
DEVELOPMENT APPROVAL PROCESS
AND FEES REVIEW

TOWN OF NEWMARKET | JUNE 2023





Sajecki Planning Inc.

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TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	8
1.0 INTRODUCTION.....	11
1.1 Background.....	12
1.2 Purpose.....	12
1.3 Approach.....	12
2.0 LEGISLATIVE CONTEXT.....	15
2.1 Development Review Timelines.....	16
2.2 Review Processes.....	17
2.3 Role of External Agencies.....	17
2.4 York Region Collaborative Application Preparation (CAP) Process	18
2.5 An Evolving Landscape.....	18
3.0 AS-IS PROCESS.....	20
3.1 Town of Newmarket.....	21
3.1.1 Planning Services.....	21
3.1.2 Engineering Services.....	22
3.1.3 Development Coordination Committee.....	23
3.1.4 Building Services.....	24
3.1.5 Other Review & Supporting Departments.....	24
3.2 External Agencies.....	24
4.0 AS-SHOULD-BE PROCESS.....	26
4.1 Staff Interviews.....	27

4.2 Applicant Survey.....27

4.3 Findings.....28

5.0 RECOMMENDATIONS.....30

 A. Department Structure and Governance.....31

 B. Resourcing.....36

 C. Workflow.....39

 D. Software and File Management.....42

 E. Documentation.....43

 Additional Considerations.....46

6.0 IMPLEMENTATION.....47

APPENDIX A: PRE-BILL 109 DEVELOPMENT APPLICATION REVIEW WORKFLOWS

APPENDIX B: BILL 109 DEVELOPMENT APPLICATION REVIEW WORKFLOWS

APPENDIX C: STREAMLINED APPLICATION SUBMISSION REQUIREMENTS

FIGURES AND TABLES

FIGURES

Figure 1 Photos from Staff Workshop Brainstorming Session	13
Figure 2 York Region's Collaborative Application Preparation (CAP) Process	19
Figure 3 Key internal departments involved in Development Approval Processes in the Town of Newmarket	22
Figure 4 Applicant Survey Response Breakdown	27
Figure 5 Recommendations Grouped into Short-, Medium-, and Long-Term Goals	49

TABLES

Table 1 Summary of Recommendations	8
Table 2 Review Timeframes as per the <i>Planning Act</i> as amended by Bills 139, 108, and 109	16
Table 3 Refund Provisions as per the <i>Planning Act</i> as amended by Bill 109	17
Table 4 Continue Doing, Stop Doing, Start Doing	29

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EXECUTIVE SUMMARY

Sajecki Planning and Hemson Consulting were retained in Fall 2022 to conduct a Development Approval Process and Fees Review for the Town of Newmarket. Given recent changes to legislated review timeline introduced through Bill 109, the *More Homes for Everyone Act, 2022*, and changing development trends in the Town, the purpose of this study is to identify opportunities to improve efficiency and effectiveness in development review, respond to Bill 109 changes, and ensure the Town is charging appropriate application fees. The subject of this report is a review and analysis of existing development review processes, with fees the subject of a separate report prepared by Hemson Consulting.

Prior to developing recommendations, a comprehensive examination of the current development review process, referred to as the 'as-Is' review process (considering the pre-Bill 109 process for the purposes of this assessment), was conducted. This evaluation involved mapping the existing procedures using available documentation

and engaging in interviews with both internal staff and representatives from relevant external departments. By gathering insights from individuals directly involved in the process, the strengths and weaknesses of the current system were identified. Furthermore, a survey was administered to individuals who have submitted one-time or repeat development applications to the Town, aiming to obtain additional perspectives on the customer experience associated with Newmarket's approvals process.

Preliminary recommendations were identified and tested with Town staff in an in-person half-day workshop. Interviews were then conducted with staff from the Cities of Mississauga and Guelph as well as the Town of Milton to inform possible implementation.

A total of 22 recommendations have been identified across five key areas covering, (1) Departmental Structure & Governance; (2) Resourcing; (3) Workflow; (4) Software & File Management; and (5) Documentation.

Table 1 | Summary of Recommendations

Recommendation		Timing
<i>A Departmental Structure and Governance</i>		
A.1	Consider a departmental restructuring locating Development Review Engineering and Planning under the same Director OR the expansion of the existing Development Coordination Committee or the establishment of a new committee to oversee complex Site Plan Review.	Long-Term
A.2	Align engineering reviewers geographically, mirroring the NW/SE division for Planning Services.	Short-Term
A.3	Expand delegation of approval authority to include minor zoning by-law amendments, specifically temporary use by-laws and the removal of holding symbols.	Medium-Term
A.4	Exempt the creation or expansion of parking lots from site plan review and have their engineering design reviewed under the Site Alteration By-law.	Medium-Term

Recommendation		Timing
A.5	Define streams of site plan review with limited circulation for less complex or less controversial applications.	Medium-Term
A.6	Explore the possibility of eliminating site plan agreements, at least for express site plan applications.	Long-Term
A.7	Continue to foster a 'yes' attitude when working with applicants.	Short-Term
A.8	Limit concurrent applications to OPA/ZBAs.	Complete
<i>B Resourcing</i>		
B.1	Conduct a cost-benefit analysis on hiring additional staff compared to retaining external consultants.	Medium-Term
B.2	Consider creating new positions to meet identified gaps in review responsibilities.	Medium-Term
<i>C Workflow</i>		
C.1	Formally document and review roles and responsibilities to ensure work is completed by staff most appropriate for the task.	Short-Term Goals
C.2	Streamline submission requirements per application type.	Complete
C.3	Explore opportunities to relegate requirements to conditions of approval.	Short-Term
C.4	Establish a regular timing and schedule for internal and external meetings, particularly around key application milestones.	Medium-Term
<i>D Software and File Management</i>		
D.1	Follow through with implementation of Accela with eventual online application submission and tracking.	Short-Term
D.2	Implement a shared file storage system with direct access for all departments.	Complete
D.3	Identify and purchase software that supports the technical review of application submission materials.	Short-Term
<i>E Documentation</i>		
E.1	Develop standard operating procedures, including vacation and transition protocols.	Long-Term
E.2	Prepare public-facing flowcharts and guides for the public's reference.	Long-Term
E.3	Update agreement templates.	Short-Term
E.4	Develop key performance indicators and an annual DAP performance scorecard.	Short-Term

The achievement of successful change at any level hinges upon the sustained commitment of management and the establishment of shared responsibility. When responsibility is ambiguous or solely placed on a single individual or department, progress tends to be hindered. As such, an interdepartmental team should be created to prepare a work plan based on the recommendations in this report with reporting timelines to the Strategic Leadership Team (SLT).

The present period for Ontario municipalities is marked by considerable uncertainty, as substantial and continuous changes introduced by the Province impact the processes, tools, and resources available to local governments in their role of guiding development. The Town of Newmarket, along with other municipalities, must demonstrate adaptability and embrace innovative thinking to effectively provide policy and regulatory guidance as they continue to grow.

1.0

INTRODUCTION

1.1 Background

The nature of development in Newmarket is changing. In previous decades development has been primarily greenfield-oriented, whereas today it is increasingly geared towards intensification and redevelopment. This shift in focus has led to a rise in both the volume and complexity of development applications, particularly in mid- and high-rise intensification projects, with substantial interest within the Newmarket Urban Centres Secondary Plan Area resulting in more complex development applications and significant allocation of staff resources to process.

Adding to this complexity, the Ontario Ministry of Municipal Affairs and Housing has designated a housing supply crisis in the province. To address this issue, they have implemented legislative changes aimed at streamlining the development review process, thereby assisting developers in bringing new housing to the market more efficiently:

- *More Homes, More Choices Act, 2019* (Bill 108) reduced time periods within which municipalities are required to make a decision on a development application.
- *The More Homes for Everyone Act, 2022* (Bill 109) underlined this intent by introducing a refunding mechanism if municipalities do not meet these accelerated timelines.
- *The More Homes Built Faster Act, 2022* (Bill 23) introduced additional changes affecting review processes by,
 - Removing approval authority from several upper-tier municipalities, including York Region, and
 - Limiting the role of conservation authorities.

Although some of the above changes are yet to take effect (discussed in greater detail in Section 2), these sweeping changes have significantly

altered the planning and development framework for municipalities throughout Ontario.

With consideration for evolving legislation and shifting development patterns in the Town of Newmarket, Sajecki Planning and Hemson Consulting have been commissioned to undertake a comprehensive review of the Development Approvals Process and Fees.

1.2 Purpose

The purpose of this project is to complete a Development Approvals Process and Fees Review and make recommendations that will result in increased process speed, efficiency, and effectiveness in the context of Bill 109 review timelines; and to ensure that the Town is charging appropriate application fees. The initial phase of this project, which is the focus of this report, examines the various processes involved in the review of development applications, starting from the initial pre-consultation meeting and continuing through to the submission of Building Permits. The second phase of the project, which is the subject of a separate report prepared by Hemson Consulting, examines the Town's fee structures as they relate to all development applications.

1.3 Approach

This Development Approvals Process Review consists of the following steps:

Documenting As-Is Processes (Pre-Bill 109): Given the timing of this report in relation to the implementation of Bill 109, the current "as-is" process discussed herein reflects pre-Bill 109 workflows, as staff have had limited experience processing complete applications under the interim system. Additionally, it is likely that issues or challenges that existed previous to the new process have been brought forward despite the new flows. Section 3 outlines the findings of this work.

Identifying As-Should-Be Processes: After documenting existing flows (shown in Appendix A),

Sajecki Planning identified an ‘as-should-be’ process based on:

- *Interviews with Internal Staff and External Agencies:* Interviews were conducted to better understand how processes flow and to understand existing areas of strength and weakness.
- *Applicant Survey:* To gather comprehensive feedback from the development industry, a survey was developed and distributed amongst various industry representatives, encompassing both one-time and repeat applicants. This approach ensured a comprehensive understanding of the stakeholders’ experiences working with Town staff during the development approval process.

Information collected from the above, summarized in Section 4, was used to identify preliminary areas of improvement in Newmarket’s development approval process. Preliminary recommendations were tested through an in-person staff workshop with management from Planning Services, Building Services, and Legal Services. Follow-up meetings were held with those who could not attend the workshop, including Development Engineering.

To gain insights into best practices and solutions used by other municipalities, a jurisdictional scan was carried out. Interviews were conducted with staff from the City of Mississauga, City of Guelph, and Town of Milton. Newmarket currently has a population of approximately 90,000 residents projected to increase to 130,000 in the coming decades. As such, two municipalities with comparable populations (Guelph with 165,588 and Milton with 132,979 as of the 2021 census) were included in this scan. Although a significantly larger municipality (with a population of approximately 800,000), Mississauga was included in this scan based on its early adoption of tools such as ePlans. Additionally, understanding how Mississauga has adapted to change as a result of intensifying development pressures provides an important lens through which to review the development approvals process and identify potential lessons learned.

The Town of Milton was identified by the Building Industry and Land Development Association (BILD) as having the shortest approval timelines among municipalities studied, with an average of 10 months per project compared to the average approval timeline of 21 months for all municipalities reviewed in its 2022 Municipal Benchmarking Study. In 2022,

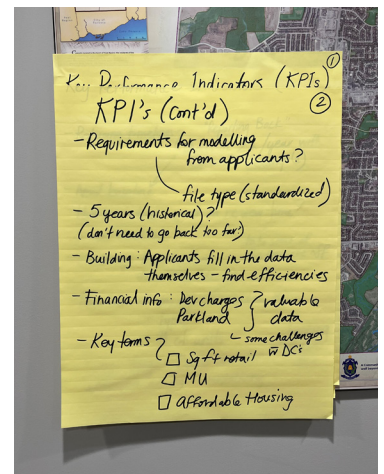
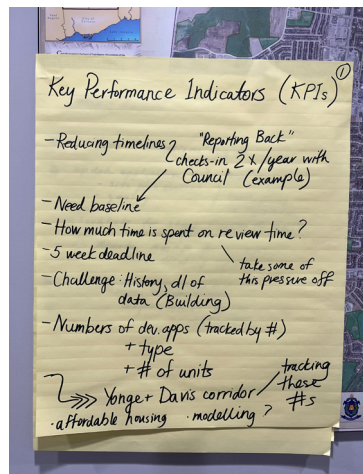


Figure 1 | Photos from Staff Workshop Brainstorming Session

Milton received 40 site plan applications, 15 rezoning applications, and 2 plans of subdivision. Similarly, the City of Guelph receives an average of 30-40 site plan applications, 8-10 official plan and zoning by-law amendment applications, 1 draft plan of subdivision, and 10 draft plans of condominium per year.

