopt, defer, or refuse

SECTION 2.0

WORKFLOW ASSESSMENT

2.7 PLAN OF SUBDIVISION AND CONDOMINIUM

2.7.1 Legislative Framework / Summary (Plan of Subdivision and Condominium)

Legislation	<i>Planning Act, R.S.O. 1990, c. P.13, Sections 50 and 51</i>
Regulation	<i>O. Reg. 544/06</i>
Approval Authority	United Counties of Prescott Russell

Subdivision is a means of dividing lands into two or more new parcels, typically for the purpose of separate sale/development. Generally speaking, there are two types of land subdivision: the first is through a land severance or “consent”, which typically involves the splitting of land to create one new lot (this will be covered in Section 2.8) or adjust the boundaries of existing lots; the second, which is covered in this section, is through a plan of subdivision or condominium, which involves the division of land into multiple new lots for sale and development. Each are subject to their own application and review processes to ensure that:

- the subject lands are suitable and appropriate for the proposed use(s);
- the proposed land division aligns with local and provincial planning policy; and,
- expected or potential impacts to the surrounding community and environment are appropriately considered, evaluated, and addressed where possible.

Plans of condominium are considered a form of subdivision and are typically handled in a similar process. However, while a plan of condominium typically divides a property or building into privately-owned individual units, it also incorporates common elements that are jointly-shared or owned with other condominium owners. On a vacant land condominium, these common elements can include internal roads, parking areas, garbage facilities, etc., and for a condominium within an existing building such as an apartment, these can include hallways, main entrances/vestibules, and even the exterior of the building.

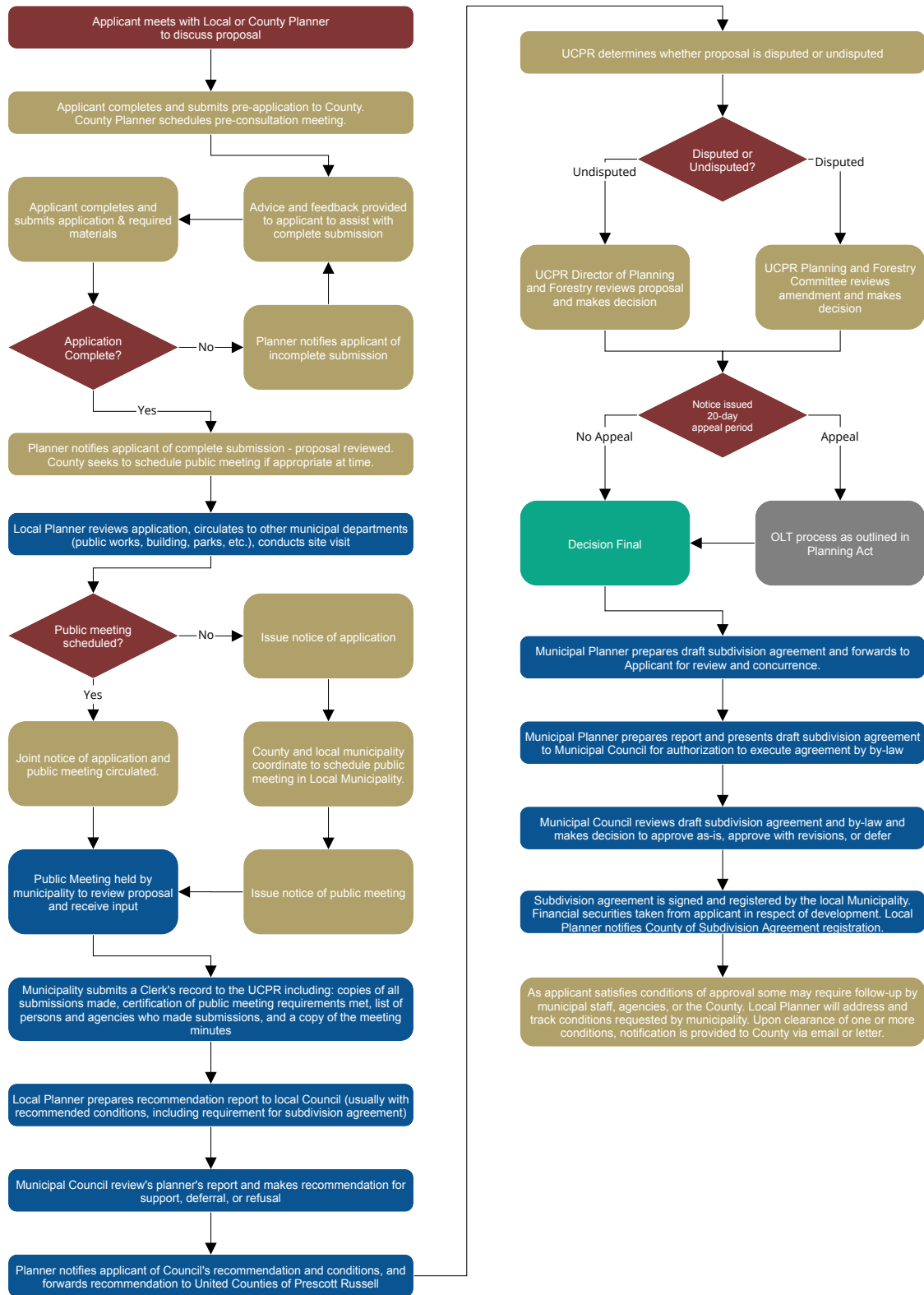
The review process for plans of subdivision and condominium is considerably more intensive than for consents, simply due to the difference in the number of lots created and infrastructural requirements often associated with any development proposed. Section 51 of the Planning Act outlines the legislation related to plans of subdivision and condominium, including the requirements for public notice and participation, appeal rights, and required processes to follow when considering these proposals. In the Municipality of Casselman, the United Counties of Prescott Russell is the approval authority for plans of subdivision and condominium. Notwithstanding this, the Municipality of Casselman plays an integral role in the review and decision-making process for these types of proposals, particularly in obtaining feedback from the public and working with the applicant to facilitate the project.

2.7.2 Desired Outcomes (Plan of Subdivision and Condominium)

Conformity to the local and county official plans, the Provincial Policy Statement, and conformity to the Zoning By-law and to ensure the orderly division of land.

SECTION 2.0 WORKFLOW ASSESSMENT

2.7.3 Workflow Map (Plan of Subdivision and Condominium)



SECTION 2.0

WORKFLOW ASSESSMENT

2.7.4 Associated Parties, Roles, and Responsibilities (Plan of Subdivision and Condominium)

PLAN OF SUBDIVISION AND CONDOMINIUM	
Party	Roles & Responsibilities
Municipal Planner	<p>Municipal File Lead / Commenting Department</p> <ul style="list-style-type: none"> • Pre-consults with applicant and provides advice for completing pre-consultation form • Coordinates with County Planner to arrange for pre-consultation meeting with commenting agencies and departments • Participates in formal pre-consultation meeting/process led by County to determine requirements for complete application – consolidates comments from Municipality • Coordinates with the County and Municipal Clerk to schedule public meeting and provide notice to agencies and public • Coordinates with Clerk to prepare and issue notice of application and public meeting • Prepares presentation and hosts public meeting • Review proposal and provide comments to County Planner within scope of Planning Act/Local Planning policy • Prepares consolidated comments on behalf of municipality from other departments • Following public meeting - assists Municipal Clerk in compiling “Statutory Record of the Clerk” to be forwarded to United Counties • Prepares draft conditions of approval to be recommended to County to address Municipal requirements • Prepares report to Local Council with recommendation to support/not support proposal – including recommended conditions of approval • Prepares draft subdivision agreement and arranges for signature/registration on title • Coordinates with Treasurer for intake and maintenance of financial securities • May assist in site visits/inspections in coordination with County or other municipal departments to clear conditions of approval • Coordinates 3rd party peer review/engineering services and inspection • Manages/monitors subdivision agreement and requirements • Reviews and makes decision on any requests for release of securities – coordinates release with Treasurer
Chief Building Official	Commenting Department

SECTION 2.0

WORKFLOW ASSESSMENT

PLAN OF SUBDIVISION AND CONDOMINIUM	
Party	Roles & Responsibilities
	<ul style="list-style-type: none"> • Participate and provide feedback in pre-consultation meeting/stage • Review proposal and provide comments to Municipal Planner within scope of Ontario Building Code, building by-law, and/or other related matters concerning department • May assist in follow-up inspections associated with subdivision agreement and/or requests for release of securities
Director of Physical Services and Public Works	Commenting Department <ul style="list-style-type: none"> • Participate and provide feedback in pre-consultation meeting/stage • Review proposal and provide comments to Municipal Planner within general scope of infrastructure, roads, servicing, recreation, and/or other related matters concerning department • May assist in follow-up inspections associated with subdivision agreement and/or requests for release of securities
Clerk	Administrative Assistance <ul style="list-style-type: none"> • Coordinates with Planner to schedule public meeting • Prepares “Statutory Record of the Clerk” package to be forwarded to United Counties of Prescott Russell
South Nation Conservation	Conservation Authority & Stormwater Management <ul style="list-style-type: none"> • Participates in pre-consultation meeting depending on location and scope of proposal • Provides commentary on natural heritage features, regulated area, and stormwater management, where applicable • May assist in follow-up inspections associated with subdivision agreement and/or requests for release of securities
3rd Party Engineer	Engineering Peer Review <ul style="list-style-type: none"> • May participate in pre-consultation meeting depending on location and scope of proposal • Provides peer review services for engineering/infrastructure-related matters, where requested by Municipality • May assist in follow-up inspections associated with subdivision agreement and/or requests for release of securities
Treasurer	Manage Financial Securities <ul style="list-style-type: none"> • Assists Planner with intake of financial security deposit • Maintains financial security deposit until release requested
Local Council	Local Decision-Makers

SECTION 2.0

WORKFLOW ASSESSMENT

PLAN OF SUBDIVISION AND CONDOMINIUM	
Party	Roles & Responsibilities
	<ul style="list-style-type: none"> • Review proposal and recommendation provided by staff • Consider submissions from agencies and members of the public • Make decision to support or not support proposed plan of subdivision • Following approval – reviews draft subdivision agreement and authorizes staff to execute agreement with development by by-law
United Counties of Prescott Russell	<p>County File Lead / Approval Authority</p> <ul style="list-style-type: none"> • Generally leads file, including pre-consultation and review process • Carries out duties and responsibilities as outlined in the Planning Act and United Counties of Prescott Russell Planning Procedures Manual • Coordinates with Municipal Planner/Clerk to schedule public meeting and provide notice to agencies and public • Issues decision on proposal to approve, defer, or refuse • Maintains and monitors conditions of approval until all satisfied and final approval can be given.

SECTION 2.0

WORKFLOW ASSESSMENT

2.8 CONSENT

2.8.1 Legislative Framework / Summary (Consent)

Legislation	<i>Planning Act, R.S.O. 1990, c. P.13, Section 53</i>
Regulation	<i>O. Reg. 197/96</i>
Approval Authority	United Counties of Prescott Russell

As mentioned in the previous section, subdivision is a means of dividing lands into two or more new parcels, typically for the purpose of separate sale/development. Generally speaking, there are two types of land subdivision: the first is through a land severance or “consent”, which typically involves the splitting of land to create one new lot or adjust the boundaries of existing lots (covered in this section); the second, covered in Section 2.7 is through a plan of subdivision or condominium, which involves the division of land into multiple new lots for sale and development. Each are subject to their own application and review processes to ensure that:

- the subject lands are suitable and appropriate for the proposed use(s);
- the proposed land division aligns with local and provincial planning policy; and,
- expected or potential impacts to the surrounding community and environment are appropriately considered, evaluated, and addressed where possible.

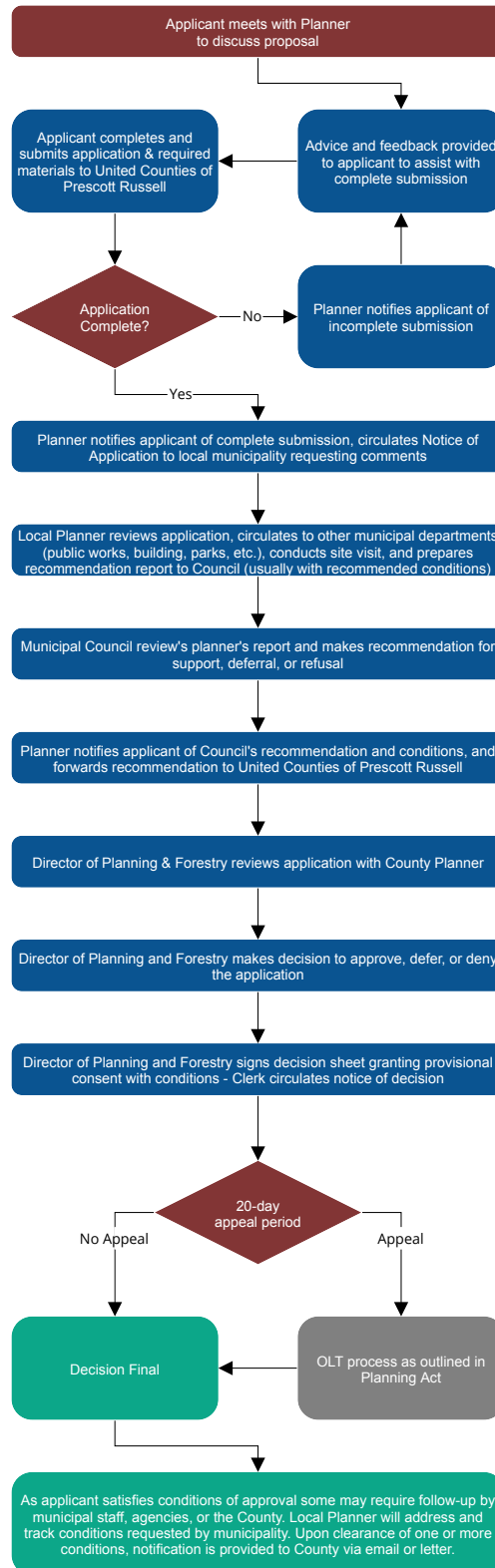
Consents often involve the creation of a one-off lot or an adjustment of an existing property boundary and, while this may not be as intensive as a 30-lot plan of subdivision, it is still very important for the Municipality and United Counties to ensure that these proposals are appropriately evaluated. Section 53 of the Planning Act outlines the legislation related to consents, including the requirements for public notice and participation, appeal rights, and required processes to follow when considering these proposals. In the Municipality of Casselman, the United Counties of Prescott Russell is the approval authority for consents. Notwithstanding this, the Municipality of Casselman plays an integral role in the review and decision-making process for these types of proposals, particularly through staff’s review of proposals and liaising with applicants to ensure any issues are identified and appropriately considered.

2.8.2 Desired Outcomes (Consent)

Conformity to the local and county official plans, the Provincial Policy Statement, and conformity to the Zoning By-law and to ensure the orderly division of land that does not require division by away of plan of subdivision or condominium.

SECTION 2.0 WORKFLOW ASSESSMENT

2.8.3 Workflow Map (Consent)



SECTION 2.0

WORKFLOW ASSESSMENT

2.8.4 Associated Parties, Roles, and Responsibilities (Consent)

CONSENT	
Party	Roles & Responsibilities
Municipal Planner	Municipal File Lead / Commenting Department <ul style="list-style-type: none"> • Pre-consult with applicant and provide advice before applicant submits to County • Reviews proposal and prepares planning recommendation report to Local Council, including recommended conditions • Presents report to Local Council • Forwards recommendation and conditions to applicant • Following County approval, monitors and manages Municipal conditions of approval/clearance with applicant and County
Chief Building Official	Commenting Department <ul style="list-style-type: none"> • May be asked to review proposal and provide comments to Municipal Planner within scope of Ontario Building Code, building by-law, and/or other related matters concerning department
Director of Physical Services and Public Works	Commenting Department <ul style="list-style-type: none"> • May be asked to review proposal and provide comments to Municipal Planner within general scope of infrastructure, roads, servicing, recreation, and/or other related matters concerning department
Clerk	Council/Admin Support <ul style="list-style-type: none"> • Prepares Council resolution(s) in accordance with recommendation report from Planner • Forwards Council resolution and Planning report to United Counties for consideration
Local Council	Local Decision-Makers <ul style="list-style-type: none"> • Review proposal and recommendation provided by staff • Decide to support or not support proposal
United Counties of Prescott Russell	County File Lead / Approval Authority <ul style="list-style-type: none"> • Generally leads file, including pre-consultation and review process • Carries out duties and responsibilities as outlined in the Planning Act and United Counties of Prescott Russell Planning Procedures Manual • Issues decision on proposal to approve, defer, or refuse • Maintains and monitors conditions of approval until all satisfied and final approval can be given.

SECTION 2.0

WORKFLOW ASSESSMENT

2.9 STAFF & STAKEHOLDER CONSULTATION

As mentioned earlier in this Section, part of understanding the existing development approvals workflows came from discussing processes with municipal staff and local stakeholders. The goal of this was to validate processes and identify real or perceived inefficiencies or gaps in workflows and service provision. This consultation was generally broken into two parts, as outlined below.

2.9.1 Part I – Staff Consultation Overview

Part I involved meeting with the Municipal Clerk and the Chief Building Official (CBO) to review workflows and identify potential issues (please note that the position of planner was vacant at the time of this project and shortly thereafter the position of CBO became vacant).

Summary of Main Discussion Points with Municipal Staff

General Comments

- Review process for building permits, development applications is siloed – sometimes things fall by wayside/get missed (statutory timelines/requirements in particular for planning applications)
- Due to limited staff, the CBO sometimes has to make a call on which building permits to circulate to planner – there is no set timeline in place for Planner to review building permits, which can cause issues for meeting statutory timelines
- Municipal staff and members of Council could benefit greatly from more education on building permit/development processes, with particular focus on legislation/scope/requirements
- A coordinated system to help with workflow efficiency is needed – currently most of the file handling is done with physical files/folders and there is no digital system
- The Municipality has only recently shifted to offering full-time planning services in response to growing demand in the development industry/area – previously had a contract with the United Counties of Prescott Russell to commit 2 half-days per week to the Municipality
- Feel that having a full-time planner is essential now, and in some cases, one is not enough human resources to meet demand
- Municipality currently retains third party (JL Richards) for larger files involving plans of subdivision and engineering peer review
- There are no internal procedure documents or instructions for processing applications, except for site plan control, which has led to issues in process timelines/staff coordination and efficient processing

Pre-Consultation Forms

- Pre-consultation form is intended to be required 100% of the time for OPAs, ZBLAs, and Site Plan Control. This was a new introduction in the last year. However, actual implementation has been arbitrary.
- There is no turnaround time established for the pre-consultation form, which can lead to frustrations for applicants
- No set arrangement for use of form (circulation to departments, commenting, feedback, etc.) nor is there any direction for who should be involved in pre-consultation

SECTION 2.0

WORKFLOW ASSESSMENT

Summary of Main Discussion Points with Municipal Staff

Building Department Specific

- One of the key issues noted is that the Building Department collects deposits on building permits (even on smaller permits) - it's slowing people down significantly on both sides of the counter and in most cases is not necessary for smaller permits
- The current system with VADIM for Building Permit reporting makes it extremely tough to meet legislative requirements – would ideally like a digital solution that can run reports/track permits/cover most of the admin tasks as-needed
- CBO is the sole person responsible for building permits and is expressly overextended in their responsibilities
- Building department would greatly benefit from an inspector or even a technical support admin, either separate or shared with Planning Department
- Vacations or extended leaves of staff in the Building or Planning departments bring operations to a halt, unless third party retained to provide support

What Works Well

- (in respect to current physical file system) with less staff, there's less moving parts/ability for confusion – however, this also results in overwhelming staff
- Inner-office team relationships are fantastic and close-knit

2.9.2 Part II – External Agency and Stakeholder Consultation Overview

Part II involved contacting local agencies who were currently assisting the Municipality with processing development applications (or who were intimately involved in the development approvals process), as well as representatives from the development community to discuss existing workflows, pain points with processes, and ideas for improvement. The following stakeholders were successfully contacted via telephone as part of this process:

- United Counties of Prescott Russell (Planner) (*Public Agency*)
- South Nation Conservation Authority (Planner & Planning Team-Lead) (*Public Agency*)
- Lucso Home Designs (*Local Builder Developer*)

Summary of Main Discussion Points/Feedback from South Nation Conservation and United Counties of Prescott Russell Planning Staff

Main Issues

- Casselman is beginning to see a significantly increased demand for planning services/development review and approvals – even with a full-time planner, often not enough
- Having no operating procedures or step-by-step guidance made it difficult for staff and applicants – while goal was always to meet minimum stat requirements, may not have been the case with some files
- No remote access to files or system remotely/interdepartmentally – files being passed/sent around led to confusion and doubling up on information and documents
- Site Plan Control had issues with process, including:
 - Inconsistencies from one file to the next for requirements, processing timelines, agreements, etc.

SECTION 2.0

WORKFLOW ASSESSMENT

Summary of Main Discussion Points/Feedback from South Nation Conservation and United Counties of Prescott Russell Planning Staff

- SPC guide was prepared recently, but isn't really followed too closely
- Site plan was biggest challenge/still is - education was missing on process, which led to misunderstandings, and expectations not being met
- No physical application for site plan control (submission requirements contained in by-law)
- High turnover rate necessitates operating procedures/guides to be established
- No consistency in process for filing/tracking action items
 - Should put more thought into digital filing, maintaining ONE file containing everything from application, comments, meeting minutes, emails, etc.
 - Digital system/filing should be a priority
- Establishing a standard practice for digital file-keeping should be a priority
- Challenges with front end staff not having expertise or qualification to answer inquiries/address minor items – no dedicated front-end admin staff for building/planning
- A lot of planners work with site plan was related to engineering - Casselman doesn't have an engineer, so many frustrations were the peer review fees for engineering consultants – need to be more up front at the start of the process through pre-consultation about engineering fees

Suggestions

- One suggestion was to utilize the pre-consultation development review process on a consistent basis to ensure all affected/involved parties can provide input early in the planning application process
 - Development review team meetings allow various reviewers and approval authorities to provide comments to applicants early in the development review process.
 - Preliminary comments can confirm the documents, plans and approvals required for a proposed project including any approvals required such as a permit from SNC for alterations to a watercourse.
 - Comments at these meetings can also inform the design and may help reduce the number of revisions and resubmissions required, thereby shortening the approval timeline and the costs for reviews where charges are hourly.
- County did provide some assistance at times to full time planner on files, which was a good temporary solution, but not really formalized
- Many issues around developer satisfaction/expectations issues could likely be solved by having consistent pre-consultation practices and clear education/process outlined

SECTION 2.0

WORKFLOW ASSESSMENT

Summary of Main Discussion Points/Feedback from Lucso Homes Representative

General Comments

- Staffing and administration uncertainty is concerning to them as they consider investing in the community – lack of consistency in development application processing
- Lack of public information on the steps involved for applications
- No major issues with the subdivision process to date, however, currently at beginning stages
- Smaller community allows for more personal engagement with staff (when they're available)

SECTION 3.0 PLANNING FEE REVIEW

3.1 OVERVIEW

A review of the Municipality's planning fees was carried out as part of this assignment. This review examined the Municipality's current tariff of planning fees, service cost and revenue, and involved a comparative fee analysis with neighbouring local municipalities in the United Counties of Prescott Russell and United Counties of Stormont, Dundas, and Glengarry. Through this review, anticipated implications of any service or workflow improvements are presented (as they related to the options presented in Section 4.0 of this report), alongside recommendations for any revisions to the tariff of planning fees.

3.2 CURRENT TARIFF OF PLANNING FEES

By-law No. 2017-083 outlines the Municipality of Casselman's tariff of fees for the processing of planning applications and services associated with planning-related matters.

Application / Service Description	Fee(s)	Disbursement Deposit*
Joint Official Plan Amendment	\$4,000 Application + Disbursements	\$3,000
Official Plan Amendment	\$2,500 Application + Disbursements	\$3,000
Zoning By-law Amendment	\$2,000 Application + Disbursements	\$3,000
Removal of Holding	\$350 Application	N/A
Subdivision – Application for Draft Plan Approval	\$3,500 Application + Disbursements	\$2,500
Subdivision - Major Revision to Draft Plan	\$1,500 Application + Disbursements	\$1,500
Subdivision - Agreement	\$5,000 Application + \$500 Legal + \$100 Registration + \$1,000 Administration + Disbursements	\$10,000
Subdivision - Surveillance of Works	\$325 / lot + Disbursements	N/A
Site Plan Agreement – Major	\$1,000 Application + \$500 Legal + \$100 Registration + Disbursements	\$2,500
Site Plan Agreement – Minor	\$500 Application + \$500 Legal + \$100 Registration + Disbursements	\$1,000
Consent	\$500 Application + \$1,000 Parkland CiL	N/A
Minor Variance	\$550 Application	N/A
Part-Lot Control Removal	\$300 Application	N/A
Release of Securities	\$150 Request	N/A
Condo Conversion	\$500 Application	N/A
Lifting 0.3 m Reserve	\$300 Request	N/A
Encroachment Agreement	\$300 Request + \$500 Legal + \$100 Registration	N/A

SECTION 3.0

PLANNING FEE REVIEW

Application / Service Description	Fee(s)	Disbursement Deposit*
Compliance Report	\$150	N/A
Written Opinions/Replies	\$75	N/A

**Please note that the disbursement deposit is used to cover any fees associated with engineering, peer review, or other matters necessary for the processing of an application or service, denoted in the table as “disbursements”*

3.3 COMPARATIVE ANALYSIS

A comparative fee analysis was carried out for Casselman to see where the Municipality’s service costs stand in relation to their regional neighbours in the United Counties of Prescott Russell and United Counties of Stormont, Dundas, & Glengarry (SDG). All 11 lower-tier or “local” municipalities within each of the Counties were examined (Casselman included), as listed below:

United Counties of Prescott-Russell

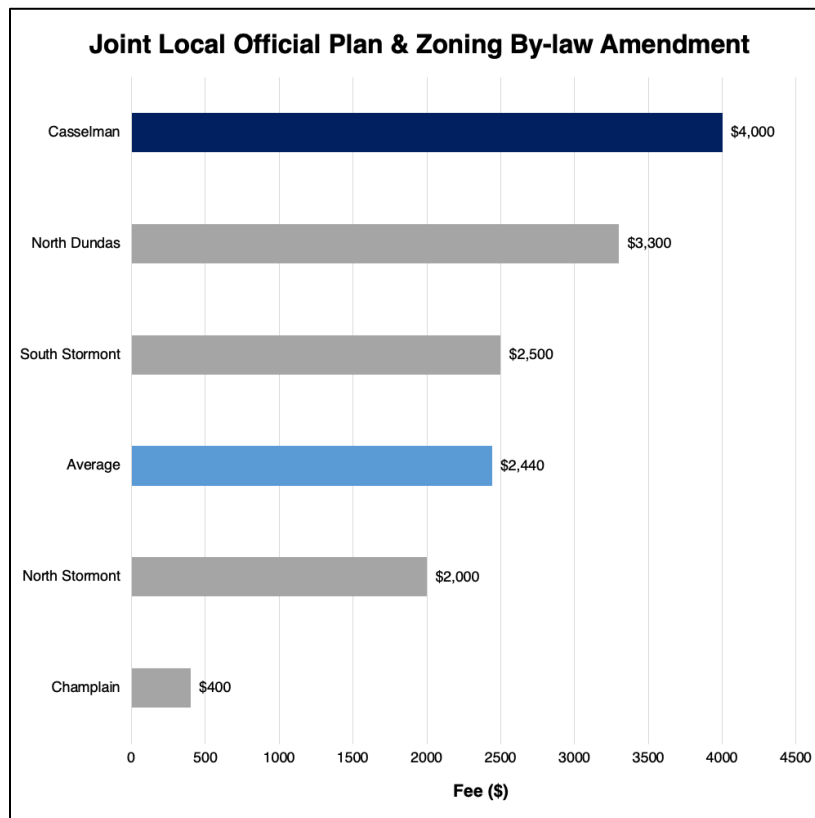
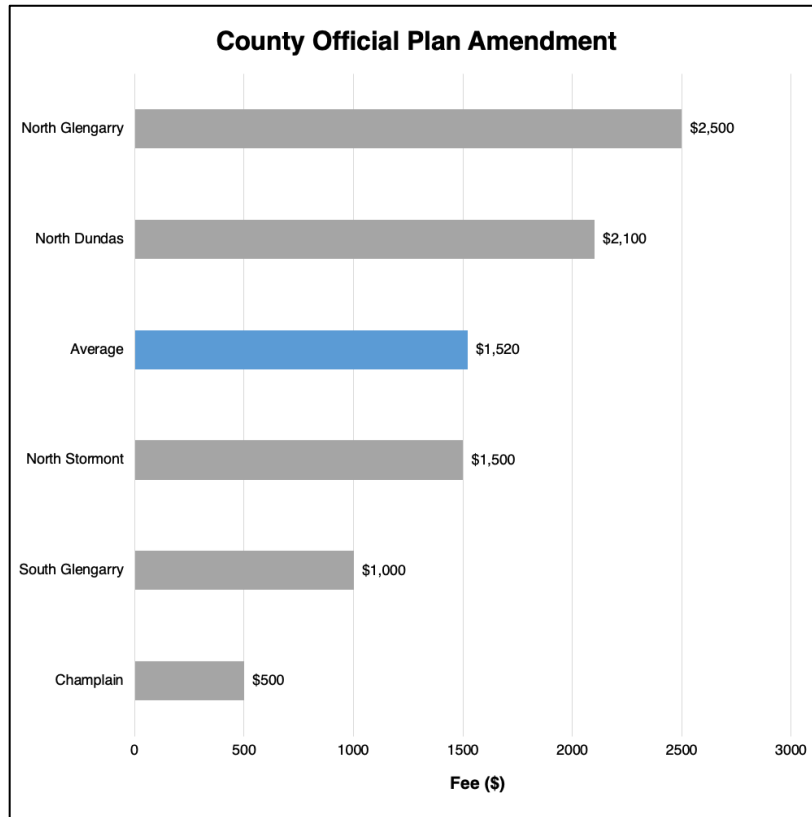
- Township of Alfred & Plantagenet
- Municipality of Casselman
- Township of Champlain
- City of Clarence-Rockland
- Township of East Hawkesbury
- Town of Hawkesbury
- Township of Russell