The final list of recommendations, with commentary collected through the jurisdictional scan, are presented in Section 5.

2.0

LEGISLATIVE
CONTEXT

Development applications are legislated under the *Planning Act*, which outlines processes by which an applicant can request approval for a development proposal within the boundaries of a municipality. In recent years, the *Planning Act* and other key legislation impacting the planning landscape in Ontario have seen frequent and significant changes aimed to support the Province of Ontario's mandate to construct 1.5 million homes by 2031. Recent changes to development review timelines, review processes, and the role of external agencies in development are discussed below. Key pieces of legislations referenced include:

- Bill 108, *More Homes, More Choice Act*, which received Royal Assent on June 6, 2019.
- Bill 109, *More Homes for Everyone Act*, which received Royal Assent on April 14, 2022.
- Bill 97, *Helping Homebuyers, Protecting Tenants Act, 2023*, released on April 6, 2023. Consultation closed on May 6, 2023; Bill 97 has not received Royal Assent as of the time of this writing.

2.1 Development Review Timelines

Timelines set out in the *Planning Act* identify the timing within which a municipality is required to make a decision on an application before an applicant has

the right to appeal a lack of decision to the Ontario Land Tribunal (previously the Local Planning Appeal Tribunal and Ontario Municipal Board). Over the past several years, subsequent amendments to the *Planning Act* have revised these timelines in an attempt to encourage faster development reviews to support construction of housing (see Table 2).

In April 2022, Bill 109 introduced new punitive provisions requiring municipalities to refund, in part or in their entirety, fees for development applications if Council did not make a decision on the application within the identified timeframes (see Table 3).

Most notably, the timelines above do not include a 'stop the clock' mechanism that provides the applicant time to respond to comments or requirements and to prepare a revised package. As a result, municipalities effectively have one round of review to make a recommendation on an application. This will likely have the effect of municipalities refusing applications that may otherwise have arrived at a supportable proposal if additional time existed for discussions with municipal staff to avoid having to refund application fees.

Although the refund mechanism was initially intended to come into effect on January 1, 2023, Bill 97, which has yet to receive Royal Assent, proposes to change this date to July 1, 2023.¹

Table 2 | Review Timeframes as per the *Planning Act* as amended by Bills 139, 108, and 109

Application Type	Pre-Bill 139	Bill 139 (2017)	Bill 108 (2019)	Bill 109 (2022)
Official Plan Amendment	180 days	210 days	120 days	120 days
Zoning By-law Amendment	120 days	150 days	90 days	90 days
Plan of Subdivision	180 days	180 days	120 days	120 days
Site Plan Application	30 days	30 days	30 days	60 days

¹In December 2022, the Ministry of Municipal Affairs indicated their intent to change the in-effect date to July 1, 2023, making any applications submitted after January 1, 2023, retroactively ineligible for application fee refunds.

Table 3 | Refund Provisions as per the *Planning Act* as amended by Bill 109

Application Type	No Refund	50% Refund	75% Refund	100% Refund
Official Plan Amendment	Decision made within 120 days	Decision made within 121 and 179 days	Decision made within 180 and 239 days	Decision made 240 days or later
Zoning By-law Amendment	Decision made within 90 days	Decision made within 91 and 149 days	Decision made within 150 and 209 days	Decision made 210 days or later
Site Plan Application	Approval granted within 60 days	Approval granted within 61 and 89 days	Approval granted within 90 and 119 days	Approval granted 120 days or later

2.2 Review Processes

Bills 109 and 23 also introduced changes that directly affect development review processes, particularly the review of site plan applications and draft plans of subdivision.

Bill 109 introduced several provisions that empower municipalities. This includes the ability to delegate site plan application review to staff, mandate pre-consultation meetings for site plan applications, and require applicants to fulfill submission requirements outlined in the municipality’s official plan to be deemed complete. Many of these new powers have been key in allowing municipalities to develop more robust pre-consultation processes to allow for the necessary discussions to arrive at a supportable proposal outside of the legislated timelines. Section 3 of this report references the Bill 109 flowcharts prepared by the Town of Newmarket implementing York Region’s Collaborative Application Preparation (CAP) process, which serve as valuable resources.

Subsequently, Bill 23 was enacted, leading to revisions in the scope of site plan approval. Notably, residential buildings with less than 10 units were exempted from site plan control, and exterior design was removed as an aspect subject to site plan approval. Additionally, the requirement for a public meeting for subdivision approvals was eliminated.

2.3 Role of External Agencies

Bill 23 introduces significant changes that will redefine the role of York Region and Lake Simcoe Region Conservation Authority in Newmarket’s development application review process.

York Region was one of several regional municipalities that lost approval authority under Bill 23. On April 6, 2023, the Minister of Municipal Affairs and Housing announced that the removal of regional approval authority would not come into effect until winter 2024 at the earliest. In the meantime, York Region continues to be circulated and comments on development applications in the context of the Regional Official Plan as the Province continues the process of hiring facilitators to determine a Region-specific plan.

Additionally, conservation authorities, including Lake Simcoe Region Conservation Authority (LSRCA) who has jurisdiction in Newmarket, has experienced a significant reduction in their mandate:

- Conservation authorities are no longer permitted to review or comment on proposals and applications made under the *Planning Act*, effectively downloading the review of applications from the perspective of natural heritage and resources to municipalities.

- The Minister can identify types of development activity (requiring approval under the *Planning Act*) that are exempt from requiring a permit from a conservation authority with jurisdiction. This change has not yet come into force with regulations still to be released outlining what types of activities may be exempt as well as the municipalities in which this change would apply.

2.4 York Region Collaborative Application Preparation (CAP) Process

In April 2022, York Region received a commitment of up to \$500,000 through the Provincial Streamline Development Approval Fund towards development application process improvements. The Region used this funding to retain McCauley and Moyle to help identify a strategy for standardizing data as well as streamlining development approval processes across the Region, local municipalities, and Conservation Authorities. The Region of York has been working with its nine local municipalities to:

- Develop a common development application form that streamlines the amount and type of data required to start an application (thereby facilitating data sharing);
- Standardize Terms of References to scope application requirements for the most used reports; and
- Create a new system referred to as the Collaborative Application Preparation (CAP) process to accept development applications.

The CAP process focuses on scoping applications and improving quality of submissions and consists of four phases (Figure 2):

- Phase 1 – Mandatory Consultation to establish clarity as to requirements for a complete application.
- Phase 2 – Advance Review to ensure submissions

meet Terms of Reference and municipal design standards.

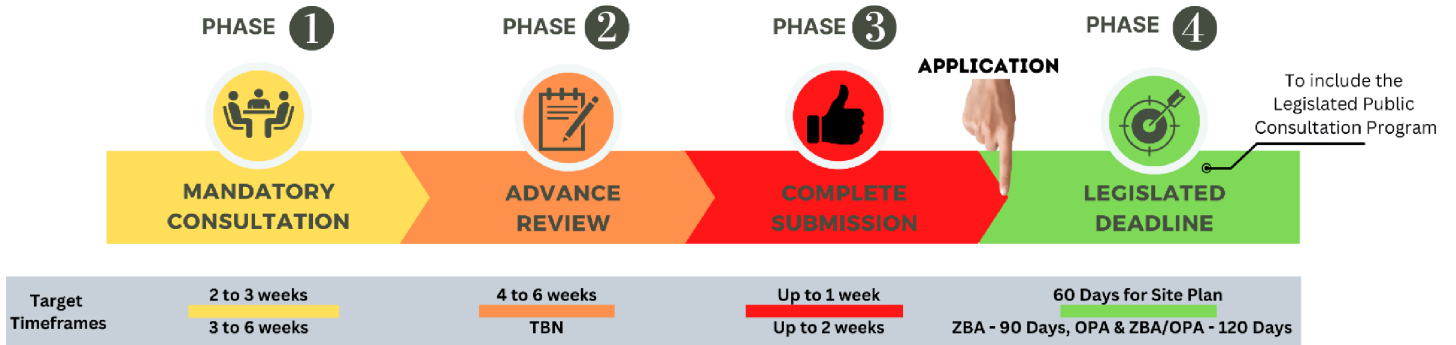
- Phase 3 – Complete Submission to confirm reviewers are confident that they can complete their reviews and assessment of the project details within the legislated timeframes (formal ‘signoff’ by all municipal departments and key external agencies).
- Phase 4 – Legislated Timeframes to review and make a decision by the mandatory deadline.

The Town of Newmarket is participating in one of two pilots of the CAP process. The Region is establishing a continuous improvement group (Continuous Improvement Committee) to provide a forum to share best practices, encourage data sharing, and advance planning modernization.

Recognizing that each municipality is different, the CAP process seeks to standardize the intake process (only) of development applications across York Region’s nine lower-tier municipalities to achieve quality application submissions. Given the short turnaround required, quality submissions are critical for municipalities to meet legislated review timelines under Bill 109. Although Newmarket’s Development Approval Process (DAP), the focus of the current report, includes pre-consultation processes, it extends beyond application submission to development review and final approval/notice of decision. Newmarket’s DAP is intended to align with CAP since it is only through the combination of the two that the Town is able to streamline its current review processes in the context of provincial requirements.

2.5 An Evolving Landscape

With the recent rate and magnitude of legislative change, key questions remain around the ability of municipalities to adequately regulate the impacts of new development; the future role of external agencies in the review of applications; and the ability



Target Timeframes are intended to be negotiated (TBN) with the Applicant on a case by case basis. Timeframes identified are aspirational and very much depend on the "minor" or "major" nature of the project.

Figure 2 | York Region’s Collaborative Application Preparation (CAP) Process

of municipalities to absorb downloaded review responsibilities. Additional recent legislative changes not discussed in this report impact how development charges, community benefit charges, and parkland dedication can be mobilized to fund and service new growth, all of which will require amendments to

the various implementing by-laws in the short-term. As such, municipalities will require adaptability and innovative thinking in providing policy and regulatory guidance as the Town of Newmarket continues to grow.

3.0

AS-IS PROCESS

The following text summarizes the key roles and responsibilities involved in Newmarket's Development Approval Process. Pre-Bill 109 workflows (prepared by Sajecki Planning based on existing documentation and conversations with Planning staff) are provided in Appendix A. The interim process addressing Bill 109 timelines (prepared by the Town of Newmarket) are provided in Appendix B.

3.1 Town of Newmarket

3.1.1 Planning Services

Planning Services is located within the Planning & Building Services Department under the Development & Infrastructure Services Commission. The department underwent a restructuring in 2019. Today, the department is broken up into 2 sections: Development and Policy. Within the Development Section are two geographic planning areas (North West and South East), each with dedicated planning staff.

Development Planners process and review applications under the *Planning Act*, including official plan amendment, zoning by-law amendment, site plan approval, draft plan of subdivision, draft plan of condominium, consent, and minor variance applications, from start (pre-consultation) to finish (execution of legal agreements).

Responsibilities include:

- Scheduling and hosting pre-consultation meetings;
- Accepting and circulating *Planning Act* application submission materials to commenting internal departments and external agencies;
- Reviewing applications and providing comments in the context of existing policies and plans;
- Conducting preliminary zoning reviews for site plan control applications;
- Leading public meetings as required under the *Planning Act*;

- Consolidating comments to applicants;
- Drafting reports to the Committee of Adjustment and Committee of the Whole; and
- Drafting legal agreements, where applicable.

Pre-consultation meetings, which are a requirement for official plan/zoning by-law amendment applications, draft plans of subdivision/condominium, and site plan control, are scheduled by Planning Services and attended by Planning Services, Development Engineering, the Chief Building Official (or designate), York Region, Lake Simcoe Region Conservation Authority, Central York Fire Service, as well as subject matter experts relating to transportation, greenspace, stormwater management, and forestry as required. Applications are submitted directly to area planners or to the general Planning Services email address, except consent and minor variance applications, which are now submitted directly through Accela, the Town's application management software.

Application materials, once deemed complete, are circulated to Engineering Services, Building Services, and Legal Services for comment as well as external agencies. Comments are consolidated by the planner on the file who is the main point of contact for the applicant, except in more technical reviews where applicants deal directly with the reviewing department/agency.

Planning Services also consists of a:

- Policy Planner; and
- Heritage/Committee of Adjustment Planner.

Minor variance and consent applications are submitted directly by the Committee of Adjustment for processing with Development Planners reviewing and preparing recommendations reports for consideration by the Committee.

The department makes use of a Consulting Arborist for the peer review of arborist reports submitted by applicants as part of a development application package.