United Counties of SDG

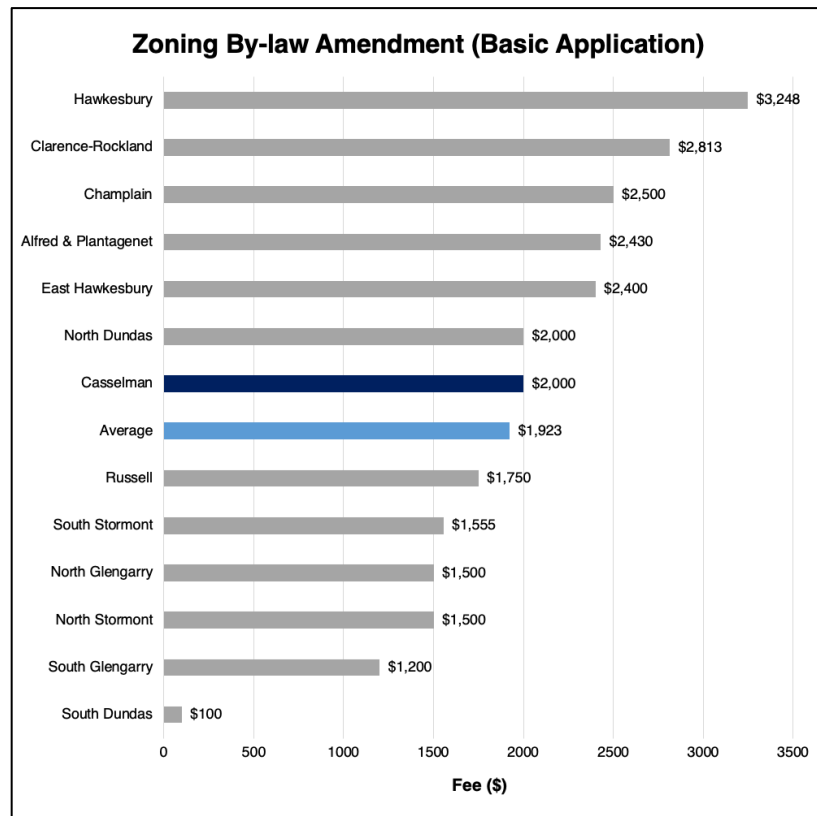
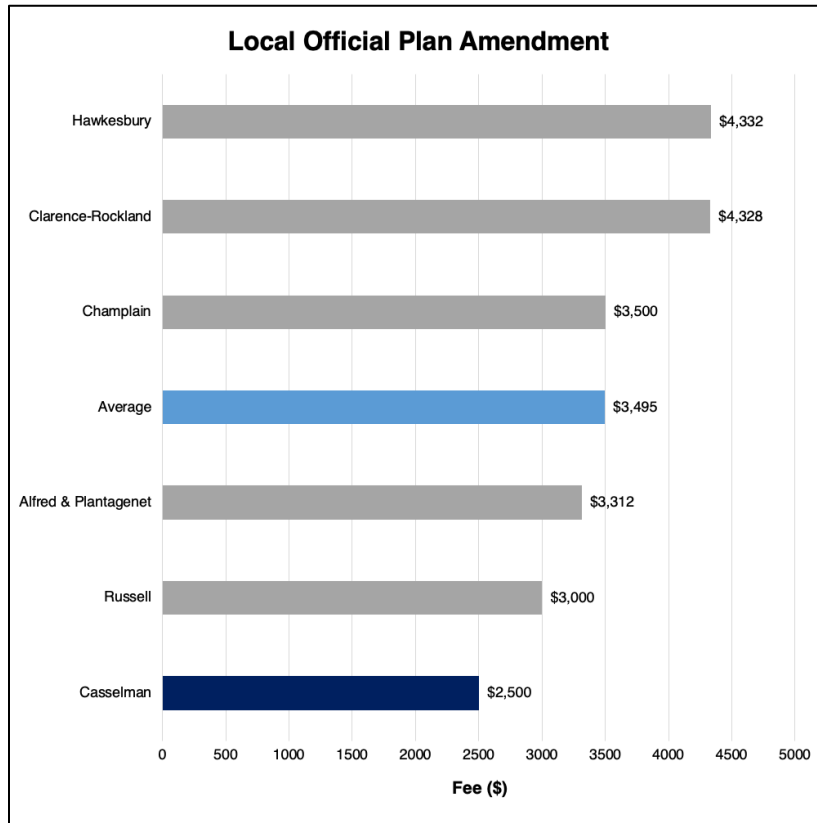
- Township of North Dundas
- Municipality of South Dundas
- Township of North Stormont
- Township of South Stormont
- Township of North Glengarry
- Township of South Glengarry

The Section will present the findings of the comparative fee analysis. Please note that direct comparison with all municipalities was not feasible in all scenarios, given differences in fee structure or absence of a comparable, as such, some charts may have a reduced number of Municipalities listed. For ease of reference, the average fee observed is highlighted in **light blue**, and, where applicable, the Municipality of Casselman’s fee is highlighted in **dark blue**.

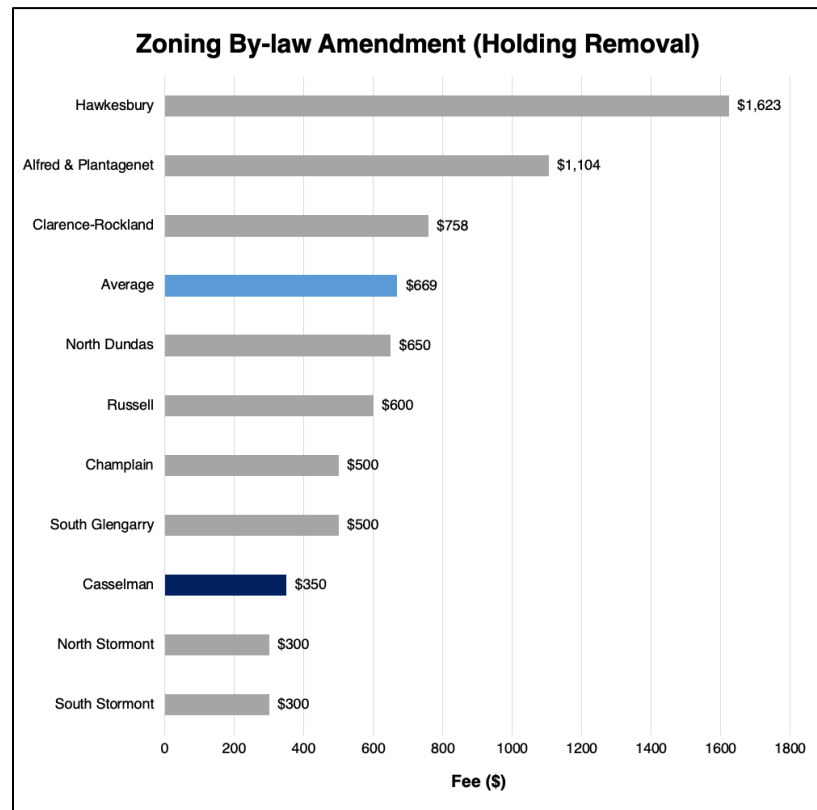
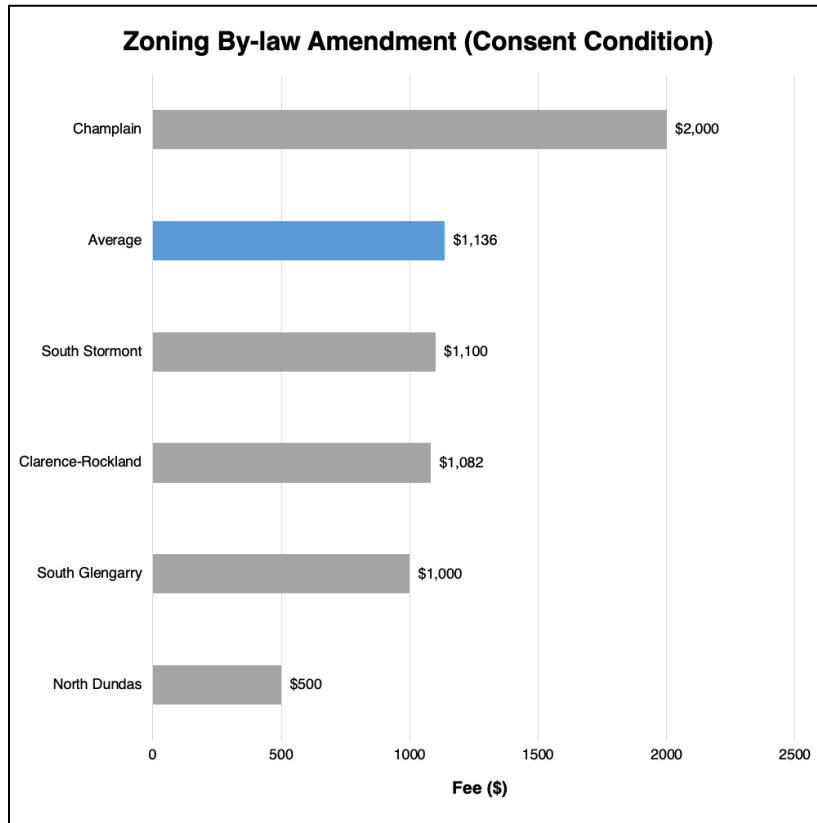
SECTION 3.0 PLANNING FEE REVIEW



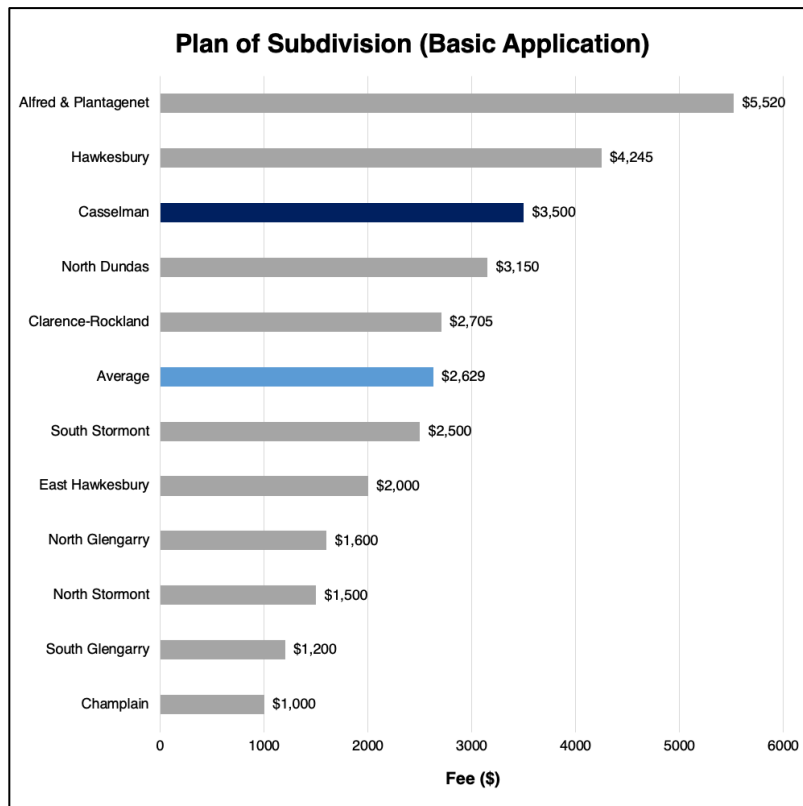
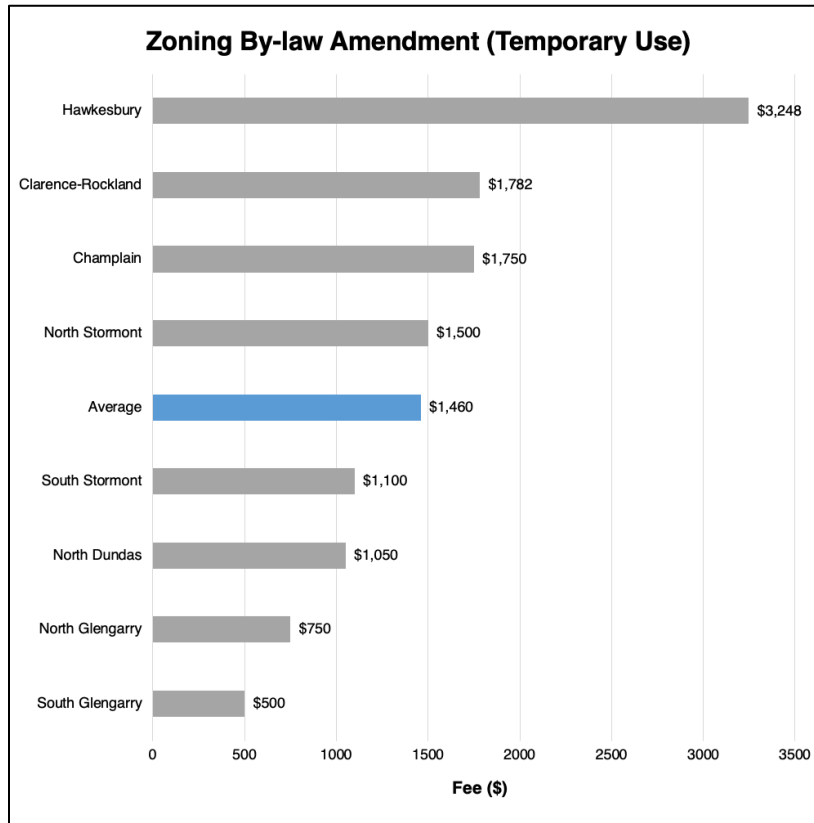
SECTION 3.0 PLANNING FEE REVIEW



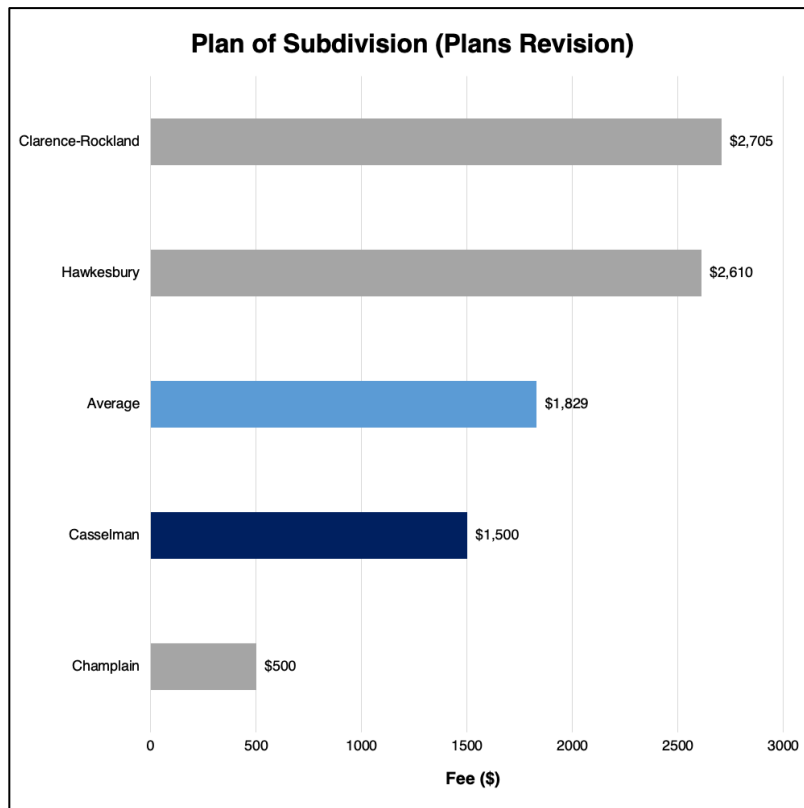
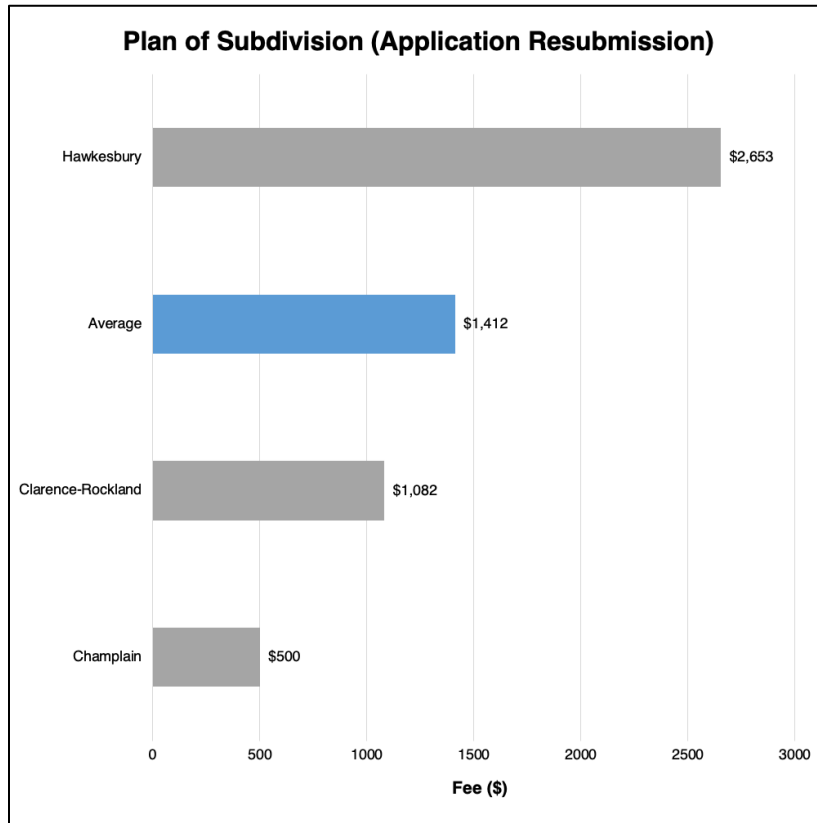
SECTION 3.0 PLANNING FEE REVIEW



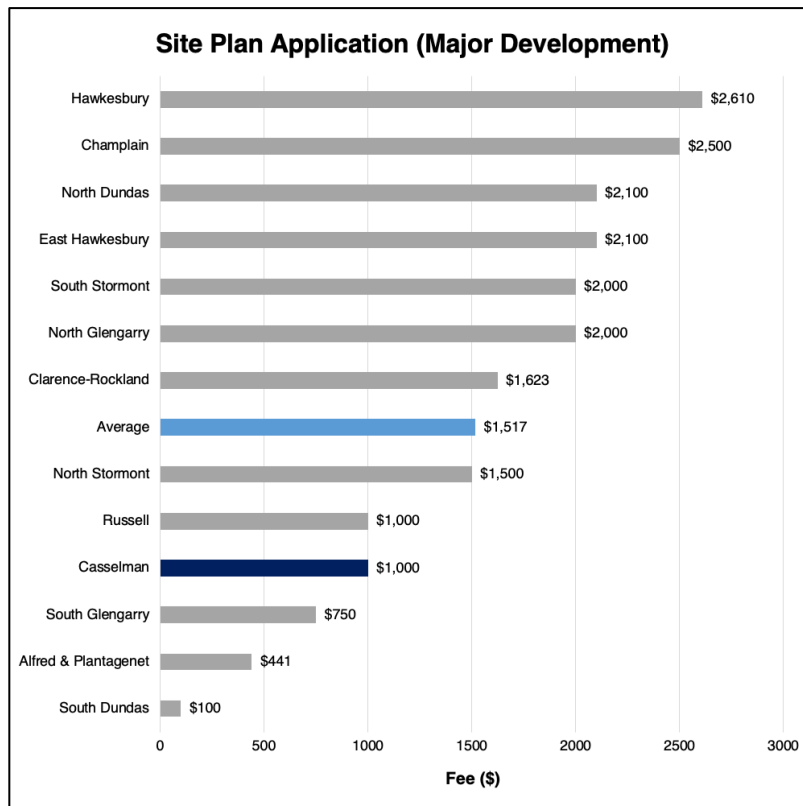
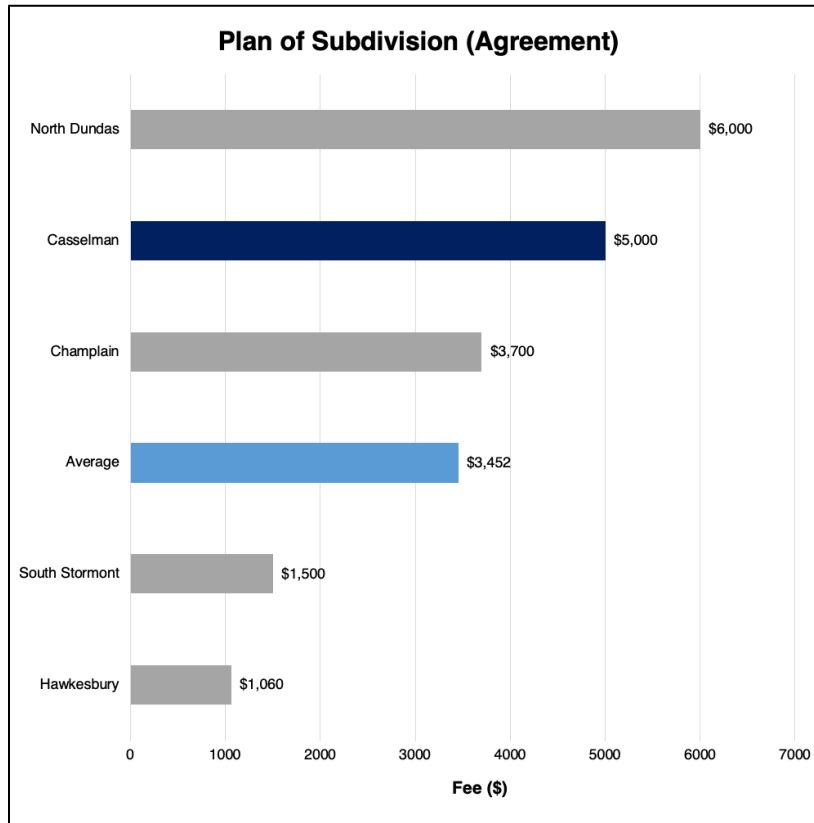
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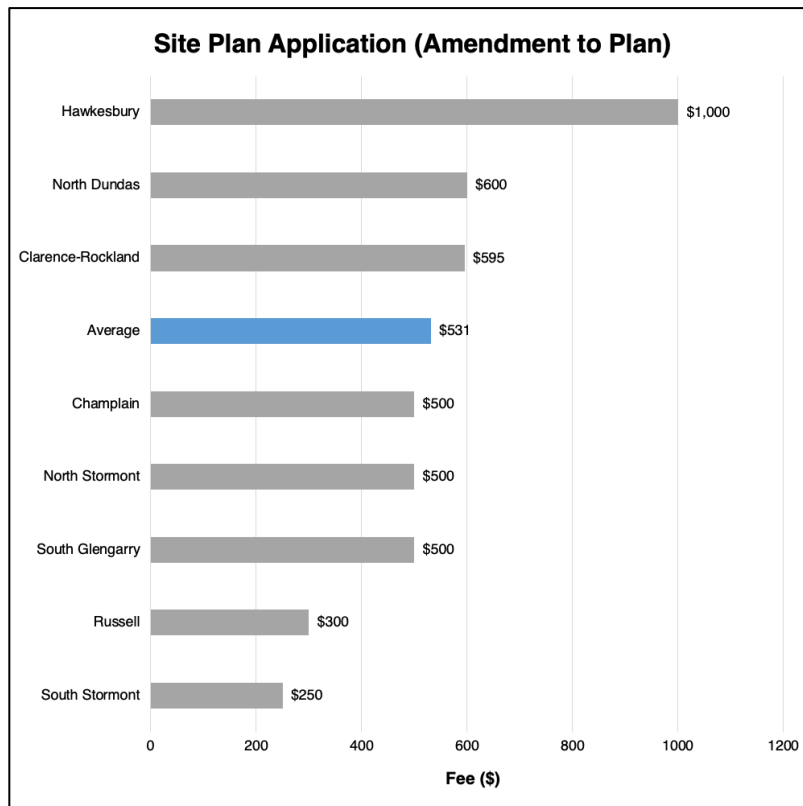
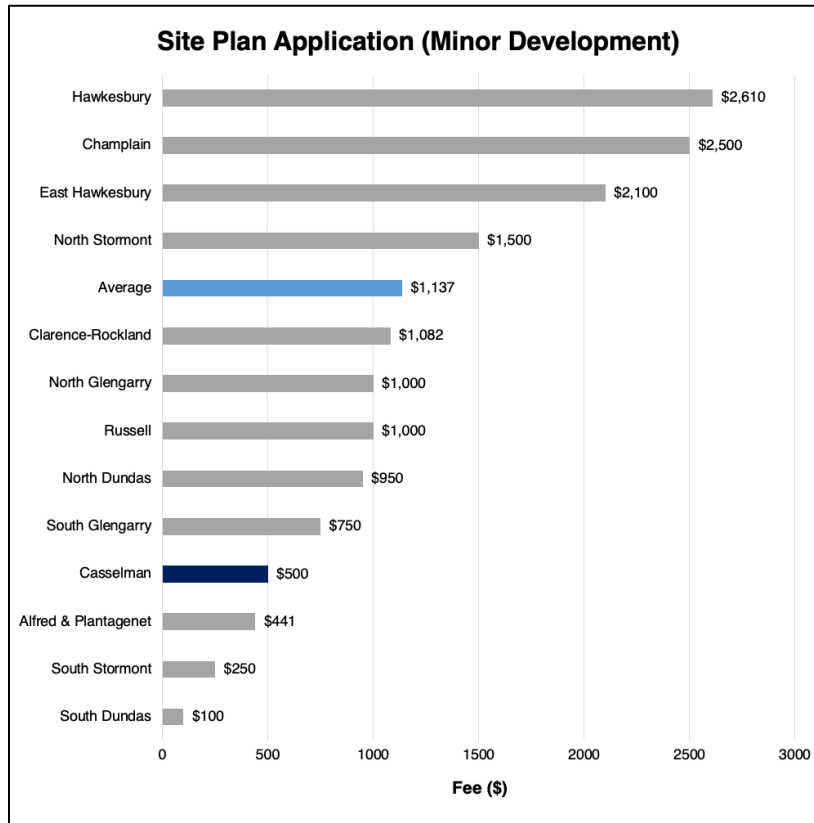
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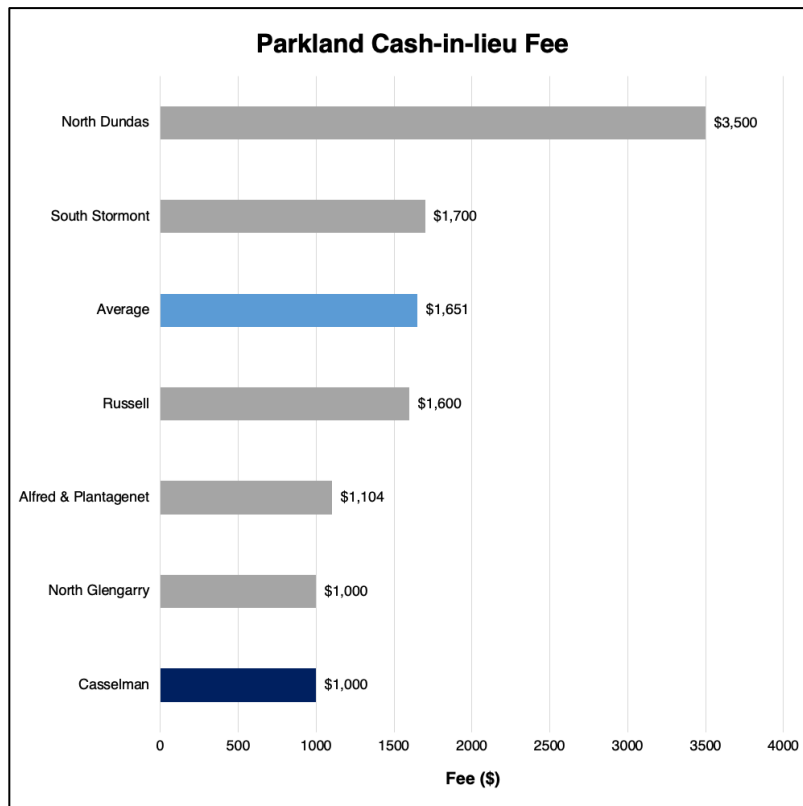
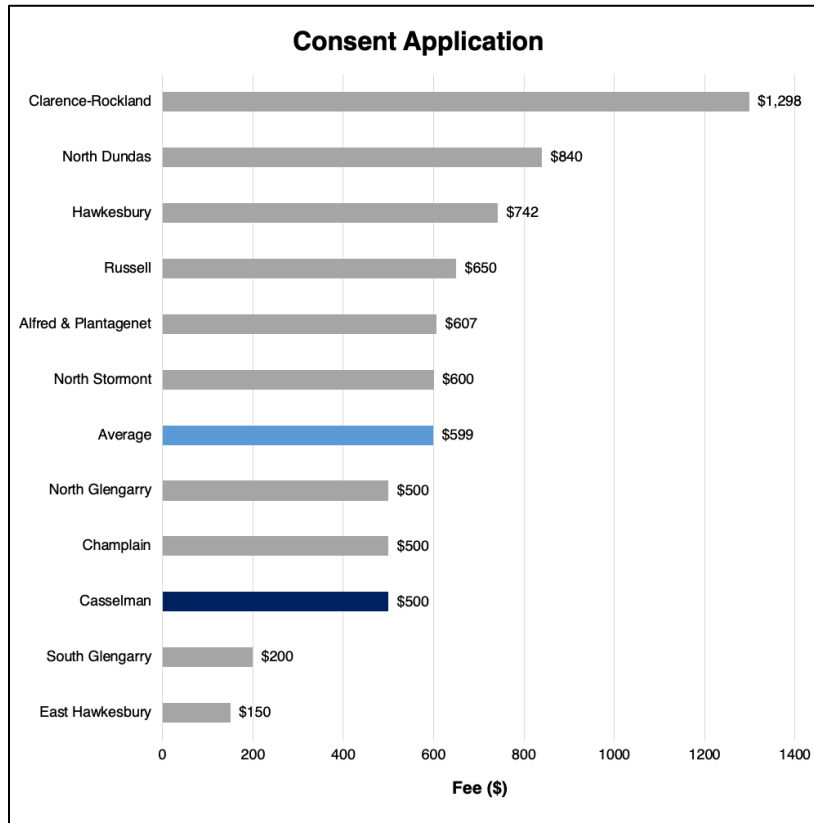
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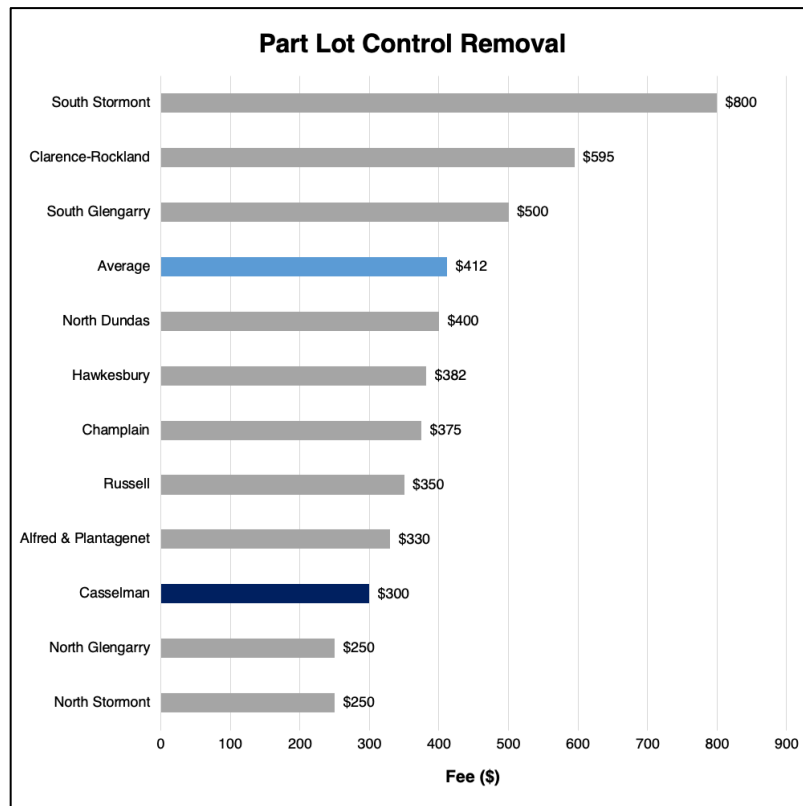
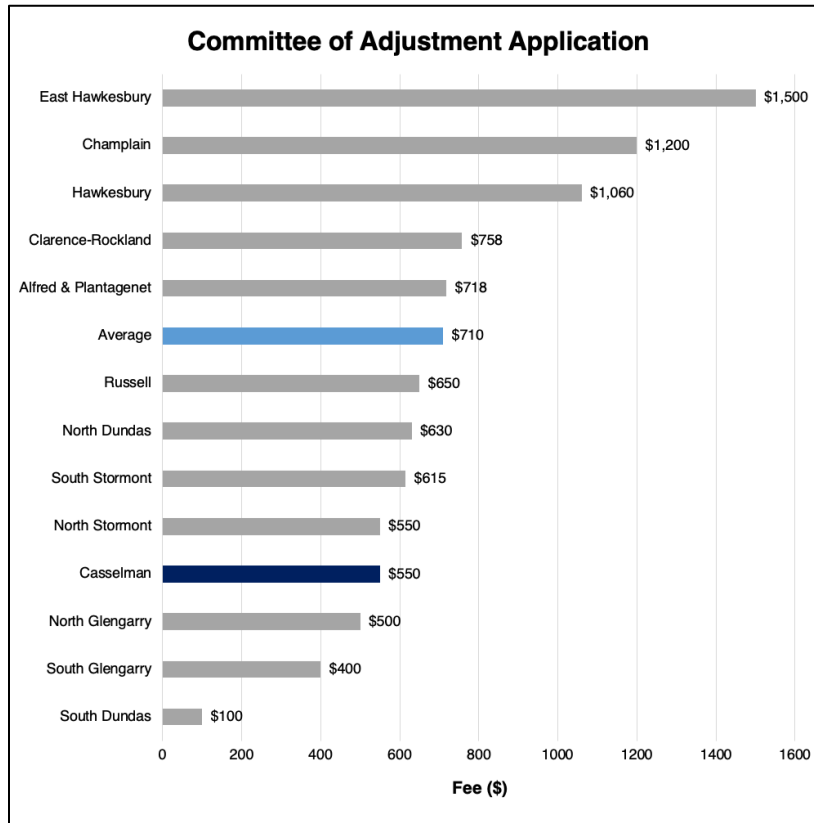
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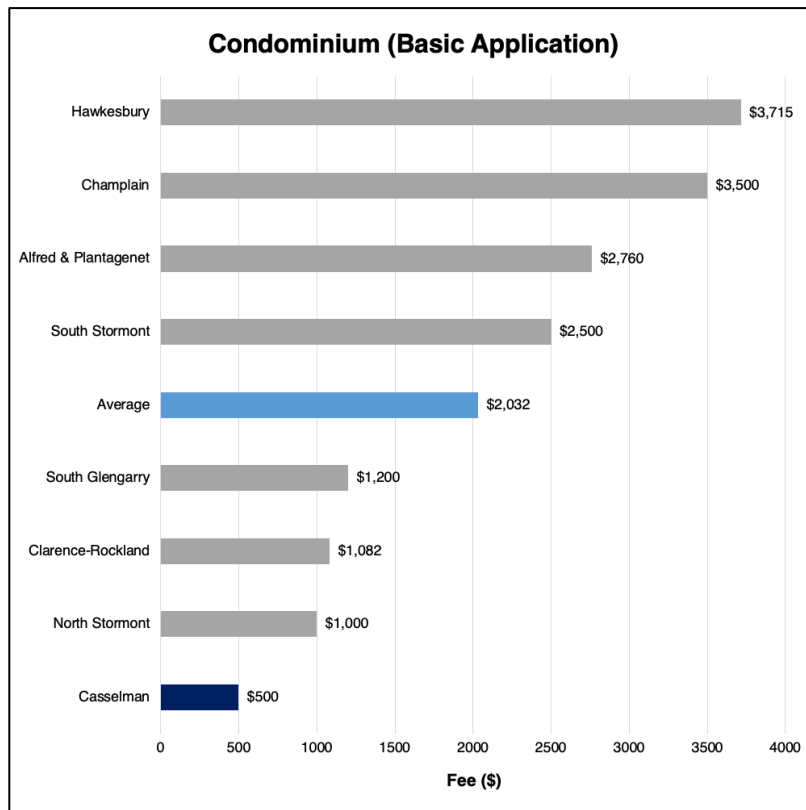