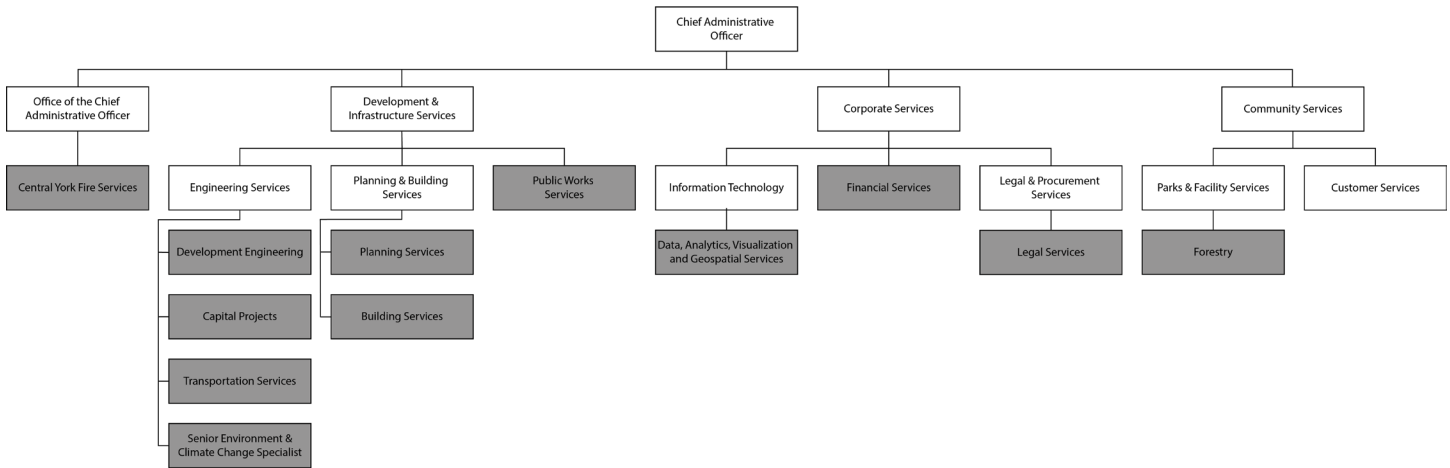


Figure 3 | Key internal departments involved in Development Approval Processes in the Town of Newmarket. Departments highlighted in grey were interviewed as part of this review process. See Section 4.1 for additional details.

3.1.2 Engineering Services

The Development Engineering division is located within the Engineering Services Department under the Development & Infrastructure Services Commission. It is responsible for reviewing, monitoring, and securing engineering components of land development applications from pre-consultation to assumption stages and providing technical engineering support for pre-consultation.

Development review responsibilities include,

- Accepting and circulating *Planning Act* application submission materials to engineering-related internal departments;
- Reviewing and commenting on technical reports and drawings submitted in support of *Planning Act* applications as well as building permit applications;
- Identifying and securing engineering-related conditions of approvals of development applications;
- Carrying out quality assurance during construction and issuing start of maintenance period and final assumption for all municipal

infrastructure within new subdivisions and site plans; and

- Administering financial securities submitted by developers as conditions of approval of their developments.

A Greenspace Development Coordinator conducts a scoped review of applications for landscaping considerations, including trails, landscape buffers, landscape treatments, and proposed street trees (in consultation with Parks and Facilities Services).

Also located within Engineering Services are:

- Capital Projects, which reviews applications for coordination with upcoming capital project works including infrastructure upgrades;
- Transportation Services, which reviews applications for transportation matters including circulation and traffic considerations; and
- A Senior Environment & Climate Change Specialist, who focuses on stormwater management issues, including reviewing the design of stormwater management systems, such as low-impact development, in the context of climate change initiatives.

Submission materials are circulated by Planning Services to Development Engineering who then circulates them to other commenting individuals and departments, including the Greenspace Development Coordinator, the Senior Environment & Climate Change Specialist, Capital Projects, Transportation Services, and Public Works. Development Engineering also makes use of external consultants to help review materials where in-house expertise does not exist.

3.1.2.1 Engineering Consultant

The Town has retained a professional engineering consultant for design review and inspection services of land development applications for at least the last 30 years. The checking consultant aids the Town from application start (application submission) to finish (assumption and security release) on an as-needed basis. This is a long-standing relationship; the current firm has consistently been retained since the late 1990s with another firm offering a similar role or service previously.

Initially, the checking consultant was retained to review all plans of subdivision with more than 150 lots for the Town. As the nature of development has moved away from greenfield to intensification projects, subdivision applications have gradually been replaced with more site-plan related work. The checking consultant continues to review all plans of subdivision for the Town, and site plan applicants depending on Development Engineering staff workload.

Responsibilities of the checking consultant are the same as Development Engineering and include:

- Accepting and circulating *Planning Act* application submission materials to engineering-related internal departments;
- Reviewing and commenting on technical reports and drawings submitted in support of *Planning Act* applications as well as building permit applications;

- Identifying and securing engineering-related conditions of approvals of development applications;
- Carrying out quality assurance during construction and issuing start of maintenance period and final assumption for all municipal infrastructure within new subdivisions and site plans; and
- Administering financial securities submitted by developers as conditions of approval of their developments.

When an application is reviewed by the checking consultant, the checking consultant also reviews transportation-related matters. As such, Transportation Services is not circulated on files reviewed by the checking consultant. However, other commenting individuals and departments continue to provide their comments to the checking consultant who consolidates and forwards them to Development Engineering who provides them to Planning Services. The checking consultant is also available for more technical reviews on other applications on an as-needed basis where in-house expertise does not exist, including photometrics, environmental, noise, and vibration.

3.1.3 Development Coordination Committee

The Development Coordination Committee (DCC) is a review system unique to the Town of Newmarket that was established in the early 2000s to streamline the review of detailed design of subdivision applications, taking applicants from draft approval to plan registration. Members of DCC include representatives from Planning Services, Engineering Services, Building Services, Legal Services, and the engineering checking consultant. Review of detailed design is coordinated by the Development Coordination Committee Chair (or Development Coordinator), who circulates submission materials and consolidates staff comments. The DCC discusses applications at biweekly meetings. Comments are typically due

two weeks after a submission is received. Applicants are encouraged to attend DCC to present their first submission. The intent and purpose of DCC is to provide comments quickly to applicants and have all reviewers in the same place to come to a consensus on comments and issues.

Responsibilities of the Development Coordinator include:

- Scheduling and hosting pre-design consultation meetings;
 - Accepting and circulating detailed design drawings to commenting departments;
 - Consolidating comments to applicants;
 - Drafting subdivision agreements; and
 - Coordinating with Legal Services on plan registration.
- *Legal Services (Commission of Corporate Services)*: reviews applications for title-related items, including conveyances, easements, or road dedications and processes registration of agreements on title.
 - *Public Works (Commission of Development & Infrastructure Services)*: reviews applications for the availability of municipal servicing. Public Works circulates applications as needed to their Operations and Water/Wastewater teams as well as Parks and Facility Services, which has recently been relocated to the Commission of Community Services.
 - *Data Analytics and Geospatial Services*: prepares supporting mapping for development applications and updates the Current Applications Map. In November 2022, the Town implemented a new internal mapping software that provides planners with the ability to prepare their own simple location maps. However, Data Analytics and Geospatial Services continues to provide other development related maps (i.e., zoning by-law and official plan amendment schedules) as well as support as requested.
 - *Customer Services (Commission of Community Services)*: processes application-related fees.
 - *Financial Services (Commission of Corporate Services)*: calculates Development Charges and records payments of fees.

3.1.4 Building Services

Building Services' involvement in *Planning Act* applications is limited to pre-consultation meetings, providing high-level comments with an eye to the Ontario Building Code at rezoning and site plan approval stages, and in the review of building permit applications for compliance with applicable law, which includes the zoning by-law. It is often the submission of a building permit that identifies the need for minor variances to the zoning by-law and triggers a minor variance application. The Town recently launched a new preliminary zoning review process; it is not a requirement, but the review is taken out of the building permit review if the application submitted for building permit is the same contributing to time and cost savings for the applicant.

3.1.5 Other Review & Supporting Departments

Other departments that are involved in, or support, the review of *Planning Act* applications include:

3.2 External Agencies

Planning Act applications are also circulated to several external agencies:

- *York Region*: reviews applications for conformity with the Regional Official Plan in the context of regional infrastructure and provides site plan-level comments for regional roads.

- *Lake Simcoe Region Conservation Authority (LSRCA)*: the Town of Newmarket previously had a memorandum of understanding with LSRCA to act as the technical commenting agency for natural heritage and hydrological reviews on behalf of the Town; however, Bill 23 has removed the ability of conservation authorities to review *Planning Act* applications on behalf of municipalities outside of their regulated areas.
- *Central York Fire Service (CYFS)*: although technically Town staff, Central York Fire Service acts as an external agency reviewing applications for Newmarket and Aurora for fire department access routes and travel times.
- *Newmarket-Tay Power*: reviews applications for servicing availability and capacity.

York Region, LSRCA, and CYFS participate in the pre-consultation process in addition to reviewing and commenting on applications as described above.

4.0

AS-SHOULD-BE
PROCESS

4.1 Staff Interviews

To gain a more complete understanding of review processes pre-Bill 23, Sajecki Planning conducted a total of 14 interviews with 27 internal staff in the following departments:

- Planning Services;
- Engineering Services, including Development Engineering, Greenspace Coordinator, Senior Climate Change Specialist, Transportation Services, and Capital Projects;
- Building Services;
- Checking Consultant;
- Development Coordination Committee;
- Parks and Facility Services;
- Public Works Services;
- Data Analytics and Geospatial Services;
- Financial Services; and
- Legal Services.

Four additional interviews were held with external agencies, including Newmarket-Tay Power, York Region, Central York Fire Service, Lake Simcoe Region Conservation Authority.

Questions were asked relating to:

- Organization/department structure;
- Delegation of approval authority to staff;
- Operating procedures and workflows pre-Bill 23;
- Resourcing/capacity;
- Use of technology & software;
- File management; and
- Key performance indicators.

Comments received through these interviews were provided to the Town under separate cover.

4.2 Applicant Survey

As an integral aspect of this review, it was important to gain insight into how users (in this case applicants) experience the development approvals process in Newmarket. A survey was prepared and circulated to 19 individuals, a combination of one-time and repeat applicants to the Town of Newmarket, limited to the last 5 years.

Of the 19 participants, 9 responses were received. The breakdown of applicant types and applications is illustrated in Figure 4. As applicants were given the ability to provide comments on multiple application types, the breakdown by application type does not match the breakdown of survey respondents.

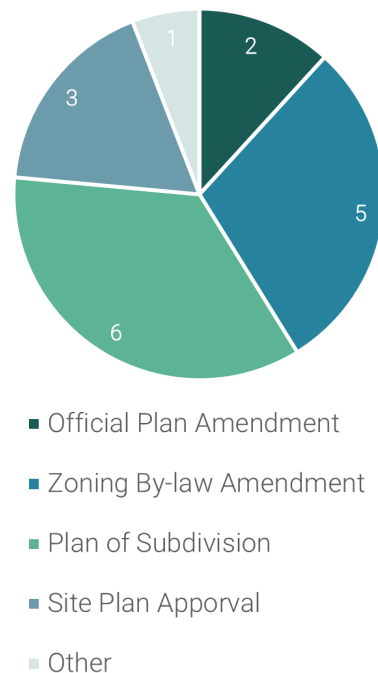


Figure 4 | Applicant Survey Response Breakdown

Participants were asked questions related to:

- Approval timelines;
- General experience of the development approval process;
- Timeliness of review by staff/Council/external agencies;
- Appropriateness of public consultation (where required);
- Working relationship with staff/external agencies;
- Sources of delay; and
- Suggested improvements to the existing process.

Comments received through the applicant survey were provided to the Town under separate cover.

4.3 Findings

Based on a review of the existing development approval process and feedback received from staff interviews and the applicant survey, the following observations reflect what existing practices are currently being done well, what practices may not be helpful, and possible areas improvements. A summary of what the Town should Continue Doing, Stop Doing, and Start Doing is provided in Table 6 below.

Key observations include:

- Existing organizational structure and size allows for nimbleness, despite possibly competing priorities between departments.
- Some efficiencies can be found through better documentation of roles and responsibilities, and full implementation of Accela, the Town's application management software.
- Efficiency is in part dependent on staff resourcing and capacity.

- Additional streamlining opportunities exist beyond review process workflows themselves, focusing on what kind, and in what form, applications are accepted.

Overall, Newmarket's existing development approvals process is effective in guiding development from submission to final approval. While there are areas of improvement within Newmarket's approvals processes, these are not challenges unique to Newmarket. Streamlining development approval processes is an ongoing challenge for municipalities, particularly in the current time of significant and rapid legislative change.

More detailed recommendations relating to observations outlined above are described in Section 5.0.

Table 4 | Continue Doing, Stop Doing, Start Doing

Observation/Task	Continue	Stop	Start
<i>Pre-Consultation</i>			
Mandatory site visits with the applicant as part of the pre-consultation meeting will help identify issues early on and ensure comments provided are relevant to the application in question.			X
Coordinating pre-consultation meeting schedules can ensure availability of critical staff/agencies.			X
Scheduled meetings with the applicant post-submission will provide an opportunity to clarify and address any conflicting comments from staff.			X
<i>Development Application Review</i>			
Planners are responsible for most aspects of development review, including more administrative tasks that could be done by admin or planning support positions.		X	
Zoning reviews are completed by both Planning Services and Building Services.		X	
Zoning by-law interpretations are recorded and saved as they are developed in order to ensure consistency in the application/ interpretation of regulations over time.	X		
Permit acceptance of staggered information packages (rather than waiting for a complete submission package) under negotiated terms, as recommended by CAP.			X
Ensure projects are closed out with decision notices, final drawings and datasets circulated to relevant departments.			X
Application data should be logged and tracked to facilitate reporting and future process improvements based on observed outcomes.			X
<i>Working Relationships</i>			
The Town's small staff size and organization allows for easy access to team members and managers to address issues as they arise.	X	X	
Planning staff are readily available to applicants to answer any questions they have on their application.	X		
Planning staff need additional authority to move applications forward in the absence of comments.			X
An additional level of oversight is required to provide commenting departments with direction on how/when to prioritize the review of applications.			X

5.0

RECOMMENDATIONS

Based on work described in Section 4, 22 recommendations have been identified for the Town of Newmarket in the following areas:

- Departmental structure and governance;
- Resourcing;
- Workflow;
- Software and file management; and
- Documentation.

Each is summarized with considerations for impact and timing, with supporting commentary received based on discussions with comparable municipalities, where applicable.

Recommendations are presented along with their relative impact on improving the efficiency of the Town of Newmarket’s development approval process and recommended timing of implementation: Do Now (<6 months), Do Soon (6-12 months), or Do Later (>12 months).

A. Departmental Structure

Recommendation		Impact	Timing
A.1	Consider a departmental restructuring locating Development Review Engineering and Planning under the same Director OR the expansion of the existing Development Coordination Committee or the establishment of a new committee to oversee complex Site Plan Review.	High	Later (>12 months)

Different municipalities have different structures and solutions to ensure continued and productive collaboration and coordination between Engineering and Planning, the two key departments involved in development application review. As such, there is no single solution or best practice to be implemented, but rather considerations for each approach.

A single department or commission housing both Development Engineering and Planning can help bridge competing priorities and reduce departments working at cross-purposes with one another. Should a departmental restructuring be considered, co-location is crucial to ensure efficiency in communication with weekly meetings between department heads to establish and maintain productive relationships.

Based on feedback received from staff, however, the existing Development Coordination Committee is successful in that:

- It provides staff and applicants clear expectations in terms of the timing of intake and review through regularly scheduled meetings and established review timelines;

- It provides opportunities for interdepartmental discussions regarding comments and conditions of approval to ensure any conflicts are resolved prior to circulation to the applicant; and
- Having a single individual (the Chair) responsible for scheduling and circulating applications for review helps identify priorities and manage high application volumes, particularly for non-Engineering and Planning departments.

A similar format may be appropriate for a committee dedicated to the review of complex site plan applications. Although the committee will not have delegated authority to make decisions on a site plan application, it can provide a recommendation to staff for final approval, just as DCC does for plan registration and subdivision agreement execution. The Chair would be responsible for identifying and communicating review priorities and roadblocks as they emerge through the development review process, providing a customer service approach to site plan review.

Jurisdictional Scan

The Town of Milton has Planning, Engineering, and Building under one Commissioner. This has resulted in more efficient communication between departments, especially as they are all located in the same building. Planning Policy & Urban Design is separate from Development Review, which includes Zoning and Property Information, which is itself separated from Building Services more generally. In the past, the Town of Milton has created dedicated teams for the coordination and facilitation of review for larger projects.

The City of Mississauga Planning and Building Services/Department is separate from Engineering Services section, which is under the Transportation and Works Department. The City of Guelph similarly separates Planning and Building Services from Engineering Services. The City of Guelph additionally has structured interdepartmental review committees that meet regularly to coordinate development review, including a Site Plan Review Committee, which review site plan applications. This Committee is advisory in nature; the General Manager of Planning and Building Services has delegated authority to approve site plans.

Recommendation		Impact	Timing
A.2	Align engineering reviewers geographically, mirroring the NW/SE division for Planning Services.	High	Now (< 6 months)

Planning Services has achieved a lot of success assigning files according to geography rather than file type. This allows one planner to follow a project through successive application types ensuring consistency and continuity from application submission to final approval. Aligning Development Engineering geographically will similarly improve continuity over the course of an approvals process, add redundancy by having staff familiar with the area and all application types that can step in on files in the absence of key staff, and allow for more consistent interdepartmental review teams fostering a team mentality to development review across departments.

Recommendation		Impact	Timing
A.3	Expand delegation of approval authority to include minor zoning by-law amendments, specifically temporary use by-laws and the removal of holding symbols.	Medium	Soon (6-12 months)

The *Planning Act* has previously permitted the delegation of site plan approval and final subdivision approval to a committee of council or to an appointed officer. The Town of Newmarket currently delegates these approvals to the Director of Planning and Building Services and the Development Coordination Committee, respectively. In 2021, Bill 13, the Supporting People and Businesses Act, introduced additional permissions for municipalities to delegate authority to pass minor by-laws under section 34 of the *Planning Act*, including temporary use by-laws and the removal of holding symbols. Housekeeping by-law amendments to assist in the interpretation of the by-law can also be considered minor in nature.

Jurisdictional Scan

	Milton	Guelph	Mississauga	Newmarket
Site plan control	X	X	X	X
Plan of subdivision	(agreement)	(agreement)	X	(agreement)
Plan of condominium		X	X	
Removal of H symbols	X	O	X	
Temporary use by-laws	X	O		
Housekeeping zoning amendments	X			
Notes X currently delegated O in the process of being explored internally				

In the City of Mississauga, the Commissioner of Transportation and Works has delegated authority over the execution and amendment of development agreements.

Recommendation		Impact	Timing
A.4	Exempt the creation or expansion of parking lots from site plan review and have their engineering design reviewed under the Site Alteration By-law.	Low	Soon (6-12 months)

The *Planning Act* permits municipalities to define classes of development that may be undertaken without site plan approval. Exempting less impactful types of development will reduce the number of applications submitted and time spent on the review of uncontroversial projects. Where approval would still be required, other tools should be considered. For example, a zoning review may be required as part of a site alteration permit for parking lot creation or expansion to ensure zoning compliance.

Jurisdictional Scan

The Town of Milton excludes the creation or expansion of parking lots from site plan control; instead, approvals can be received through a site alteration permit through Engineering Services, thereby limiting review to grading and stormwater management issues.

Recommendation		Impact	Timing
A.5	Define streams of site plan review with limited circulation for less complex or less controversial applications.	Low	Soon (6-12 months)

Scoping the review of certain types of applications will save staff time to dedicate to more complicated projects. When establishing streams, it will be important to define what differentiates the various streams with regards to the types of applications eligible for each, how the review processes vary, and associated time savings in the form of target review timelines. Limited circulation should be considered for additions less than a certain size and site alterations that do not reduce landscaped areas or interfere with emergency access to the site.

Jurisdictional Scan

The City of Mississauga has separate streams for site plan applications depending on the complexity of the application type:

- Standard Site Plan Application, which applies to most new development, including new multi-unit residential developments, commercial and industrial developments, as well as for major additions and site layout amendments.
- Limited Site Plan Application, which might apply to minor building alterations/additions or site revisions that do not significantly reduce landscaped areas or interfere with fire routes/emergency access. These applications go through a limited circulation to internal departments and external agencies.
- Site Plan Approval Express, which might apply to an outdoor patio accessory to a restaurant, or minor amendments to the site. Site Plan Approval Express applications go through a limited circulation to Development & Design division.

Recommendation		Impact	Timing
A.6	Explore the possibility of eliminating site plan agreements, at least for express site plan applications.	Low	Later (>12 months)

Registered on title, site plan agreements attach approval conditions to a piece of land, thereby retaining important information through changing landowners. Where there is no information or conditions that are required to be preserved for future landowners, a contract/undertaking between the Town of Newmarket and a developer could be used to outline how construction is to occur only. A template of this agreement should be prepared in collaboration between Development Engineering, Planning Services, and Legal Services to be prepared by Development Engineering as part of development review and reviewed by Legal Services prior to execution.

Recommendation		Impact	Timing
A.7	Continue to foster a 'yes' attitude when working with applicants.	Medium	Now (<6 months)

Flexibility and adaptability when working with applicants and applicants' consultants is important in establishing a culture of looking for ways to move a development application towards a supportable design. Staff should come to the table looking for solutions (not just problems), fostering a customer service-oriented attitude consistent with Council's goal of making Newmarket known for the ease with which development can be achieved. However, protocols should also be created to provide planners with additional authority to move an application forward in the face of absent or conflicting comments.

Jurisdictional Scan

The Town of Milton emphasized the importance of having a collaborative attitude. Staff, external agencies, and Council are pro-development and work with applicants to arrive at a desirable outcome resulting in fewer appeals.

Recommendation		Impact	Timing
A.8	Limit concurrent applications to OPA/ZBAs.	Low	Complete

Due to aggressive review timelines established by Bill 109, it will be important for issues in zoning by-law amendment applications to be resolved prior to initialization of a site plan application. The Town of Newmarket has removed the possibility of submitting a concurrent zoning by-law amendment and site plan applications. As official plan and zoning by-law amendments are more closely tied in the nature and level of detail required for a development concept, these applications can reasonably continue to be considered and reviewed together.

Jurisdictional Scan

In response to Bill 109, the Town of Milton and City of Mississauga no longer permit concurrent zoning by-law amendment and site plan approval applications to ensure rezoning issues are addressed prior to the submission and review of a site plan application.

B. Resourcing

Recommendation		Impact	Timing
B.1	Conduct a cost-benefit analysis on hiring additional staff compared to retaining external consultants.	Medium	Soon (6-12 months)

Where workloads follow ebbs and flows or in areas requiring specific technical knowledge, retaining external consultants can provide much needed support. However, relying excessively on external consultants can result in increased fees and/or inconsistent payment schedules for applicants, and can result in inconsistent interpretation or application of municipal policies and guidelines. Identifying the best balance of in-house and external expertise is important to ensure consistent expectations for applicants. Currently, the Town relies on external consultants in the following areas:

- A checking consultant, who provides general engineering review support in times of high application volumes as well as technical expertise relating to photometrics, environmental, noise, and vibration studies as needed;
- Consulting engineers, who review technical reports relating to water and wastewater; and
- Consulting arborist, who reviews arborist reports submitted as part of development applications for conformity with the Town's Tree Policy.

A review of historical planning application data (see Recommendation 4.1) will provide necessary insights into changes in application volumes throughout the year as well as year-over-year. Understanding these trends, as well as DAP processing time moving forward, can support the justification of hiring additional staff in place of stop-gap reliance on external consultants. This is the subject of a separate report prepared by Hemson Consulting.

The cost-benefit analysis prepared by Hemson Consulting comparing hiring additional staff versus retaining external consultants will consider the following factors:

1. *Upfront Costs*: The cost of hiring and training new employees versus the cost of retaining consultants for a specified time/number of hours.
2. *Ongoing Costs*: The cost of paying employee salaries, benefits, and overheads, versus the cost to the applicant of paying consultant fees and expenses. Consideration should be made to possible revenue generated from administering an administrative overhead charge in relation to time spent overseeing the review of applications by external consultants.