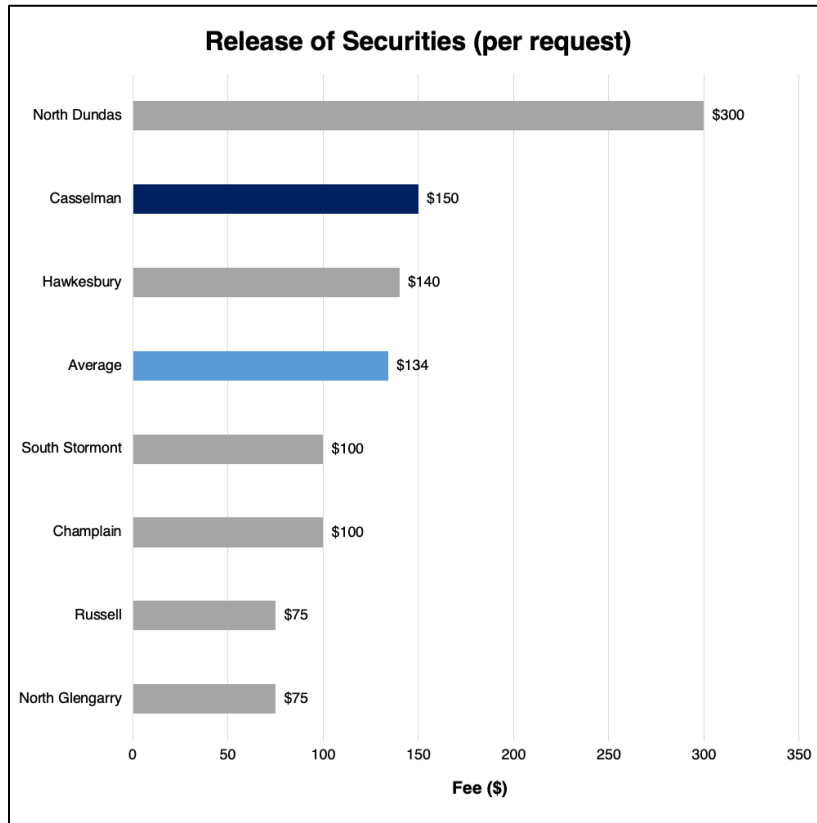
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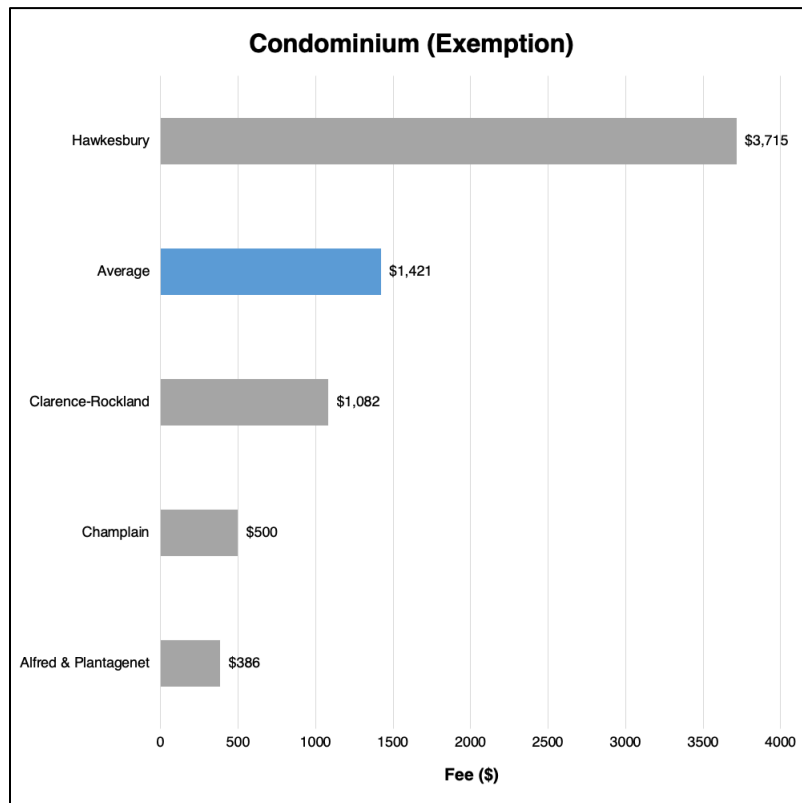
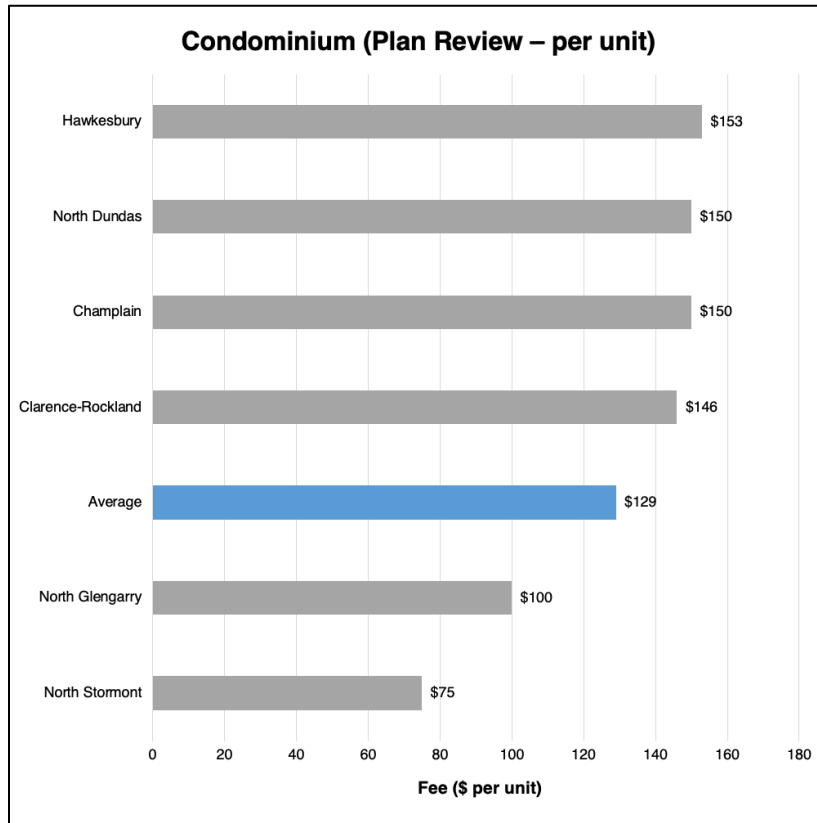
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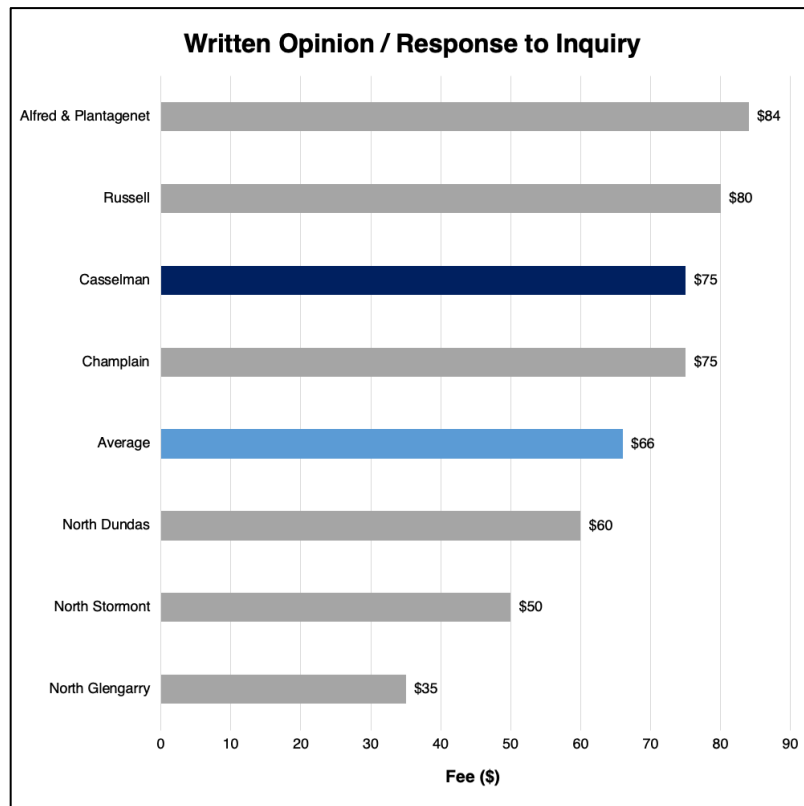
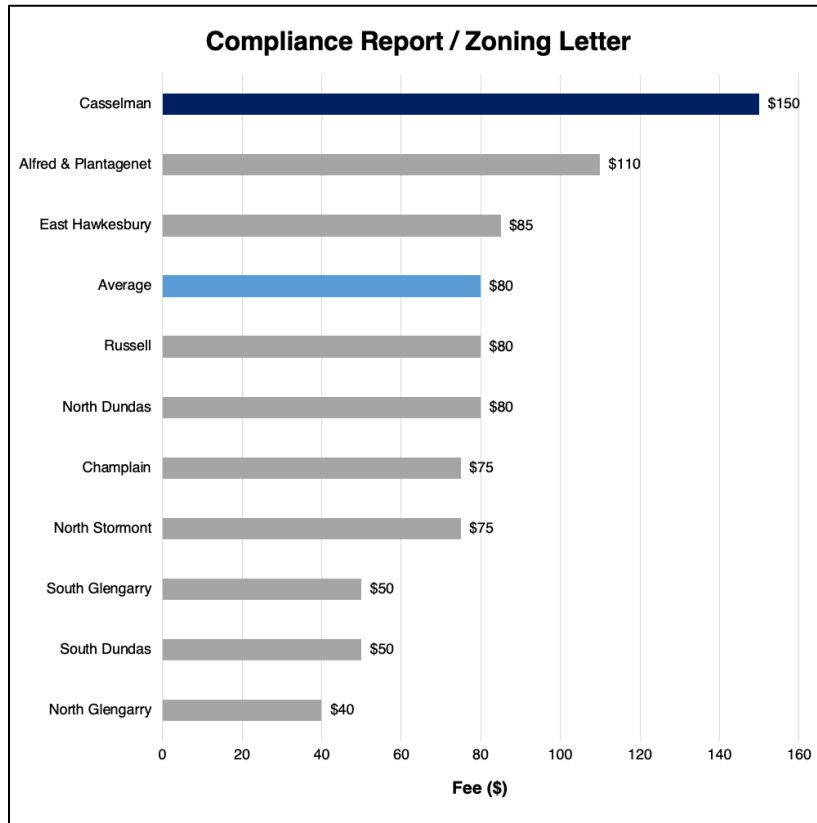
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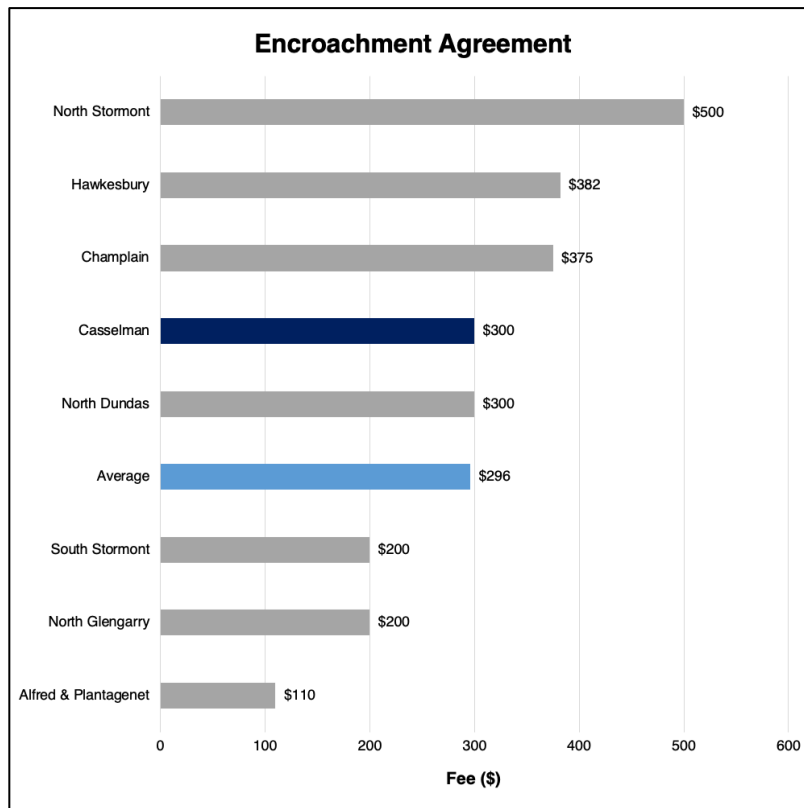
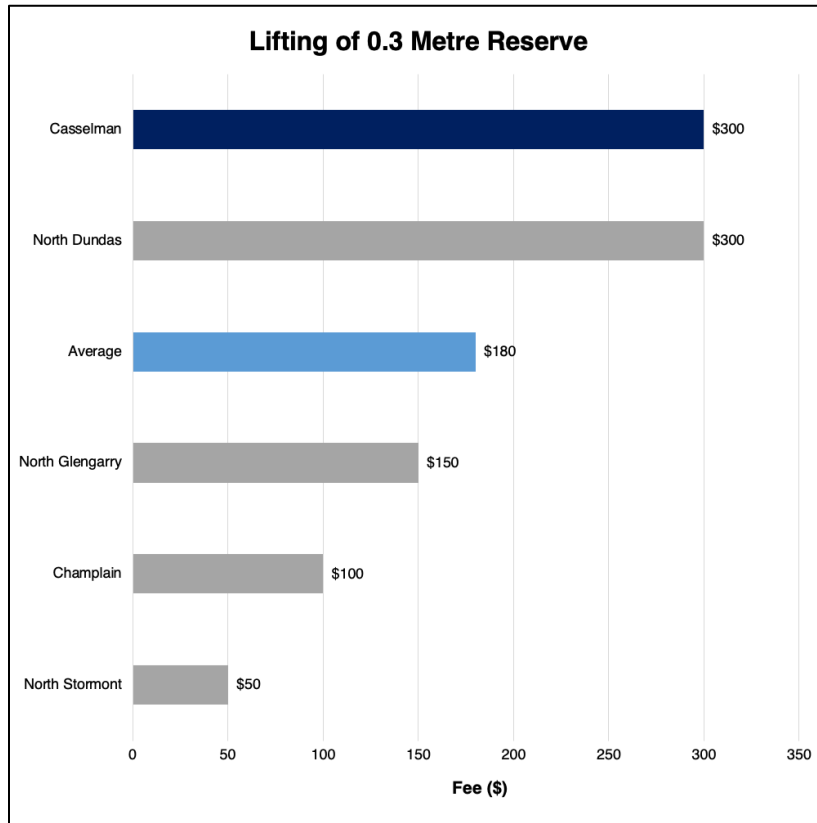
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SECTION 3.0 PLANNING FEE REVIEW