3. *Transparency*: Transparency of costs to the applicant when application fees do not reflect all costs associated with the review of a development application. *Expertise*: The level of expertise required for the project, and whether this expertise is available in-house or needs to be outsourced to external consultants.
4. *Expertise*: The level of expertise required for the project, and whether this expertise is available in-house or needs to be outsourced to external consultants.
5. *Flexibility*: The flexibility required for the task, and whether it is better to have in-house staff who can be assigned to other tasks or external consultants who may have more flexibility in terms of payment on a time and materials basis.
6. *Quality*: The quality of work that can be expected from in-house staff versus external consultants, and the impact this may have on the success of the project. This includes consistency with staff interpretation and application of policies, guidelines, and standards.
7. *Control*: The level of control over the tasks that can be maintained by having in-house staff versus external consultants.
8. *Risks*: The risks associated with each option, including the risks of employee turnover or consultant availability.
9. *Time Frame*: The time frame for the project, and whether it is more efficient to hire in-house staff or to retain consultants for the duration of the project.

Although cost-benefit analyses should be conducted for all external consultants currently being retained by the Town, analyses should be prioritized for the retention of the consulting arborist and checking consultant.

Jurisdictional Scan

The Town of Milton and City of Guelph use external consultants as peer reviewers of more technical submission requirements as well as a second opinion on larger, more complex projects. The Town of Milton relies on external consultants to review noise and wind studies as well as traffic studies where issues may be contentious. The City of Guelph similarly relies on external consultants to review noise and vibration studies as well as urban design, architectural design, and transportation review on more significant projects. Although Guelph did rely on a planning consulting firm to provide more general support to the Planning Department in the review of development applications, this was a temporary solution while several vacancies were being filled. As a larger municipality, the City of Mississauga has internalized all review functions.

Recommendation		Impact	Timing
B.2	Consider creating new positions to meet identified gaps in review responsibilities.	Medium	Soon (6-12 months)

- Arborist, reporting to the Forestry Supervisor, to review development applications for forestry considerations; this position could eliminate the need for a consulting arborist and would provide the Forestry department a more formal role in DAP than currently exists. Bringing forestry review in-house also ensures that review considerations are consistent with Town maintenance protocols and requirements.
- Dedicated coordinator position, reporting to the Director of Capital projects, to help oversee/track the review of development applications; Capital Projects is an example of a department whose primary functions are operations-related, and the review of development applications is a secondary responsibility. Identifying a role in these departments dedicated to the coordination of development applications will help ensure applications are reviewed and comments provided within required review timelines. This could be combined with recommendation B.3 below.

New positions are listed in order of priority.

Recommendation		Impact	Timing
B.3	Consider hiring additional staff where roles are filled by a single individual to prevent bottleneaking during peak times and during absences.	Medium	Soon (6-12 months)

Building redundancies in roles within a department provides opportunities to share responsibilities in periods of peak application volumes and continuity during temporary absences or as individuals transition into and out of new roles. In order of priority, consideration should particularly be made for:

- Implementation of Accela (Business Support Coordinator);
- Landscape review (Greenspace Coordinator);
- Climate change review (Environment & Climate Change Specialist); and
- Zoning review (Zoning Examiner).

C. Workflow

Recommendation		Impact	Timing
C.1	Formally document and review roles and responsibilities to ensure work is completed by staff most appropriate for the task.	Low	Now (<6 months)

Ensuring work is completed by staff most appropriate for the task and that roles and responsibilities are clearly defined and communicated can help improve efficiency, productivity, onboarding and training, and staff satisfaction. This work should include documentation of who does what, when, and how, with clear delineation of which department or role is responsible for reviewing what as well as completing more administrative tasks associated with development review.

Administrative support positions should be considered for tasks secondary to development review, including intake of applications, scheduling of meetings, circulation of notices, and general tracking of submission applications. Zoning reviews at the site plan stage should be conducted by Building Services to ensure consistency in the application and interpretation of the zoning by-law.

Steps that can be taken to formally document and review roles and responsibilities to ensure work is completed by staff most appropriate for the task include:

1. Identify tasks and responsibilities (completed as part of this study);
2. Identify skills and competencies;
3. Match skills to tasks;
4. Define roles and responsibilities:
 - a. Create role descriptions;
 - b. Responsibility matrices, identifying what role is responsible, accountable, and/or consulted on for each task; and
 - c. Task lists, outlining the order of operations and any specific instructions.
5. Review and revise:
 - a. Conduct regular performance reviews and seek feedback from staff and stakeholders.
6. Communicate and Train.

Jurisdictional Scan

	Milton	Guelph	Mississauga	Newmarket
Preparation of graphics	GIS	Planning technician	Geospatial Services	GIS, except for simple location maps
Intake of materials	Planning administrator	Planning administrator	Online submission portal (e-Plans)	Planner
Drafting of agreements	Planner (site plan); Clerk (subdivision)	Legal, reviewed by Planning	Applicant (with support/templates from Planning, reviewed by Legal)	Planner with limited review by Engineering and Legal Services
Review of tree-related issues	Manager of Forestry and Horticulture within Community Services	Landscape Planners within Development Planning	Parks, Forestry and Environment Division within Community Services (including Parks Planning and Forestry Sections)	Greenspace Coordinator and Environment & Green Space Coordinator within Engineering Services and a Consulting Arborist

Recommendation		Impact	Timing
C.2	Streamline submission requirements per application type.	High	Complete

It is our understanding that York Region is currently in the process of standardizing submission requirement terms of reference across its nine lower-tier municipalities. In concert with this initiative, the Town of Newmarket should review its submission requirements for official plan amendment, zoning by-law amendment, plan of subdivision/condominium, and site plan applications to ensure the appropriate level of detail is provided and reviewed at the relevant stage. OPA requirements should be tied to land use compatibility and the appropriateness of proposed intensities. ZBA requirements should be tied to issues regulated in the zoning by-law (land use, height, density, parking, landscaping). SPA requirements should be tied to issues of site layout and building design (in accordance with the *Planning Act*), while draft plans of condominium should be tied to impacts independent of the built form. A revised list of submission requirements, as implemented by the Town of Newmarket, is provided in Appendix C.

Jurisdictional Scan

The City of Guelph underlined the importance of clarifying what is an appropriate comment to be made at the rezoning stage versus the site plan application stage, as well as items that are required as part of site plan approval versus nice-to-haves.

Recommendation		Impact	Timing
C.3	Explore opportunities to relegate requirements to conditions of approval.	High	Now (<6 months)

Not all drawings and technical plans must receive final sign-off prior to an approval; offering an approval in principle, with the expectation that some items or minor revisions are provided as a condition of approval, can change when the clock stops on the review of development applications.

Jurisdictional Scan

With the introduction of Bill 109, Mississauga has moved from a full approval to a conditions model for site plan applications. Infrastructure-related conditions and off-site works are approved subject to conditions and are not signed off on as part of the primary review process.

The Town of Milton makes use of holding provisions to approve development in the absence of noise studies, lighting studies, and records of site condition, which are more site plan considerations. Site plan approval is sometimes provided with conditions relating to updated landscaping or transportation studies to the satisfaction of staff.

Recommendation		Impact	Timing
C.4	Establish a regular timing and schedule for internal and external meetings, particularly around key application milestones.	Medium	Soon (6-12 months)

In the absence of a dedicated Committee structure, a standard schedule/dedicated timeslots every two weeks for pre-consultation meetings improves customer service through more predictable scheduling for applicants and reviewers alike. Implementing an optional meeting with the client after each pre-application submission also facilitates face-to-face communication required as part of the development review process, providing opportunities to coordinate comments across departments and identify next steps with the applicant. Additionally, requiring a site visit with the applicant as part of the preliminary meeting will provide much needed context to preliminary conversations and comments and help identify issues early on. It is the responsibility of the Town to identify whose attendance and comments or inputs are critical to the evolution of a supportable application.

Although likely unfeasible once an application is deemed complete, accepting staggered information packages (under negotiated terms) may improve the efficiency of discussions prior to a complete submission as part of the Town's more robust pre-consultation process.

D. Software and File Management Management

Recommendation		Impact	Timing
D.1	Follow through with implementation of Accela with eventual online application submission and tracking.	High	Now (<6 months)

Current uptake in Accela is low and is expected to remain low until further capabilities are added. However, many existing challenges relating to communication or coordination identified by Newmarket staff can be resolved through an application tracking software and online submission portal. Consideration should be made of future integration with Geographic Information Systems to streamline reporting and updates to the Town's Current Applications Map.

On April 6, 2023, the Province approved Ontario Regulation 73/23 outlining quarterly and annual planning reporting requirements. All of this data should be built into and logged through Accela to streamline future reporting. Additionally, logging billable DAP processing hours will help inform future process improvements and fee reviews. A summer student or additional administrative staff hours may be required in order to help collect historical data.

Recommendation		Impact	Timing
D.2	Implement a shared file storage system with direct access for all	Medium	Complete Complete

Shared drives across departments can improve communication and versioning by ensuring everyone has access to the same information. As the intent is for application materials to be submitted and circulated via Accela, implementing a shared file storage may be an interim solution until another more central tracking and storage system is fully operationalized.

Recommendation		Impact	Timing
D.3	Identify and purchase software that supports the technical review of application submission materials.	Low	Now (<6 months)

During staff interviews, it was mentioned by Transportation Services that modelling software exists that could save time staff spend on reviewing printouts that typically form part of traffic studies. Although purchasing new software has already been identified as a priority by Transportation Services, targeted discussions with the various DAP-related departments should be conducted to identify other time-saving software specific to more technical reviews.

E. Documentation

Recommendation		Impact	Timing
E.1	Develop standard operating procedures, including vacation and transition protocols.	Low	Later (>12 months)

Documenting roles and responsibilities can help in the training of new staff. However, standard operating procedures during vacations and extended absence will ensure development applications are not stalled in the absence of key staff. Providing transition policies will also ensure existing workload is distributed appropriately after the departure of individuals in a way that retains institutional knowledge and provides consistency for the applicant.

Potential steps to implement to achieve this include:

1. *Identify the procedures*: Identify procedures that need to be standardized, including vacation and transition protocols. This can be done by reviewing existing processes and identifying areas that need improvement.
2. *Define the procedures*: Define the procedures in detail, including the steps involved and the roles and responsibilities of staff members. Create a standard operating procedure (SOP) document that outlines the procedures.
3. *Review and approve the procedures*: Once the SOP document is created, it should be reviewed by relevant stakeholders, such as supervisors and staff members. Any necessary changes should be made, and the document should be approved by management.
4. *Communicate the procedures*: Communicate the new procedures to staff members and ensure they understand their roles and responsibilities. This can be done through training sessions, staff meetings and written documentation.
5. *Monitor and evaluate*: Once the procedures are implemented, they should be monitored and evaluated regularly to ensure they are effective and efficient. This can be done by collecting staff feedback and reviewing performance metrics.
6. *Update the procedures*: If any issues or areas for improvement are identified during the monitoring and evaluation process, the procedures should be updated accordingly. This can be done by revising the SOP document and communicating changes to staff

Recommendation		Impact	Timing
E.2	Prepare public-facing flowcharts and guides for the public's reference.	Low	Later (>12 months)

Publishing flowcharts outlining key steps in the development review process by application type can provide applicants with a better understanding of anticipated timelines associated with review processes. Although the Town provides Site Plan and Plan of Subdivision Manuals, flowcharts are easier to digest and provide an easy reference for applicants and other members of the public. Workflows were developed as part of this study (see Appendix A).

However, public-facing documents should focus on key inputs, outputs, and timing.

Steps to prepare public-facing flowcharts and guides for the public’s reference could include:

1. *Identify key inputs, outputs and timing for each application type:* This can be done by reviewing existing documentation, interviewing stakeholders and observing the process in action.
2. *Define the process:* Define the process in detail for each application type, including the steps involved and the roles and responsibilities of stakeholders. This can be done by creating a process map that outlines the flow of activities including key actors in moving items from one step to the next.
3. *Create the flowchart:* Once the process is defined, create a flowchart that illustrates the process steps, inputs, outputs and timing. Use symbols and arrows to represent the flow of activities and indicate the sequence of steps.
4. *Develop the guide:* Using the flowchart as a reference, develop a guide that explains the process in detail. This should include a description of each step, the inputs required, the outputs produced, and the timing of each activity, with consideration for audiences differing in terms of exposure and/or experience with development review processes. This may require multiple guides with different levels of detail for readers with different levels of understanding, encompassing a higher-level public-facing guide and an internal detailed staff guide that can be shared with applicants on an as-needed basis, similar to the basic settings and advanced settings on a computer or smart phone.
5. *Review and revise:* Once the flowchart and guide are created, review them with stakeholders to ensure accuracy and clarity. Make any necessary revisions based on feedback.
6. *Publish and promote:* Once the flowcharts and guides are finalized, publish them on the website. Encourage feedback and make updates as needed to ensure the information remains relevant and useful.

Recommendation		Impact	Timing
E.3	Update agreement templates.	Low	Now (< 6 months)

Existing agreement templates are out-of-date. A new agreement template should be prepared to update and standardize the structure, formatting, and content of site plan and subdivision agreements. This new template should include a complete list of standard conditions that can be inserted/removed in Department-specific sections of the template. This new template should be prepared in collaboration with all DAP-related departments and should be updated every five to 10 years to reflect changing trends in development over time.

Common elements to a site plan or subdivision agreement include:

1. *Description of the property:* The agreement should include a legal description of the property, including its location, size, and zoning designation.

2. *Development requirements*: The agreement should outline the requirements for the development of the property, including building setbacks, parking requirements, landscaping, and other site-specific requirements.
3. *Infrastructure requirements*: The agreement should specify the infrastructure requirements for the development, including the installation of water, sewer, and electrical systems.
4. *Phasing plan*: If the development will be completed in phases, the agreement should include a phasing plan that outlines the timeline for each phase and the requirements for each phase.
5. *Performance standards*: The agreement should include performance standards that the development must meet, such as environmental standards and noise level limits.
6. *Legal obligations*: The agreement should outline the legal obligations of both the property owner and the municipality, including the obligations to maintain and repair infrastructure, comply with all applicable laws and regulations, and indemnify each other against any claims or damages.
7. *Approval process*: The agreement should outline the process for approval of the site plan/subdivision, including any required permits, public consultations, and review by municipal staff.
8. *Fees and charges*: The agreement should specify the fees and charges associated with the subdivision/site plan, including administrative fees.
9. *[Plan of Subdivision] Public works*: The agreement should include provisions for the construction of public works, such as roads, sidewalks, and street lighting.
10. *[Plan of Subdivision] Insurance*: The agreement should require the property owner to obtain and maintain insurance to cover any potential liabilities related to the development.
11. *[Plan of Subdivision] Security*: The agreement may require the property owner to provide a security deposit to ensure the completion of required works and obligations.
12. *Termination*: The agreement should include termination clauses that allow the municipality to terminate the agreement in the event of default or non-compliance by the property owner.

Recommendation		Impact	Timing
E.4	Develop key performance indicators and an annual DAP performance scorecard.	High	Now (<6 months)

Key performance indicators facilitate continuous review of development approval processes in an annual Plan-Do-Check-Act cycle of service delivery and improvement. In order to respond to Bill 109, the Town of Newmarket has implemented a number of target timeframes. Comparing logged DAP processing hours against target timeframes in an annual scorecard creates opportunities for continuous improvement while also fostering transparency and accountability in time and budget expenditures.

Jurisdictional Scan

Both the Town of Milton and the City of Guelph use AMANDA as their application tracking software, which tracks key information including number of applications and development approval timelines. The Town of Milton's Economic Development team, with the help of Development Review, produces annual reports outlining additional information including residential development, non-residential development, hectares of land rezoned, hectares of improvements to natural heritage systems, number of heritage assets restored, etc.

Note, on April 6, 2023, the Ministry of Municipal Affairs and Housing approved Ontario Regulation 73/23 outlining requirements for quarterly and annual municipal planning data reporting. Discussions with the Province are ongoing about the potential role of ESRI's ArcGIS Urban in helping municipalities to track and report on spatial-based data.

Additional Considerations

An additional consideration is the use of Lean/Six Sigma principles and training in establishing an avenue and culture of continuous process improvement in the Town of Newmarket. Lean/Six Sigma uses private sector performance methodologies, which, when applied to the public sector, can identify efficiencies and cost reductions both internally with staff and externally with applicants and local councillors. Lean/Six Sigma is based on a cyclical process of identifying or quantifying a problem, mobilizing the right tools and staff to address the problem, and monitoring progress to make adjustments or additional improvements as needed. It is based on the idea that those who perform the work are best positioned to identify meaningful and lasting changes. Some municipalities have staff trained in Lean/Six Sigma, who can then train other staff in addition to spearheading improvement projects related to processes they are directly involved in.

Jurisdictional Scan

The City of Guelph uses Lean Six Sigma continuous improvement strategies to reduce waste, increase capacity, and provide better service. In the City's first Lean Yellow Belt Certification Program in 2021, 11 projects were identified and led by employees (with training and coaching provided from certified continuous improvement staff within the organization), including updates to site plan submission requirements documents and formal resubmission guidance and a new centralized and shared online commenting location for Committee of Adjustment comments in a new standardized AODA compliant template. Work continues with ongoing employee training.

The City of Mississauga also has a long history of continuous process improvement, establishing a Lean Program in 2016 that is managed by the Strategic Initiatives Division in the City Manager's Department. As of September 2020, 192 projects and smaller rapid improvements have been completed along with almost 5,000 small improvements. Official training and reporting process have been established, with some Service Areas now requiring Lean training for staff. Specific improvements have included consolidating 3 review streams into 1 for the lifting of holding symbols, upgrades and technical support for ePlans (the City's online application portal), and mobilizing ArcGIS ModelBuilder to help digitize a previously manual process of land use data collection.

6.0

IMPLEMENTATION

Although recommended timing is identified for each recommendation in Section 5, a higher-level overview is provided in Figure 5 below. Recommendations are grouped according to proposed timing of implementation; however, level of effort and impact should also be considered when identifying next steps. Recommendations identified with (*), regardless of timing identified, are more strategic in nature and lay the groundwork for future process improvements. As such, it would be appropriate to pursue these recommendations first due to potential longer timeframes for full realization. Conversely, recommendations identified with (†) are anticipated to have a smaller impact but are more easily implemented, providing the Town with “quick wins” when it comes to small process improvements. Finally, recommendations identified with (‡) are recommendations that are considered good practice. These recommendations typically have a lower, longer-term impacts but can be pursued at any time. Implementation depends on continuous buy-in from management as well as shared responsibility. Progress is slow if responsibility falls on a single individual or department. As such, an interdepartmental team should be created to focus on development approval review. This interdepartmental team should develop a workplan based on the recommendations outlined above assigning tasks to various departments with identified reporting timelines to the Strategic Leadership Team (SLT) on progress to date.

Municipalities have historically been challenged with doing more with less. With the recent magnitude and rate of legislative changes in Ontario, municipalities are now seeking to further streamline their development approval processes. This is necessary to navigate a transformed planning landscape with evolving actors and funding mechanisms. Bill 109, and to a lesser extent Bill 23, represents a significant shift in how municipalities regulate development. The full financial and regulatory implications of these changes will only become apparent in the years to come.

While this report provides recommendations specific to the Town of Newmarket, it is worth noting that the Town’s existing process effectively guides development from initial submission to final approval. Nevertheless, the ongoing challenge for Newmarket, as well as other municipalities, lies in continuously streamlining these processes. It requires an iterative approach to determine what approaches are successful and what are not within the local context. This ongoing learning process is crucial for municipalities to adapt and refine their development approval procedures effectively.

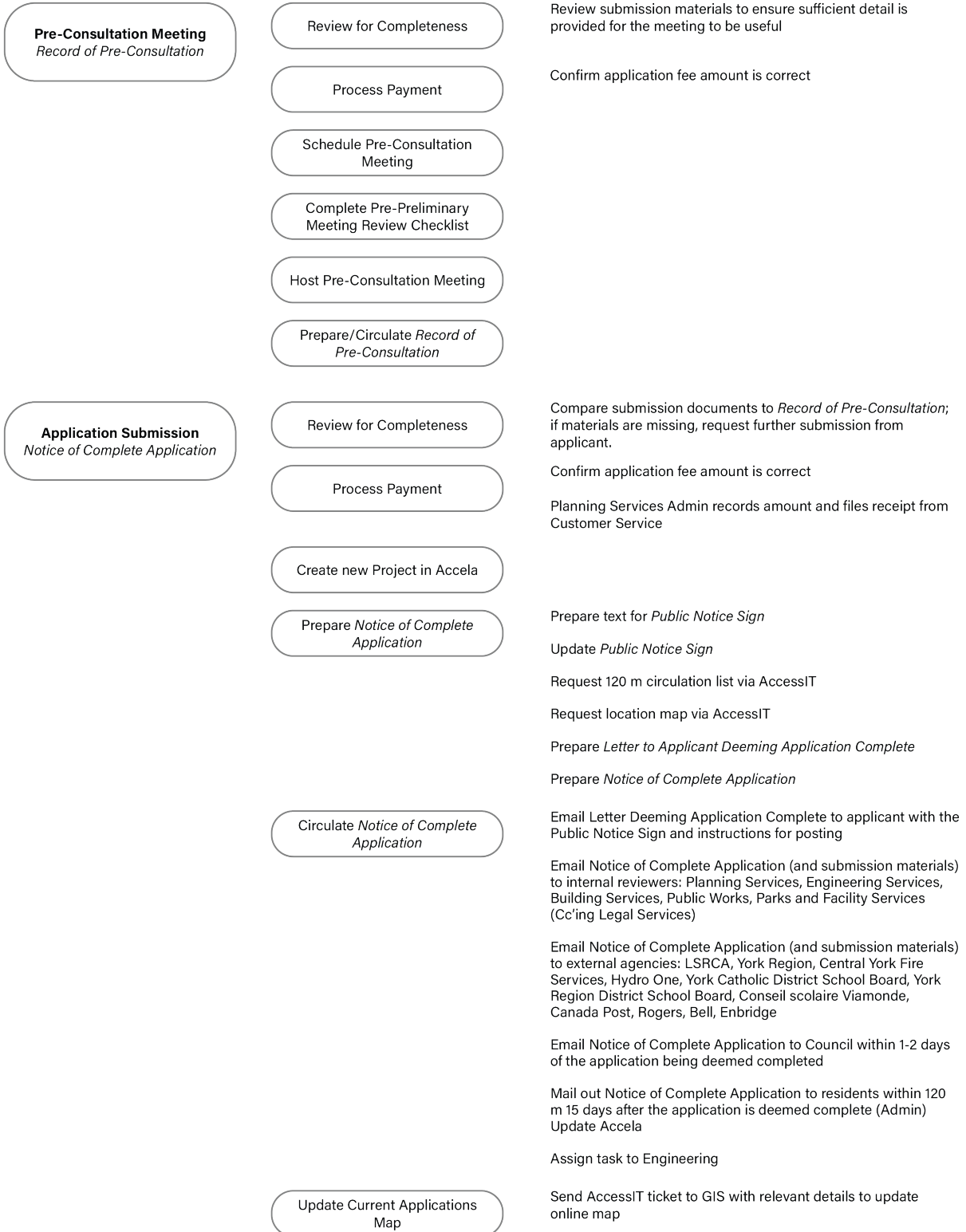
Figure 5 | Recommendations Grouped into Short-, Medium-, and Long-Term Goals

Short-Term Goals (<6 months)	Medium-Term Goals (6-12 months)	Long-Term Goals (>12 months)
<p><i>Recommendation C.1:</i> Formally document and review roles and responsibilities to ensure work is completed by staff most appropriate for the task.*</p>	<p><i>Recommendation B.1:</i> Conduct a cost-benefit analysis on hiring additional staff compared to retaining external consultants.*</p>	<p><i>Recommendation A.1:</i> Consider a departmental restructuring locating Engineering and Planning under the same Commissioner OR the expansion of the existing Development Coordination Committee or the establishment of a new committee to oversee complex Site Plan Review.</p>
<p><i>Recommendation A.2:</i> Align engineering reviewers geographically, mirroring the NW/SE division for Planning Services.</p>	<p><i>Recommendation B.2:</i> Consider creating new positions to meet identified gaps in review responsibilities.</p>	<p><i>Recommendation A.6:</i> Explore the possibility of eliminating site plan agreements, at least for express site plan applications.</p>
<p><i>Recommendation D.1:</i> Follow through with implementation of Accela with eventual online application submission and tracking.*</p>	<p><i>Recommendation B.3:</i> Consider hiring additional staff where roles are filled by a single individual to prevent bottlenecks during peak times and during absences. †</p>	<p><i>Recommendation E.1:</i> Develop standard operating procedures, including vacation and transition protocols.‡</p>
<p><i>Recommendation C.3:</i> Explore opportunities to relegate requirements to conditions of approval.</p>	<p><i>Recommendation C.4:</i> Establish a regular timing and schedule for internal and external meetings, particularly around key application milestones. †</p>	<p><i>Recommendation E.2:</i> Prepare public-facing flowcharts and guides for the public's reference.‡</p>
<p><i>Recommendation D.3:</i> Identify and purchase software that supports the technical review of application submission materials. †</p>	<p><i>Recommendation A.3:</i> Expand delegation of approval authority to include minor zoning by-law amendments, including temporary use by-laws and the removal of holding symbols.</p>	
<p><i>Recommendation E.3:</i> Update agreement templates. †</p>	<p><i>Recommendation A.4:</i> Exempt the creation or expansion of parking lots from site plan review and have their engineering reviewed under the Site Alteration By-law.</p>	
<p><i>Recommendation A.7:</i> Continue to foster a 'yes' attitude when working with applicants.*</p>	<p><i>Recommendation A.5:</i> Define streams of site plan review with limited circulation for less complex or controversial applications.</p>	
<p><i>Recommendation E.4:</i> Develop key performance indicators and an annual DAP performance scorecard.*</p>		