SECTION 3.0 PLANNING FEE REVIEW



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PLANNING FEE REVIEW

3.4 SUMMARY

Relatively speaking, Casselman's fees are very competitive compared to other regional fee structures, often falling near or below the average fees. Section 69(1) of the Planning Act permits municipalities to pass a tariff of fees to recuperate the anticipated costs of processing planning application. The Municipality's current tariff was passed in 2017 meaning that essentially five years have passed since it was last reviewed. Should the Municipality decide to undertake an update to its tariff of fees it is recommended that the fee update be conducted on the following basis that:

- Planning fees should generally recover most, if not all, of the associated costs with the processing of planning applications and generally function as a 'full cost recovery' exercise; and
- Planning fees should be comparable to other municipalities to support economic development and ensure the Municipality remains a desirable place for new development.

SECTION 4.0

OPTIONS ANALYSIS & RECOMMENDATIONS

4.1 KEY ISSUES AND OPTIONS ANALYSIS

Based on the analysis conducted of the current planning and development workflows, the consultation conducted with stakeholders, and the project team’s involvement in providing planning services to the Municipality, five primary issues were identified in the Municipality’s development review process. Namely the:

1. **Identification of Appropriate Staffing Levels for Planning & Building;**
2. **Implementation of an Application Management Solution;**
3. **Greater transparency in the planning process;**
4. **An Integrated Approach to Development Approvals; and**
5. **Building Additional Capacity Across the Organization**

This section describes the key identified issues and analyses options and recommendations through a four-part lens analysing the potential solution against its impacts on administration, budget, technology, and customer service. Administration refers to impacts on existing staff duties and the general operations of the Municipality. Budget refers to overall financial impacts to implementation the proposed option, while technology refers to general impacts on supplying hardware or software to implement the recommendation. Finally, customer service refers to the potential improvement to overall customer service from either the applicant or public’s standpoint.

Impacts are categorized as either being low, medium, and high to delineate recommendations that have major considerations and potential outcomes / improvements along with a brief commentary on the noted impact.

Issue 1: Identification of Appropriate Staffing Level for Planning & Building

Currently, both planning and building services are staffed by one individual each. These individuals are responsible for application intake, application processing, receiving, and processing inquiries from the public, and general administration of both the office and of files. Balancing these responsibilities means that staff with specialized skills sets and accreditations (i.e. building officials and registered planners) are regularly taken away from their specialized core responsibilities to address other matters that could be more appropriately dealt with by administrative staff or technicians. This has led to delays in the processing of applications and addressing administrative matters and the public due to high volumes of applications currently being experienced.

Options	Implications (Low / Med / High)			
	Administrative	Budget	Technology	Customer Service
Option 1 – hire admin/technical support staff for Planning and Building	High – Providing assistance to specialized core staff by addressing administrative matters and inquiries from the public more efficiently	Medium – Need to budget for salary and benefits of a new position	Low – Need to provide existing hardware and software to new position	High – Would see a new dedicated staff person provide direct customer service and manage general inquiries
Option 2 – hire a full-time in-house planner	High – Having a dedicated on-staff planner to permit new development	Medium - Need to budget for salary and benefits of a new position	Low – Need to provide existing hardware and software to new position	High – could advance the processing of planning applications more efficiently, and

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OPTIONS ANALYSIS & RECOMMENDATIONS

Options	Implications (Low / Med / High)			
	Administrative	Budget	Technology	Customer Service
				provide a higher level of customer service
Option 3 – retain consultant as support	Low / Medium – depending on capacity of firm retained, this could provide additional support for administrative matters	High – consultants can be expensive to retain depending on the level of work expected of the firm and whether consultant costs are recovered during the application process	Low – No hardware or software is required to be supply as this is managed by the external consultant	Low / Medium – depending on the nature and extent of services provided by the consulting firm, improvements to customer service are likely in the medium range.
Option 4 – partner with neighbouring municipality or County for planning and / or building services	High – depending on the service arrangement this could greatly reduce the administrative burden on existing staff.	Medium – shared services can provide a way for the Municipality to divide costs and reduce the financial burden of hiring full-time staff.	Low – No hardware or software is required to be supply as this is managed by the external consultant	Medium – while a fulltime staff person would likely see the greatest impact on customer service, a semi-designated staff person would likely see significant improvements in day-to-day service provision

Issue 2: Implementation of an Application Management Solution

There is currently no file and application management system for both Planning and Building, and files are currently managed manually by staff. When application volumes are high, this creates risks to good file management and the efficient processing of files (particularly considering Issue 1). Given the nature of both Planning and Building, with highly regulated processes and multiple mandated statutory requirements for individual applications, the Municipality would likely greatly benefit from having an application management solution to self-monitor the progress of application and ensure that regulatory and statutory requirements are being complied with.

Options	Implications (Low / Med / High)			
	Administrative	Budget	Technology	Customer Service
Option 1 – implement a digital file management solution	High – Providing automated file management and removing the requirement for manual file management	Medium – Need to obtain new software subscriptions	High – Need to identify an appropriate software vendor	Medium – Would see general improvements to the efficiency and transparency of the application process
Option 2 – develop detailed hardcopy process manual to	Low/Medium – Preparation of a detailed process	Low – This work could be easily completed by an	Low – Standard software and internet access	Low – would likely result in some improvements to

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OPTIONS ANALYSIS & RECOMMENDATIONS

Options	Implications (Low / Med / High)			
	Administrative	Budget	Technology	Customer Service
detail all aspects of individual applications	manual may assist staff in better understanding statutory obligations	existing staff member or summer student as there are many templates available	is required to complete the manual	the application process and could assist staff in explain the process to the public

Issue 3: Greater Transparency in the Planning Process

The planning process in Ontario is a complex and highly regulatory process that is not well understood by the general public. Notwithstanding that, notification and consultation with the public is a core (and legislated) component of the planning process. Some larger jurisdictions, such as the City of Ottawa, have go so far as to invite the general public to take city-run courses on how the planning system functions and how the public can participate in the planning process. Educating and involving the public early on in the planning process can assist in ensuring that the planning process is transparent and accessible to the public, and can assist in avoiding reactionary responses from the public on planning applications and can build confidence in council's decision-making.

Options	Implications (Low / Med / High)			
	Administrative	Budget	Technology	Customer Service
Option 1 – develop public information guides / pamphlets on planning applications	Low – development of information guides can allow existing staff to share more detailed and clear information about the planning process	Low – this could potentially be produced and maintained by staff in house	Low – Standard software and internet access is required to complete the guides	High – Accessible language and easy to follow diagrams on each application can greatly assist applicant's and the public's understanding of the process
Option 2 – create a planning advisory committee for citizens to participate in to review and provide advice to council on planning applications	Medium – Establishing and maintaining an advisory committee would likely have some significant start-up requirements to identify potential members, establish terms of reference, etc. otherwise there is likely low to medium impact to maintain the committee	Low – Honorariums and staff time from existing staff members would be required	Low – Standard software and internet access is required	Low – aside from increasing overall visibility and transparency of the planning process. There are likely few, if any, positive impacts from a customer service perspective
Option 3 – increase use of social media to advertise planning applications	Low / Medium – depending on the volume of applications, on existing staff person would be needed to regularly post	Low – there is no cost to maintaining social media accounts. Only staff time to maintain them	Low – Standard software and internet access is required	Low – aside from increasing overall visibility and transparency of the planning process. There are likely few, if any, positive

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OPTIONS ANALYSIS & RECOMMENDATIONS

Options	Implications (Low / Med / High)			
	Administrative	Budget	Technology	Customer Service
	information on planning applications			impacts from a customer service perspective
Option 4 – create an online public consultation platform	Medium – Establishing and maintaining an online public consultation platform will likely have some significant start-up requirements otherwise there is likely low to medium impact to maintain the platform	Medium – subscription costs can vary greatly between services and the amount of functionality the Municipality would require	Medium – Standard software and internet access is required, however there may be additional IT maintenance considerations.	Low – aside from increasing overall visibility and transparency of the planning process. There are likely few, if any, positive impacts from a customer service perspective

Issue 4: An Integrated Approach to Development Approvals

Currently the responsibility for administering the planning process at the Municipality rest almost completely with the position of planner despite the need for direct involvement from all department who have a stake / interest in development. This includes public works, recreation, transportation, emergency services, economic development, and finance. Siloed approaches to development approvals can lead to redundant / conflicting comments being provided to applicant and confusion over areas of responsibility. It can also create a poor perception of the municipality by applicants and the public over who is responsible for what. Taking an integrated approach to development approvals with involved departments can create clear simple lines of communication, allows for clear input and direction from the municipality, and encourages innovative and integrated solutions from staff.

Options	Implications (Low / Med / High)			
	Administrative	Budget	Technology	Customer Service
Option 1 – create a staff technical advisory committee to internally review development proposals / applications	Medium – potentially chaired by the planner, the internal committee composed of relevant department heads, would meet regularly to review development proposes and applications	Low – No real budget implications	Low – Standard software and internet access is required	High – For applicants this can mean more regular review and receipt of consolidated comments on applications resulting in greater process efficiencies
Option 2 – dedicate an administrative staff person to manage commenting from departments and outside agencies	Low – Aside from assigning a staff person to manage this task and accounting for their time spent, there is likely few administrative implications	Low – an existing staff person could be trained in this capacity	Low – Standard software and internet access is required	High – For applicants this can mean more regular review and receipt of consolidated comments on applications resulting in greater process efficiencies as well as a dedicated contact staff member to

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OPTIONS ANALYSIS & RECOMMENDATIONS

Options	Implications (Low / Med / High)			
	Administrative	Budget	Technology	Customer Service
				Speak with about their applications

Issue 5: Building Additional Capacity Across the Organization

The regulation and permitting of development are powerful and core responsibilities of municipalities in Ontario including Casselman. The planning and development process is also having major implications on any number of the municipality's other strategic priorities as they relate to attracting new businesses and residents and increasing tax assessment and revenue generation, as well as other priorities related to climate change, public health, heritage conservation, etc. Having a staff and council with a clear understanding of the planning and development process, its implications, and their respective roles and responsibilities can have significant positive impacts on both the development review process and well as development outcomes.

Options	Implications (Low / Med / High)			
	Administrative	Budget	Technology	Customer Service
Option 1 – new council member training	Low – Several facilitated training modules and courses are offered by municipal organizations, particularly immediately following municipal elections	Low – Outside training courses on planning processes are regularly offered and often at very reasonable / low cost	Low – Standard software and internet access is required	Low/Medium – As decision-makers councillors how are more informed on the development process will be in a position to make better informed decision on planning applications
Option 2 – general staff education / training on the planning process and their role in it	Low – Several facilitated training modules and courses are offered by a wide range of planning / municipal organizations	Low – Outside training courses on planning processes are regularly offered and often at very reasonable / low cost	Low – Standard software and internet access is required	High – cross-departmental training would likely have significant positive impacts on customer service arising from a better understanding of roles and responsibilities, and a more efficient development review process

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OPTIONS ANALYSIS & RECOMMENDATIONS

4.2 CONSIDERATIONS FOR EVALUATING DIGITAL FILE/LAND MANAGEMENT SOLUTIONS

At the outset of this project the Municipality identified the need to understand the considerations and criteria that should be used to evaluation of any new digital file management solution. To that end, it is recommended that any evaluation criteria developed by the Municipality should take into account the following considerations:

- **Vendor Info** – How responsive is the vendor to inquiries for information? Can Ontario-specific municipal references be provided? Is an in-person or on-line demonstration available that is tailored to the site plan approval process?
- **Product Info** – What are the available models of software ownership and licencing for the system? Who are the Ontario / North American jurisdictions currently using the software for planning applications and what has the vendor's recent experience introducing a new software from the ground-up? Are there different classes of users? Can the system be used by staff in agencies outside the Municipality, such as the Conservation Authority?
- **Cost** – What are the costs of initial implementation for the system? What are the ongoing required maintenance costs associated with the system? How is the license fee calculated (e.g. number of properties, permits or users)?
- **Data Storage / Security** – Does the system use cloud technology (e.g. is data controlled in the US or is there a Canadian controlled cloud environment that is exempt from Patriot Act searches) or individual servers(provided by the Municipality – if so, what are the requirements)? Is there flexibility in this regard? What are the system's security framework?
- **Customer Support** – What customer support options and plans are available? What staffing resources are required at the Municipality to maintain the system?
- **Reporting** – What is the system's reporting capabilities? Does it have the ability to integrate reporting in various file formats?
- **Software Integration** – How does the proposed system integrate with other applications, particularly GIS applications. Are there added functionalities through integration? What system-specific interfaces are available, what generic interfaces are available? Does the system have its own e-mail interface? Does it interface with Outlook (or other municipal e-mail system?)
- **Permit Management** – What are the permit/application management capabilities of the system? How does the system manage permit application, issuance, customization, tracking, archiving, querying and reporting?
- **Citizen Request and Response** – Does the system support interface / communication between the public / applicants and municipal staff?
- **Plan & Document Review** – What is the software's capabilities in managing, archiving, plans and other documents? Does the system have tools that allow for municipal staff to review / mark-up plans, drawings, and other external documents? Is there version control of the mark-up?
- **Fee & Cashier Management** – Is the system able to manage and track the payment and processing of multiple fees? Does the Municipality want automated fee calculation? Or just tracking of payments? (There is a lot of overhead in automatic fee calculation.)
- **Mobile Operations** – Does the software have mobile operability? What are the system's GPS capabilities, and functions specific to inspection activities? Are there limitations to mobile operability? For mobile applications does the system use the mobile for live access? If so what is the data volume? Or does the application allow the user to download and take data without live

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OPTIONS ANALYSIS & RECOMMENDATIONS

linkage? Can the system update the inspection record from the field? Can inspectors get their assignments remotely?