APPENDIX A

PRE-BILL 109 DEVELOPMENT APPLICATION REVIEW WORKFLOWS

Official Plan Amendment, Zoning By-law Amendment, Plan of Subdivision, Plan of Condominium Process Flowchart



Submission Review
Preliminary Report

Compile Preliminary Review
Comments

Prepare *Preliminary Report*

Statutory Public Meeting

Prepare *Notice of Public Meeting*

Circulate *Notice of Public Meeting*

Submit request for meeting into escribe

For Town-wide OPA/ZBA: confirm timing of Notice in newspaper (with Communications)

Request 120 m circulation map via AccessIT (Admin)

Prepare *Public Notice Sign Update Sticker* (Admin)

Prepare *Notice of Public Meeting*

Circulate *Notice of Public Meeting* to applicant along with *Public Notice Sign Update Sticker* and updated sign requirements, Cc'ing Legal Services

For Town-wide OP/ZBL: request Notice in paper (Communications)

Email *Notice of Public Meeting* to internal/external reviewers

Email *Notice of Public Meeting* to external agencies

Email *Notice of Public Meeting* to Council (with circulation map)

Mail out *Notice of Public Meeting* to residents within 120 m

Post on website (Admin)

Update Current Applications Map via AccessIT

Update Accela

Host Public Meeting

Compile Final Review
Comments

Final Report to Committee of the Whole

Prepare *Final Report* to Committee of the Whole

Circulate Notice of Report to Committee of the Whole to interested parties

Final Approval
Notice of Decision

Consideration by Committee of the Whole

Consideration by Council

Prepare *Notice of Decision*

Prepare *Notice of Decision* (*Notice of Passing* for rezoning applications)

Request 120m circulation list via AccessIT (Admin)

Compile email list of interested parties

For OPA/ZBA: compile a package for the Region, including a certified copy of the by-law/OPA, written submissions, minutes of Public Meeting, and *Notice of Decision*

Circulate *Notice of Decision*
(within 15 days of adoption)

Email *Notice of Decision* to internal/external reviewers

Email *Notice of Decision* to external agencies

Mail out *Notice of Decision* to residents within 120 m (Admin)

Email *Notice of Decision* to interested parties

For OPA/ZBA: email package to the Region

Circulate Final *Notice of Decision*

Plan of Subdivision Post-Approval Process Flowchart

Task Legend

Developer

Development Coordinator (DC)

Development Coordination Committee (DCC)

Planning Services

Legal Services

Pre-Design Consultation Meeting

Request pre-design consultation meeting from DC

Schedule pre-design consultation meeting with applicable departments and external agencies

Prepare and circulate meeting agenda and preliminary timeline

Host pre-design consultation meeting

Design Review and Acceptance

Subdivision Agreement

Draft Plan Conditions/ Final Approval

Plan Registration

First Submission

Submit engineering drawings to DCC

Follow up with Town Departments on timing of comments

Provide comments to DC

Review comments with CC and circulate to Developer

Second Submission

Revise drawings according to comments received

Request meetings with DCC from DC as required

Resubmit engineering drawings to DCC

Follow up with Town Departments on timing of comments

Provide comments to DC

Review comments with CC and circulate to Developer

Submit request for the preparation of the Subdivision Agreement to the DC

Consult with DCC on the maturity of the submission

Draft Subdivision Agreement and circulate to DCC within 10-12 business days

Provide comments within 7-10 business days

Revise Draft Subdivision Agreement and circulate to Developer

Confirm street names for proposed public roads

Assign municipal address numbers

Third Submission

Revise drawings according to comments received

Request meetings with DCC from DC as required

Resubmit engineering drawings to DCC

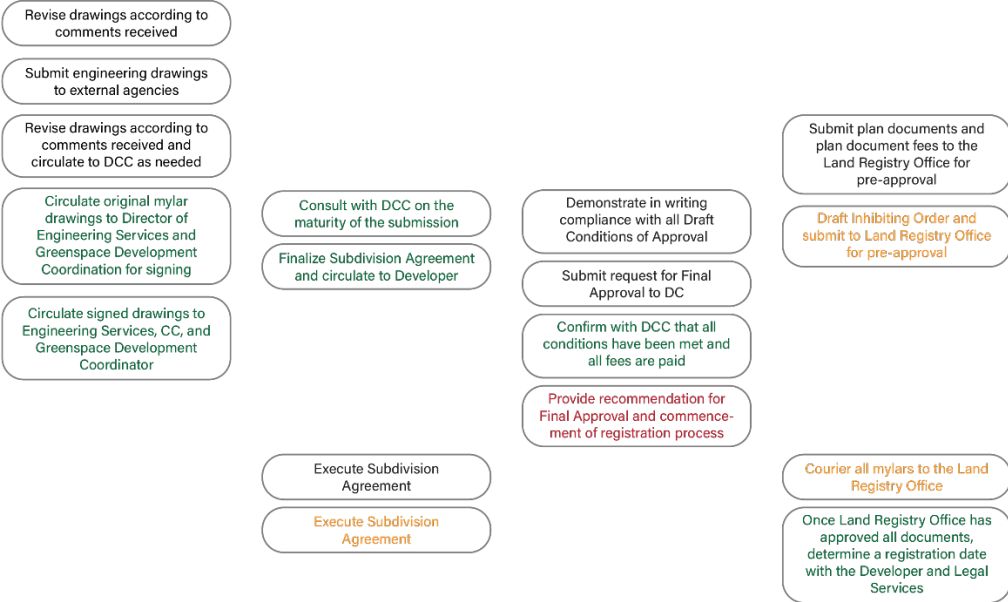
Follow up with Town Departments on timing of comments

Provide comments to DC

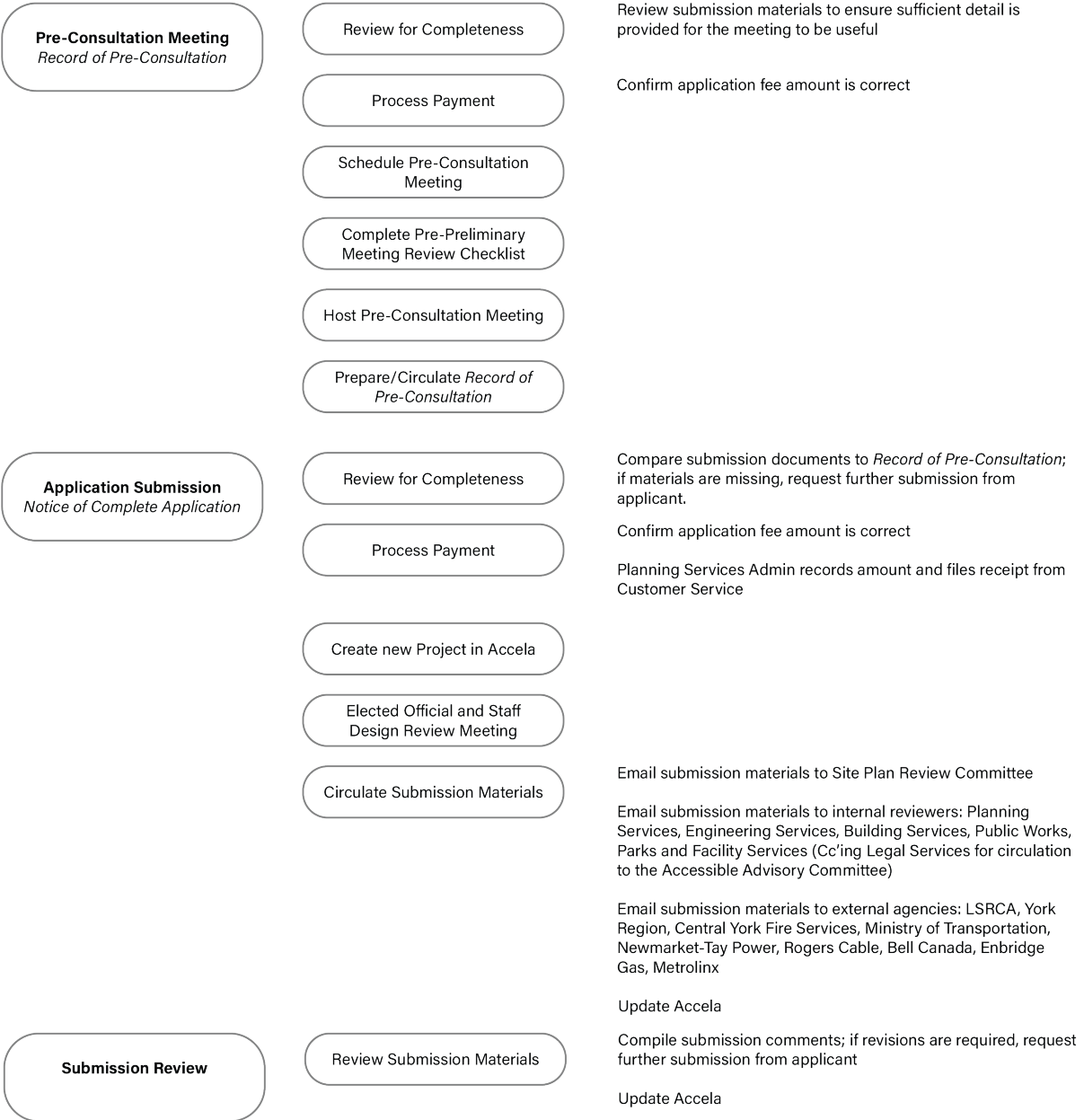
Review comments with CC and circulate to Developer

Courier all mylars to the Land Registry Office

Fourth Submission



Site Plan Control Process Flowchart



Final Approval
Site Plan Approval

Compile Approved Drawings

Prepare Draft Site Plan Agreement

Process Payment of Fees

Execute Site Plan Agreement

Draft Site Plan Agreement
Circulate draft agreement for review: Building Services, Engineering Services, Legal Services, Central York Fire Services

Circulate Site Plan Agreement to Applicant for execution
Execute Site Plan Agreement using DocuSign
Update Accela

Minor Variance/Consent Process Flowchart

Application Submission
Notice of Hearing

Review for Completeness

Compare submission documents to *Record of Preliminary Meeting*; if materials are missing, request further submission from applicant.

Process Payment

Confirm application fee amount is correct

Prepare/Circulate *Notice of Hearing*

Prepare *Notice of Hearing*

Email *Notice of Hearing* to the applicant along with sign posting instructions (within 10 days for minor variance, 14 days for consent)

Email *Notice of Hearing* and submission materials to reviewers: Planning Services, Building Services, Engineering Services, Forestry, Regional York, Lake Simcoe Region Conservation Authority, Bell Canada, Ministry of Transportation Ontario, Neighbouring Municipalities

Draft Report

Circulate Meeting Package

Hearing
Notice of Decision

Attend Hearing

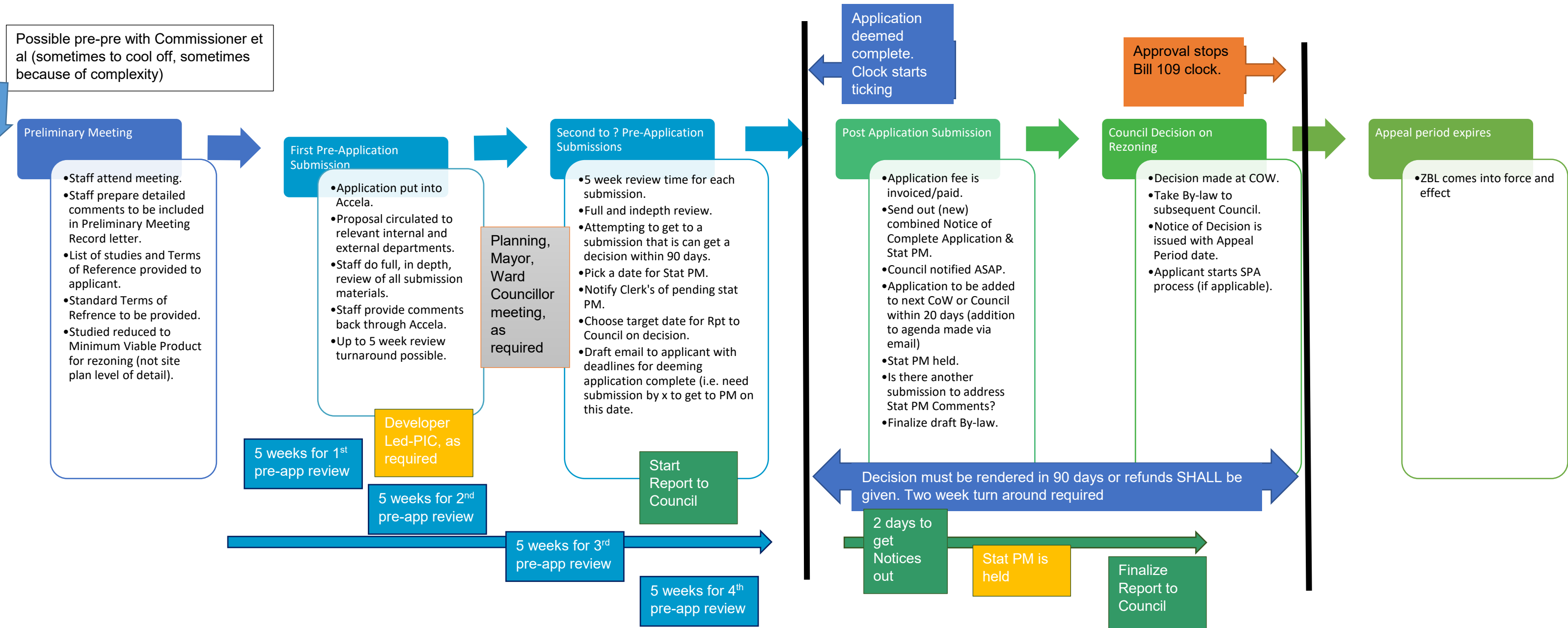
Prepare/Circulate *Notice of Decision*

Prepare/Circulate *Final and Binding Notice* (within 20 days of *Notice of Decision* if no appeal is filed)

APPENDIX B

BILL 109 DEVELOPMENT APPLICATION REVIEW WORKFLOWS

Bill 109 Interim Process for processing OPAs and Rezoning Applications



Notes, Caveats and Assumptions:

This is a moving target and each week we learn something new, the process will change again.

Any fee collected under authority of Section 69 of Planning Act for a rezoning is subject to 50% refund after 90 days, 75% refund after 150 days and full refund after 210 days; including fees for review by Consultants.

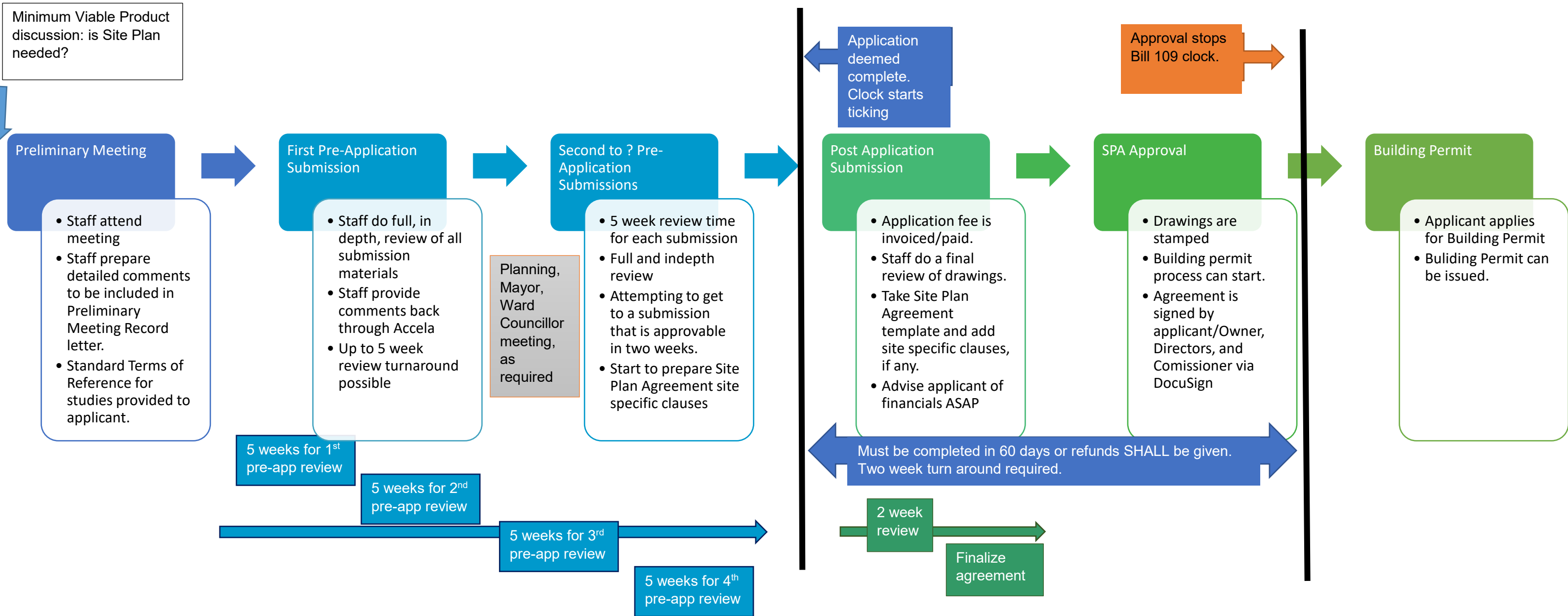
Comments on pre-applications are valid for one year. This will be noted in Comment Letter(s) provided to applicants after each pre-application submission.

Case by case basis determination of Developer Led PIC and Planning/Political meeting required.

Best practice to start Notice of Complete application, PM Notice and Recommendation Report after 2nd pre-submission comments are provided to applicant.

If there are outstanding items that arise after PM, resolution options are: let it go until SPA (if applicable), acceptance of partial fee refund and work to resolve by next cycle, Rpt to CoW recommending denial to force decision within 90 days, or create a condition of zoning/holding provision (if allowed).

Bill 109 Interim Process for reviewing Site Plan Applications



Notes, Caveats and Assumptions:

This is a moving target and each week we learn something new, the process will change again.

Any fee collected under authority of Section 69 of Planning Act is subject to 50% refund after 60 days, 75% refund after 90 days and full refund after 120 days; including fees for review by Consultants.

Bill 109 fully delegated approval to staff level with the intent that Council and public not to be involved in SPA. Mayor and Ward Councillor given “heads up” on complex/controversial applications on as needed basis during pre-application phase.

After MVP discussion: if site plan approval is not required – save email discussion in folder. If it is formally exempt by Jason, add to exemption list for tracking purposes.

APPENDIX C

STREAMLINED APPLICATION SUBMISSION REQUIREMENTS

The below noted list includes all of the studies that the Town may request (as per Section 10.4 of OP). The items in Chart 1 are the minimum standard requirements. In site specific situations, additional studies from the list may be added as shown in Chart 2. The dots indicate for which application the item will be requested. **Grey text** items will be required but not for the initial submission.

Chart 1 – Base Requirements

Application Requirements	OP and ZBL Amendment Application*	Site Plan Application
Application fees	•	•
Completed Application Form	•	•
Submission or Response Letter detailing all documents and numbers of copies	•	•
Up-to-date list of all submitted plans with current revision number and date in Word format (SPM 3.16)	•	•
Legal and Financial Requirements		
Certificate of status (if on behalf of corporation)		•
Estimated Cost of All External Works (Civil & Landscaping) (SPM 4.13)		•
Postponement of Interest Document (SPM 6.8)		•
Property appraisal for calculation of Parkland Dedicated requirements		•
Up-to-date parcel abstract of title indicating current owner, legal description, and PIN number	•	•
Construction, Sediment, and Erosion Control		
Construction & Traffic Management Report (SPM 3.13)		•
Erosion & Sediment Control Plan		•
Development Standards Checklist		
Development Standards Checklist (SPM 3.9, 5.2)		•
Site Plan Accessibility Checklist (SPM 3.9, 5.1)		•
Detailed Architectural Design Plans		
Elevation Plans (SPM 3.7)		•
Floor Plans		•
Environmental Reports		

Geotechnical Investigation Report, including how to address Town's Vibration Policy		•
Noise & Vibration Assessment Study (SPM 3.17)		•
Phase One Environmental Site Assessment to O. Reg 153/04 (SPM 3.6)	•	•
Detailed Stormwater Management Report		•
SWIAMP - Source Water Impact Assessment and Mitigation Plan		•
Grading		
High Level Grading Plan**	•	
Detailed Grading Plan (SPM 3.12)		•
Landscape Plans		
High Level Concept Landscape Plan**	•	
Detailed Landscape Plan (SPM 3.4, 4.8)		•
Landscape Details		•
Planting Plan		•
Electrical		
Lighting/Photometric Plan		•
Planning		
Planning Justification Report (SPM 3.2)	•	
Zoning Matrix	•	•
Servicing		
High Level Servicing Plan**	•	
Detailed Servicing Plan (SPM 3.14)		•
Functional Servicing Report w/ SWMR and LID (SPM 3.11)**	•	•
Site Plan		
Detailed Site Plan with OBC Data Matrix (SPM 3.1)		•
Concept Site Plan	•	
Survey		
Up-to-date survey	•	•
Transportation Reports		
Traffic/Transportation Impact Report/Statement with Parking Study and Vehicular and Pedestrian Connectivity	•	•
Tree Preservation, Protection & Replacement Plan		
Arborist Report (SPM 3.5) with Tree Survey	•	•
Tree Inventory Map/Plan	•	•
Tree Report Form	•	•

Utilities		
Full Size Composite Utility Plan (SPM 3.3)		•

*Land use (OP and Zoning) approval does not guarantee specific development rights or that there won't be the need for additional studies during site plan approval. Approval in terms of grading, drainage, stormwater management, landscaping, servicing or other detailed design matters will occur under a separate process, after any land use permissions are granted, and such analysis may find previously unforeseen issues that need to be addressed which may affect the feasibility of the project.

**Drawings/Plans/Report to meet minimum Town requirements at official plan/zoning stage, more detailed design and analysis required at site plan stage.

Chart 2 – Optional Requirements

Application Requirements	OP and ZBL Amendment Application*	Site Plan Application
Detailed Architectural Design Plans		
Concept elevations and/or renderings	•	•
Parking Structure Plans		•
Environmental Reports		
Environmental Impact Assessment	•	•
Phase Two Environmental Site Assessment (if required)	•	•
Record of Site Condition (if required)	•	•
Section 59 (Sourcewater protection) Notice, requirement confirmed by Region	•	•
Sustainable Development Report (UCSP 7.3.7) (can be included in PJR)	•	
Electrical		
Electric Site Plan		•
Lighting Impact Study		•
Electric Vehicle Charging Station Brief		•
Urban Design		
Building Mass Model	•	•
Checklist from Urban Design Guidelines		•
Shadow Study	•	•
Streetscape Plan	•	•
Transitional Angular Plane Analysis (UCSP 7.3.3)	•	•
Urban Design and Landscaping Plan		•
Viewshed Analysis	•	•
Planning		
Communication Implementation Plan (can be included within PJR) (UCSP 7.3.8)	•	
Compatibility Analysis, including a neighbourhood cross section	•	•
Survey		
Topographical Survey extending 5m beyond property lines		•
Transportation Reports		
Drive-through Air Quality and Stacking and Queueing Report		•
Parking Report and/or Justification Study	•	•

Sign Inventory and Pavement Marking Plans		•
Transportation Demand Management Strategy	•	•
Tree Preservation, Protection & Replacement Plan		
Vegetation Enhancement Strategy		•
Other Reports		
Air Quality Impact Study	•	•
Archaeological Assessment	•	
Cultural Heritage Impact Assessment	•	
Hydrogeological Study (if required by Geotech Report) and Hydrological Study (SPM 3.15)	•	•
Letter of Reliance		•
Market Impact Study	•	
Pedestrian-level Wind Study	•	
Soil Management Report (SPM 3.10)		•
Soils, Slope Stability, Erosion and Flood Risk Study	•	•
Solar Design Strategy		•
Source Water Protection Study including a Risk Assessment and conceptual and Detailed Risk Management Plan (CWA)	•	•
Waste Disposal Site Impact Assessment in accordance with Section 10.3	•	•

S|P

2023