- **Task and Personnel Management** – What is the systems capabilities related to tracking and managing staff workflows, productivity/workload reporting? What are its capabilities and related task notifications and tracking? How does it manage electronic signatures?
- **Product Roadmap** – What enhancements are planned – functionality, technical architecture. How are upgrades rolled out?

4.3 SUMMARY OF RECOMMENDATIONS

The following section provides a summary of the five key recommendations arising from Section 4.0 of this report that the project team recommends the Municipality pursuing. Recommendations arising from this report are categorized as follows:

- Recommendations related to cost savings;
- Recommendations related to improving service levels; and
- Other recommendations.

Each recommendation is described in greater detail below along with identifying the category which the recommendation falls into as well as any quantifiable cost saving associated with the recommendation.

RECOMMENDATION #1	Partner with the United Counties or another area municipality for the provision of shared planning services
Category of Recommendation	Cost-savings and improved service levels
Potential Cost Savings	\$41,500 to \$42,500 per year

Like many municipalities of similar size and context, Casselman has struggled to retain certain qualified professionals such as building officials and planners given their high demand, competitive salary ranges, need for bilingual staff, and proximity to the City of Ottawa. In lieu of hiring a full-time planning professional, the Municipality has the option of retaining an outside consultant or alternatively partnering with another local municipality or the United Counties of Prescott Russell to share planning services (resulting essentially in the creation of a part-time planning position).

From a customer service perspective having a full or part-time planner would ostensibly have the largest impact on customer service levels, providing a designated individual with regular office hours dedicated to the Municipality. This is in comparison to an outside consultant who are dedicated to other assignments and clients and whose fee structure is driven by the need to profit financially from service provision.

The Municipality budgets approximately \$85,000 per year in salary and budget for the position of planner (which is currently vacant). The budgetary requirements of retaining land use planning consultants on a yearly basis are estimated by the project team at approximately \$84,000 based on work providing services to a municipality of similar size and scale. The budgetary requirements of sharing a planning staff person (on a 50/50 basis) with an area municipality are estimated to be approximately \$42,500.

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RECOMMENDATION #2	Implement a Digital File Management Solution
Category of Recommendation	Improved service levels
Potential Cost Savings	N/A

As noted previously, the Municipality currently has no digital file management solution for planning and development files, and this is managed manually by municipal staff. This is both time-consuming given the highly regulatory nature of the work and can leave significant room for human error in the processing of files and the meeting of statutory timelines and legislative requirements. There are several digital file management solutions available to municipalities of a wide range of sizes, and that can be integrated with a municipality’s finance system and / or asset management. These software solutions also typically have a wide range of functionality including front-facing customer service portals to allow applicants and the public to track application progress in an open and transparent fashion and Section 4.2 of this report highlights several considerations that the Municipality should examine when analysing solutions.

RECOMMENDATION #3	Production of Public Guides and Increased Use of Social Media for development applications
Category of Recommendation	Improved service levels
Potential Cost Savings	N/A

One of the key issues noted by the project team in this review was the need to increase transparency and accessibility of the planning and development process given its complex and highly regulatory nature, that is not well understood by the general public. Two low-cost solutions to assist in increasing the processes’ transparency would first be the production of user-friendly public guidelines to the planning and development process to improve applicant’s and the public’s understanding of the application process which can be maintained on the municipality’s website.

It is also noted that the Municipality does maintain at least one social medial account (with a following approximately 2,230 people and businesses for a municipality with a population of approximately 3,550). This well-followed account could be used to advertise and notify the public more regularly on development applications and how the application process works. As noted previously, educating and involving the public early on in the planning process can assist in ensuring that the planning process is transparent and accessible to the public, and can assist in avoiding reactionary responses from the public on planning applications and can build confidence in council’s decision-making.

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RECOMMENDATION #4	Create a Technical Advisory Committee to Review and Input into Development Applications
Category of Recommendation	Improved service levels
Potential Cost Savings	N/A

As noted by both internal and external stakeholders during the consultation process, current development review is characterized by inconsistent timelines and a siloed approach to commenting on development applications. As such it is recommended that the Municipality establish an internal staff Technical Advisory Committee (TAC) to regularly review development proposals and consisting of representation from those departments who are directly impacted by development proposals and / or are asked to provide input into the review of proposals (i.e. transportation, infrastructure, and park and recreation, etc.).

Chaired by the planner or chief building official, a regular weekly review meeting could be established to review development applications weekly (or *ad hoc* depending on development levels). This would ensure that all departments involved in development review are able to provide direct input into applications and permits a more integrated approach to development review with all departments providing input collectively with the ability to discuss and resolve cross-departmental issues.

RECOMMENDATION #5	Continuous Training on the Development Process for Staff and Council
Category of Recommendation	Other
Potential Cost Savings	N/A

Having a staff and council with a clear understanding of the planning and development process, its implications, and their respective roles and responsibilities can have significant positive impacts on both the development review process, and well as development outcomes. As noted previously in this report, there are a wide range of training modules and learning opportunities available to municipal staff and council by a range of municipal organizations and bodies including the Association of Municipalities of Ontario (AMO), the Association of Municipal Clerks and Treasurers of Ontario (AMCTO), the Ontario Association of Committees of Adjustment & Consent Authorities (OACA). These modules and training opportunities are often come a very low or no cost municipalities and can provide council and staff with resources to better understand their roles and responsibilities in the planning and development process.

SECTION 5.0

RECOMMENDED INTERNAL PROCEDURES

INTRODUCTION

Some of the key issues identified by Casselman staff and stakeholders in the development services review were largely associated with a lack of clarity and direction on the step-by-step processes for each development application at the local level. This was identified as a risk to service delivery, meeting statutory requirements, and staff/applicant understanding and clarity on each stage of the process for a given application.

To date, the Municipality of Casselman has only one documented internal workflow process for a development application, which is site plan control. This process outlined in Site Plan Control By-law No. 2020-052 and, while providing generally sound guidance on different aspects of the process, the steps from application intake to approval are not clear in terms of individual staff roles and tasks. Despite this, the site plan approval process and approximate timeline is outlined on page 22 of the site plan control by-law, providing a high-level summary of the steps involved (largely geared to the public/applicant).

In 2020, the United Counties of Prescott Russell (UCPR) published a comprehensive procedures manual for planning act applications, which has been a valuable resource for municipal and county staff responsible for processing these files. The manual specifically outlines each step in the various application processes and provides detailed reference to the associated sections of the *Planning Act*. The following planning act applications are covered in the manual:

- ***Local Official Plan Review***
- ***Local Official Plan Amendment***
- ***County Official Plan Amendment***
- ***Consent Application***
- ***Validation Certificate***
- ***Subdivision / Condominium***
- ***Deeming By-laws***
- ***Part Lot Control Exemption***

While the UCPR manual is an excellent resource for both municipal and county staff alike, it only covers County-led/approved application processes.

In order to address the concerns identified in the service review around lack of clarity and direction on Municipal-led planning application processes, a series of high-level internal process flows were developed for the following applications that are led by the Municipality of Casselman:

- ***Building Permit***
- ***Minor Variance and Permission***
- ***Site Plan Control***
- ***Zoning By-law Amendment***

The following procedures are intended to complement the processes outlined in the *Planning Act* for each of the above applications. The goal is to provide a quick reference to the steps involved with each to assist planning and other municipal staff in understanding the processes.

SECTION 5.1 – RECOMMENDED INTERNAL PROCEDURES

BUILDING PERMIT

Reference Legislation	Building Code Act, 1992
Associated Regulations	Ontario Building Code, O. Reg. 332/12
Municipal By-law	Building By-law No. 2020-013
Approval Authority	Municipality of Casselman Chief Building Official

The following steps and actions should be undertaken for every Building Permit Application. For further information on legislative or statutory requirements, please refer to the Municipality of Casselman Building By-law No 2020-013 or *Building Code Act, 1992*.

1. Pre-Consultation

- a. **Chief Building Official** meets with Applicant and discusses requirements for Building Permit Application (if requested by Applicant).
- b. **Chief Building Official** may request preliminary input from **Planner** on proposed development to ensure compliance with Zoning By-law.
- c. **Planner** reviews proposal and advises **Chief Building Official** and/or Applicant, where necessary of any perceived issues.

2. Submission & Review

- a. **Applicant** prepares and submits Building Permit Application and required materials.
- b. **Chief Building Official** reviews application and supporting information and advises if application complete. If incomplete, Applicant is notified, and Step 2 is restarted. If complete, continue to Step 3

3. Complete Application

- a. If a Building Permit Application is complete, **Chief Building Official** will advise the applicant and note the date.
- b. The following timelines apply for issuance or refusal, in accordance with **Table 1.3.1.3 of the Ontario Building Code (O. Reg. 332/12)**:

Item	Column 1 Class of Building	Column 2 Time Period
1.	(a) Except for a <i>retirement home</i> , a <i>house</i> where no <i>dwelling unit</i> is located above another <i>dwelling unit</i> .	10 days
	(b) A detached structure that serves a <i>building</i> described in Clause (a) and does not exceed 55 m ² in <i>building area</i> .	
	(c) A tent to which Section 3.14. of Division B applies.	
	(d) A sign to which Section 3.15. of Division B applies.	
2.	(a) <i>Buildings</i> described in Clause 1.1.2.4.(1)(a), (b) or (c) of Division A, other than <i>buildings</i> described in Column 1 of any of Items 1 and 4 of this Table.	15 days
	(b) <i>Farm buildings</i> that do not exceed 600 m ² in <i>building area</i> .	
3.	(a) <i>Buildings</i> described in Clause 1.1.2.2.(1)(a) or (b) of Division A, other than <i>buildings</i> described in Column 1 of any of Items 1 and 4 of this Table.	20 days
	(b) <i>Farm buildings</i> exceeding 600 m ² in <i>building area</i> .	
	(c) <i>Retirement homes</i> .	
4.	(a) <i>Post-disaster buildings</i> .	30 days
	(b) <i>Buildings</i> to which Subsection 3.2.6. of Division B or any provision in Articles 3.2.8.3. to 3.2.8.11. of Division B applies.	

SECTION 5.1 – RECOMMENDED INTERNAL PROCEDURES

BUILDING PERMIT

4. Open File

- a. **Chief Building Official** assigns a permit/file number to the application and creates file for record-keeping

5. Circulation to Planner

- a. **Chief Building Official**, where possible, should circulate building permit applications to the **Planner** for a zoning compliance review. **Chief Building Official** and **Planner** should communicate the types of Building Permit Applications necessary for circulation to ensure this step does not affect review timelines required outlined in Step 3.
- b. **Planner** will review building permit application and advise **Chief Building Official** whether zoning is complied with or if additional planning approvals (Zoning Amendment, Minor Variance, Site Plan Control, etc.) are required.

6. Peer Review

- a. For more complex building permits, **Chief Building Official** may retain a third-party peer review professional to assist in the review of Building Permit Applications and associated information. **Chief Building Official** is responsible for coordinating third-party review.

7. Building Permit Application Decision

- a. If the proposal complies with the Building Code and applicable law outlined therein, the **Chief Building Official** will prepare and issue the Building Permit within the timelines outlined in Step 3.
- b. If the proposal does not comply with the Building Code and applicable law outlined therein, the **Chief Building Official** will prepare a notice of refusal, including reasons for the refusal. Most often, the **Chief Building Official** should endeavour to address or resolve any issues with a Building Permit Application prior to issuing a refusal.

8. Inspections

- a. The **Chief Building Official** will carry out inspections at various stages in the development/construction process in accordance with the requirements of the Building Code to ensure works are being carried out in compliance with the Code. This will continue until final inspection and approval of works is granted by the **Chief Building Official**.

SECTION 5.2 – RECOMMENDED INTERNAL PROCEDURES MINOR VARIANCE AND PERMISSION

Reference Legislation	Planning Act, R.S.O. 1990, c. P.13, Section 45
Associated Regulations	O. Reg. 200/96
Approval Authority	Municipality of Casselman Committee of Adjustment

The following steps and actions should be undertaken for every application to the Committee of Adjustment. Please refer to the applicable sections and regulations of the *Planning Act* for more detailed information on statutory requirements and processes.

1. Pre-Consultation (no form required)

- a. **Secretary-Treasurer/Planner** meets with the Applicant to review their proposed project and provides preliminary input to assist in the preparation of an application. Planner may consult with other departmental staff for input before, during, or after meeting.
- b. **Secretary-Treasurer/Planner** may suggest that Applicant consult with other regulatory agencies, or neighbouring landowners, depending on location and scope of proposal.
- c. **Applicant** consults with regulatory agencies or neighbouring landowners at their discretion.
- d. **Secretary-Treasurer/Planner** identifies requirements for a complete application and provides them in writing to Applicant within **1 week (recommended)** of meeting.

2. Application Submission & Review

- a. **Applicant** prepares application and any additional information/supporting studies identified in pre-consultation.
- b. **Applicant** submits application, supporting information, and fees to Planner.
- c. **Secretary-Treasurer/Planner** reviews application against requirements for complete application and notifies applicant if complete/incomplete within **1 week (recommended)**. If incomplete, provide direction to applicant for revisions/resubmission.
 - i. *Please note: Subsection 45(4) of the Planning Act requires the hearing on any application to be held within **30 days** after the application is received by the Secretary-Treasurer of the Committee of Adjustment.*

3. Open File

- a. **Secretary-Treasurer/Planner** assigns a file number to the application and creates a digital file for record-keeping.

4. Schedule Committee of Adjustment Hearing

- a. **Secretary-Treasurer/Planner** presents options for hearing date(s)/time(s) to Committee of Adjustment members to reach consensus on agreeable hearing date. Hearing date must be held within **30 days (statutory)** of application receipt.
- b. **Committee of Adjustment Members** provide availability to Secretary-Treasurer/Planner as soon as possible.

SECTION 5.2 – RECOMMENDED INTERNAL PROCEDURES MINOR VARIANCE AND PERMISSION

- c. **Secretary-Treasurer/Planner** finalizes hearing date within **30 days (statutory)** of application receipt.

5. Circulation to Commenting Agencies

- a. **Secretary-Treasurer/Planner** circulates application and necessary supporting information to commenting agencies/departments via email, who will be advised that comments should be provided by no later than the date of the public hearing.
- b. This circulation can be provided jointly with the Notice of Public Hearing outlined in Step 6, depending on the date of the hearing and whether additional time is desired to allow for agency comment.

6. Notice of Public Hearing

- a. **Secretary-Treasurer/Planner** prepares Notice of Public Hearing in accordance with **O. Reg. 200/96**.
- b. **Secretary-Treasurer/Planner** circulates Notice no sooner than **10 days (statutory)** before date of Public Hearing.

7. Preparation for Public Hearing & Staff Recommendation

- a. **Secretary-Treasurer/Planner** maintains all correspondence and submissions related to application.
- b. **Secretary-Treasurer/Planner** prepares report for Committee of Adjustment, including a recommendation and any recommended conditions should the Committee approve the proposal.
- c. **Secretary-Treasurer/Planner** prepares Committee package, including Agenda and associated materials, meeting minutes for approval, resolutions, and draft decisions. Committee package circulated to Committee members no sooner than **2 days (recommended)** before the hearing.

8. Public Hearing

- a. **Secretary-Treasurer/Planner** presents an overview of the report and recommendation from staff.
- b. **Committee of Adjustment Members** may ask questions of the Secretary-Treasurer/Planner or Applicant in considering their decision.
- c. **Members of the Public and/or agencies** in attendance are provided an opportunity to provide comment and/or ask questions.
- d. **Applicant** will be given an opportunity to speak to the proposal and/or address any comments or concerns raised.
- e. **Committee of Adjustment Members** decide to approve (with or without conditions), defer, or refuse the application at the hearing.
 - i. If deferred, the **Committee** must provide clear instruction to the **Secretary-Treasurer/Planner** as to the conditions under which they will be prepared to make

SECTION 5.2 – RECOMMENDED INTERNAL PROCEDURES MINOR VARIANCE AND PERMISSION

a decision. **Secretary-Treasurer/Planner** will then work with Applicant to satisfy conditions required for Committee re-consideration. Steps 7 & 8 are then repeated.

9. Notice of Decision & Appeal Period

- a. Upon Committee decision, **Secretary-Treasurer/Planner** prepares Notice of Decision and circulates Notice within **10 days (statutory)** of the date the decision was made, in accordance with **O. Reg. 200/96**.
- b. Appeal Period is **20 days (statutory)** from the date the Notice of Decision was circulated.

10. Appeal to Ontario Land Tribunal (OLT)

- a. If appeal received, **Secretary-Treasurer/Planner** prepares necessary forms and appeal package and submits to Ontario Land Tribunal within **15 days (statutory)** after the last day of appeal. More information on the OLT appeal process can be found at <https://olt.gov.on.ca/>.

11. Notice of No Appeal

- a. On the day after the final day of Appeal Period, **Secretary-Treasurer/Planner** ensures no appeals have been received on the Committee's decision.
- b. If no appeals received, **Secretary-Treasurer/Planner** communicates this in writing to the Applicant and prepares a certified copy of the Committee's decision to be forwarded to the Clerk.
- c. **Clerk** files certified copy of the Committee's decision.

12. Conditions of Approval

Please Note: This step is only applicable if the Decision of the Committee of Adjustment includes conditions of approval.

- a. **Secretary-Treasurer/Planner** will monitor satisfaction of conditions of approval in collaboration with **Chief Building Official** and other applicable agencies/departments, as necessary.

13. Building Permit Issuance

- a. Upon finalization of the Committee's decision, a building permit may now be issued by the Municipality for the proposed development, in accordance with the decision of the Committee.

SECTION 5.3 – RECOMMENDED INTERNAL PROCEDURES

SITE PLAN CONTROL

Reference Legislation	Planning Act, R.S.O. 1990, c. P.13, Section 41
Municipal By-law	By-law No. 2020-052
Approval Authority	Municipality of Casselman Council

By-law No. 2020-052 is the Municipality of Casselman’s Site Plan Control By-law. In addition to the direction provided therein, the following steps and actions should be undertaken for every application for site plan control approval. Please refer to the applicable sections and regulations of the *Planning Act* or site plan control by-law for more detailed information on statutory requirements and processes.

1. Pre-Consultation

- a. **Planner** provides pre-consultation form to applicant and assists where necessary in its completion
- b. **Applicant** completes and submits pre-consultation form to Planner
- c. **Planner** schedules pre-consultation meeting. Should be scheduled within **2 weeks (recommend)** of receiving pre-consultation form. The following agencies/departments should be given an opportunity to participate:
 - i. Building Department;
 - ii. Physical Services and Public Works Department;
 - iii. South Nation Conservation Authority;
 - iv. United Counties of Prescott Russell; and,
 - v. (if applicable) Municipal consultant(s) for engineering or planning.
- d. **Planner** hosts pre-consultation meeting and maintains record of minutes, comments, and discussion at pre-consultation meeting. Goal of meeting is to identify preliminary concerns or issues, as well as clarify requirements for complete application.
- e. **Planner** consolidates comments and discussion from agencies/departments at pre-consultation meeting and prepares comment letter for applicant identifying requirements for complete application. Letter should be provided within **2 weeks (recommend)**.

2. Submission & Review

- a. **Applicant** prepares application and any additional information/supporting studies identified in pre-consultation.
- b. **Applicant** submits application, supporting information, and fees to Planner.
- c. **Planner** notes date of submission and should deem application complete or incomplete within **21 days (recommended)**
- d. **Planner** reviews application against requirements for complete application identified in pre-consultation and circulates to departments or agencies involved in pre-consultation for review if necessary.
 - i. For more "specialized" requirements that involve matters such as engineering or natural heritage assessment, other departments and/or agencies may be circulated to review materials to ensure completeness, as necessary.

SECTION 5.3 – RECOMMENDED INTERNAL PROCEDURES

SITE PLAN CONTROL

3. Deem Complete or Incomplete

- a. **(If Incomplete): Planner** prepares comment letter describing any outstanding requirements and instructions for complete application and circulates to applicant within **21 days (suggested)** from date of application submission. Step 2 is then repeated.
- b. **(If Complete): Planner** notifies applicant in writing within **21 days (suggested)** from date of application submission.

4. Open File

- a. **Planner** assigns a file number to the application and creates a digital file for record-keeping

5. Circulation to Commenting Agencies

- a. **Planner** circulates application and supporting information to commenting agencies via email, who will be advised that comments should be provided within **30 days (suggested)**.
- b. **Planner** manages intake of all comments and prepares consolidated feedback/comment letter to Applicant advising of any revisions or additional information required.

6. Revision & Resubmission Review

Please note: this step is only necessary if revisions or additional information have been requested by the Municipality or commenting agencies. If no revisions or additional information is required, proceed to Step 7.

- a. **Applicant** revises submission and any necessary materials in accordance with the direction provided by the comment letter prepared by the **Planner**.
- b. **Applicant** resubmits revised drawings and/or other materials for review.
- c. **Planner** re-initiates Step 5.

7. Approval in Principle & Draft Site Plan Agreement

- a. **Planner** prepares a letter to the Applicant advising that the submission and supporting materials are Approved in Principle by staff. This does not constitute an approval, but is intended to advise the Applicant that the submission requires no further revision or resubmission at this point.
- b. **Planner** prepares draft Site Plan Agreement to address the obligations of the Applicant in carrying out the proposed development.
- c. **Planner** provides a copy of the draft Site Plan Agreement to the Applicant for review and comment.
- d. **Applicant** reviews draft Site Plan Agreement and submits any comments or revisions they wish for the Municipality to consider.
- e. **Planner** reviews submission by Applicant and, if necessary, will set up a meeting to discuss any differences of opinion.
- f. **Planner** finalizes draft site plan agreement.

SECTION 5.3 – RECOMMENDED INTERNAL PROCEDURES

SITE PLAN CONTROL

- g. **Planner** coordinates with Clerk to schedule agenda item for next available Council meeting, and advises Applicant of meeting date.

8. Council Decision

- a. **Planner** prepares planning report and recommendation on proposal.
- b. **Planner** prepares draft by-law for site plan approval and agreement.
- c. **Clerk** reviews planning report, draft by-law, and site plan control agreement, and adds item to Council Agenda.
- d. **Council** considers planning report and recommendation on proposed site plan at regular meeting and decision is made to approve, defer, or refuse proposal.
 - i. If approved, proceed to Step 9.
 - ii. If deferred, **Council** must clarify the reasoning and conditions under which they will be prepared to make a decision in the future. Steps 6 thru 8 are repeated. Applicant may appeal failure of Council to approve plans in accordance with the *Planning Act*.
 - iii. If refused, **Council** must clarify their reasoning. Applicant may appeal failure of Council to approve plans in accordance with the *Planning Act*.

9. Appeal to Ontario Land Tribunal (OLT)

- a. In accordance with Subsection 41(12) of the *Planning Act*, if the Municipality fails to approve the application for site plan control within **30 days (statutory)** after they are submitted, the Applicant may appeal to the Tribunal by filing with the clerk of the local municipality a notice of appeal accompanied by the fee charged by the Ontario Land Tribunal (OLT).
- b. If appeal received, **Clerk** prepares necessary forms and appeal package and submits to Ontario Land Tribunal within **15 days (statutory)** after the appeal is filed. More information on the OLT appeal process can be found at <https://olt.gov.on.ca/>.

10. Registration of Agreement and Provision of Financial Securities

- a. **Planner** circulates final Site Plan Agreement to Applicant for signature of owners.
- b. **Applicant/Owners** review and sign Agreement, and arranges for financial securities in the form of a Letter of Credit to be provided to the Municipality.
- c. **Planner** receives signed agreement and coordinates with **Clerk** to arrange for Municipal solicitor to register agreement against the title to the subject lands.
- d. **Planner** receives financial securities in the form of Letter of Credit and coordinates with **Treasurer** for appropriate filing and maintenance of securities.
- e. **Planner** advises Chief Building Official and Applicant once agreement registered and financial securities that building permit(s) may now be issued for work(s).

SECTION 5.3 – RECOMMENDED INTERNAL PROCEDURES

SITE PLAN CONTROL

11. Project Started

- a. **Applicant** may begin work(s), subject to obtaining necessary approvals or permits, and subject to conditions of site plan agreement.

12. Completion and Inspection of Works, Release of Securities

- a. **Applicant** advises **Municipality** as required of the partial or full completion of works associated with the project. This notice may be accompanied by a request for a full or partial release of financial securities being held.
- b. **Planner, Chief Building Official**, or any other appropriate Municipal representative will review completed works and inspect site to confirm completeness.
- c. **Planner** will advise Applicant in writing as to whether completed works are satisfactory and if partial or full release of securities is warranted.
- d. This process will be repeated for all aspects of the project involving securities or works outlined in the site plan agreement.

13. Release of Securities

- a. **Planner** will coordinate with **Treasurer** for the partial or full release of securities respecting works completed.
- b. This process will be repeated for all aspects of the project involving securities or works outlined in the site plan agreement until project is completed and full release of securities have been carried out.

SECTION 5.4 – RECOMMENDED INTERNAL PROCEDURES ZONING BY-LAW AMENDMENT

Reference Legislation	Planning Act, R.S.O. 1990, c. P.13, Section 34
Associated Regulations	O. Reg. 545/06
Approval Authority	Municipality of Casselman Council

The following steps and actions should be undertaken for every application for zoning by-law amendment. Please refer to the applicable sections and regulations of the *Planning Act* for more detailed information on statutory requirements and processes.

1. Pre-Consultation

- a. **Planner** provides pre-consultation form to applicant and assists where necessary in its completion
- b. **Applicant** completes and submits pre-consultation form to Planner
- c. **Planner** schedules pre-consultation meeting. Should be scheduled within **2 weeks (recommended)** of receiving pre-consultation form. The following agencies/departments should be given an opportunity to participate:
 - i. Building Department;
 - ii. Physical Services and Public Works Department;
 - iii. South Nation Conservation Authority;
 - iv. United Counties of Prescott Russell; and,
 - v. (if applicable) Municipal consultant(s) for engineering or planning.
- d. **Planner** hosts pre-consultation meeting and maintains record of minutes, comments, and discussion at pre-consultation meeting. Goal of meeting is to identify preliminary concerns or issues, as well as clarify requirements for complete application.
- e. **Planner** consolidates comments and discussion from agencies/departments at pre-consultation meeting and prepares comment letter for applicant identifying requirements for complete application. Letter should be provided within **2 weeks (recommended)**.

2. Submission & Review

- a. **Applicant** prepares application and any additional information/supporting studies identified in pre-consultation.
- b. **Applicant** submits application, supporting information, and fees to Planner.
- c. **Planner** notes date of submission and is required to deem application complete or incomplete within **30 days (statutory)**.
- d. **Planner** reviews application against requirements for complete application identified in pre-consultation and circulates to departments or agencies involved in pre-consultation for review if necessary.
 - i. For more "specialized" requirements that involve matters such as engineering or natural heritage assessment, other departments and/or agencies may be circulated to review materials to ensure completeness, as necessary.

SECTION 5.4 – RECOMMENDED INTERNAL PROCEDURES ZONING BY-LAW AMENDMENT

3. Deem Complete or Incomplete

- a. **(If Incomplete): Planner** prepares comment letter describing any outstanding requirements and instructions for complete application and circulates to applicant within **30 days (statutory)** from date of application submission. Step 2 is then repeated.
- b. **(If Complete): Planner** notifies applicant in writing within **30 days (statutory)** from date of application submission.

4. Open File

- a. **Planner** assigns a file number to the application and creates a digital file for record-keeping

5. Circulation to Commenting Agencies

- a. **Planner** circulates application and necessary supporting information to commenting agencies via email, who will be advised that comments should be provided by no later than the date of the public meeting.

6. Schedule Public Meeting

- a. **Planner** coordinates with **Clerk** to determine if public meeting can be scheduled within **15 days (statutory)** of application being deemed complete.
- b. If public meeting **can** be scheduled within **15 days (statutory)** of declaring complete application – **Planner** will prepare joint Notice of Complete Application and Notice of Public Meeting in accordance with O. Reg. 545/06.
 - i. **Clerk** confirms date and time of public meeting.
- c. If public meeting **cannot** be scheduled within **15 days (statutory)** of declaring complete application – **Planner** will prepare Notice of Complete Application in accordance with O. Reg. 545/06.

7. Notice of Complete Application

Please note: This step is only followed if a public meeting cannot be scheduled within 15 days of declaring complete application.

- a. **Planner** prepares Notice of Complete Application in accordance with O. Reg. 545/06.
- b. **Clerk** reviews and approves Notice of Complete Application for circulation.
- c. **Planner or Clerk** circulate Notice no later than **15 days (statutory)** from the date of declaring complete application.

8. Notice of Public Meeting

Please note: If a public meeting can be scheduled within 15 days of declaring complete application, the Notice of Public Meeting also acts as a Notice of Complete Application.

- a. **Clerk** confirms date and time of public meeting.

SECTION 5.4 – RECOMMENDED INTERNAL PROCEDURES ZONING BY-LAW AMENDMENT

- b. **Planner** prepares Notice of Public Meeting in accordance with O. Reg. 545/06.
- c. **Clerk** reviews and approves Notice of Public Meeting
- d. **Planner or Clerk** circulate Notice no sooner than **20 days (statutory)** before date of Public Meeting

9. Public Meeting Preparation

- a. **Planner** manages agency and public submissions.
- b. **Planner** conducts a site visit.
- c. **Planner** prepares and finalizes planning report and sends to Clerk for addition to agenda – report should be overview of proposal and summary of comments/submissions received to date. No recommendation should be included.
- d. **Planner** prepares draft by-law and schedule, sends to Clerk for addition to agenda.
- e. **Planner** prepares public meeting presentation – for larger/more complex files, Planner can request presentation from Applicant/their agent.

10. Public Meeting

- a. **Planner** outlines statutory process/appeal rights, presents overview of proposal, and reviews submissions received to date.
- b. **Applicant** attends public meeting and may be asked to present and/or comment or answer any questions.

11. Staff Recommendation

- a. **Planner** reviews and consolidates submissions from commenting agencies and members of the public.
- b. **Planner** prepares and finalizes staff report and recommendation to Council, incorporating overview of all submissions received at the Public Meeting.
- c. **Planner** prepares and finalizes draft by-law and schedule.
- d. **Clerk** reviews staff report, draft by-law, and schedule, and adds to Council Agenda.

12. Council Decision

- a. **Council** reviews Planner's recommendation at regular meeting and decision is made to approve, defer, or refuse by-law.
 - i. If deferred, **Council** must clarify the reasoning and conditions under which they will be prepared to make a decision in the future.
 - ii. **Planner** will then work with Applicant to satisfy conditions required for Council re-consideration
 - iii. Step 11 is repeated.

SECTION 5.4 – RECOMMENDED INTERNAL PROCEDURES ZONING BY-LAW AMENDMENT

13. Notice of Decision & Appeal Period

- a. **Planner** prepares Notice of Decision and circulates Notice within **15 days (statutory)** of the date the decision was made, in accordance with **O. Reg. 545/06**.
- b. Appeal Period is **20 days (statutory)** from the date the Notice of Decision was circulated.

14. Appeal to Ontario Land Tribunal (OLT)

- a. If appeal received, **Clerk** prepares necessary forms and appeal package and submits to Ontario Land Tribunal within **15 days (statutory)** after the last day of appeal. More information on the OLT appeal process can be found at <https://olt.gov.on.ca/>.

15. Notice of No Appeal

- a. On the day after the final day of Appeal Period, **Planner and Clerk** coordinate to ensure no appeals have been received on the decision.
- b. If no appeals received, **Planner** prepares Notice of No Appeals and circulates to Applicant.
- c. **Clerk** files Notice of No Appeals along with certified copy of by-law for the record.

16. Consolidation of Zoning By-law

- a. **Planner** consolidates any textual amendments passed with the Zoning By-law and coordinates with the United Counties of Prescott Russell to implement changes to the zoning schedules/GIS layers.