



Report to Council

To: Mayor & Members of Council
From: Adele Arbour, Planner
Date: May 7, 2024
Re: Planning Applications and Services – Tariff of Fees

Recommendation:

That Council receive the report on Planning Applications and Services from the Planner; and further

That Council direct staff to prepare an implementing by-law, for the May 21, 2024 Council Meeting, to increase current planning application fees, provide for new application and planning service fees as outlined in Appendix B to this report; and further

That Council phase-in the proposed fee increases to 50% for the remainder of 2024 calendar year with the full amount to be charged starting January 1, 2025; and further

That Council direct staff to include a yearly increase by the Consumer Price Index (CPI) up to a maximum of 2%, and rounded to the nearest dollar, starting in 2026.

Financial Implications:

Implement fair cost recovery for planning related services provided by the Municipality which will result in an increase to planning revenues.

Background:

The purpose of this report is to provide Council with the appropriate research and information required to make an informed decision about increasing the current planning application fees and adding new application and planning service fees.

The Municipality of Trent Lakes has retained the same planning application fees for approximately 10 plus years. Minor Variance application fees were last increased in 2012, Zoning By-Law Amendment application fees appear to have been increased somewhere between 2012 and 2015, and Official Plan Amendment application fees and Subdivision review fees have remained the same since 2007.

Planning advice and recommendations to Council for the majority of planning applications in Trent Lakes are undertaken by an external Planning Consultant who is under contract with the Municipality. The current fee structure for an Official Plan Amendment is \$1,375.00, Site Plan \$1,100.00, and Plan of Subdivision/Condominium \$1,100.00. In addition to these application fees, an additional \$4,000.00 security deposit is also required except for Zoning By-Law Amendments,

the security deposit is \$500.00. The application fee is to defray the costs of processing the application and the security deposit is applied to all related costs for professional services incurred by the Municipality i.e., professional planning fees, legal fees, etc. Once the balance of the security deposit of \$4,000 falls below \$2,000 sufficient funds to increase the balance to \$4,000 shall be deposited with the Municipality by the applicant and in the case of the \$500 deposit, at any time the deposit falls below \$100 the owner shall provide funds to top up the deposit to \$500. In all cases the Municipality will provide the applicant copies of invoices that have been paid by the Municipality, with the request that the amount of the invoices be reimbursed by the applicant. It is very time-consuming for Building and Planning staff to monitor the security deposits for each application.

With quarry applications, in addition to planning application fees there is a Cost Recovery Agreement entered into with the applicant to cover the costs of additional planning, engineering, environmental, legal and/or other consultants as deemed necessary to thoroughly evaluate the application. A deposit amount of \$20,000 is requested and when said deposit is reduced to \$5,000 or less, it is requested that the amount be replenished to \$10,000.

Current applications fees, depending on the nature of the application, do not capture the true scope of staff time involved in processing these applications. Depending on the details of the application, Planning staff may involve the Director of Building and Planning, Director of Public Works, Director of Recreation and Facilities, and/or the Fire Chief.

As part of this review, Planning staff have been monitoring the actual cost of all planning applications. Staff also examined other municipal planning services provided such as letters of compliance, zoning confirmation letters and agreements to ensure that the Municipality is recovering the costs associated with these requests. Staff also compared planning application fees for all of the lower tier municipalities within the County of Peterborough.

There have been many changes to Planning staff and job positions over the last five (5) years. These changes have also come with an increase in complexity of proposals combined with a subsequent increase of staff time in processing applications. The process in which applications are received and reviewed has undergone significant changes during this period of time. Previously, staff had reviewed all proposals and worked through the process of completing the application in consultation with the external planning Consultant. This approach was further refined with the passage of By-Law B2019-075 by Council which required all planning applications to undergo a Pre-Consultation Meeting with Planning staff and may include other Municipal staff, County staff or agencies as required. A Pre-Consultation Form is submitted, and Planning staff schedule a Pre-Consultation Meeting either in-person or digitally. This process allows staff to provide feedback, the applicant to better understand the scope of their project, what studies would need to be submitted and the appropriate planning approval that would be required. Proposed Official Plan Amendments and Plans of Subdivision or Condominium are collaborated with the County of Peterborough's planning staff.

In addition, the recent changes to the *Planning Act* as a result of Bill 109 and Bill 23, Planning staff prepared Official Plan No. 60 and updated the Pre-Consultation By-Law, putting in place requirements for a complete planning application to make sure all information is received at the

outset, ensuring applications are processed in a timely manner and in accordance to the timelines set out in the *Planning Act*. This was in an effort to reduce requests for the return of planning application fees, if applications are not processed in accordance with the timelines set out in the *Planning Act*.

Section 69 of the *Planning Act* allows municipalities to impose fees through a by-law for the purpose of processing planning applications. In determining the associated fee, the *Act* requires that:

“The council of a municipality, by by-law, and a planning board, by resolution, may establish a tariff of fees for the processing of applications made in respect of planning matters, which tariff shall be designed to meet only the anticipated cost to the municipality or to a committee of adjustment or land division committee constituted by the council of the municipality or to the planning board in respect of the processing of each type of application provided for in the tariff.”

Further to this, the *Municipal Act*, Section 391 provides for by-laws to set fees for services provided by it. There is no specific requirement for actual cost justification within planning application fees. In fact the *Planning Act* only requires municipalities to have regard for the “anticipated cost” of providing the service. There is also no requirement for a public meeting or notice requirements concerning fee increases. Regarding Municipal policy, Planning staff suggest, in keeping with the spirit of being open and transparent, notification of proposed fee increases should be identified on social media and the Municipal website, prior to the adoption of the By-Law.

In practice, planning fees (unlike building permit fees) do not capture the municipality’s entire cost of processing applications. The reality of partial cost recovery reflects the fact that reviewing planning and development applications is in the public interest, and some portion of the review cost should be funded through property taxes. More municipalities are going towards a 100% fee recovery, while previously the norm has been a 50% to 75% fee recovery.

In general, such fees and charges could include direct costs, non-growth capital-related costs, support function costs directly related to the service provided and general overhead costs apportioned to the service provided. In addition, municipalities should have regard for legal precedents and impacts on the development market when establishing such fees. It should also be noted that the *Planning Act* allows for an applicant who disagrees with the fee charged to pay under protest and appeal to the Ontario Land Tribunal (OLT) within thirty (30) days of the payment of the fee. The OLT will make the determination if the appeal should be dismissed or alternatively direct the Municipality to refund payment in such an amount as determined.

The implementation of indexing varies amongst municipalities. The purpose of indexing is to increase fees in proportion to wage increases and the costs of services. There is a range in how municipalities index, some do not apply an index at all and conduct a review of their fees as needed, while others increase rates by 1%, 2% or at a rate equivalent to the Consumer Price Index (CPI). It is also normal to round fees to the nearest dollar to keep the math simplified each year. Staff recommend that fees should be increased to Consumer Price Index (CPI) as a base to greater reflect a scientific approach to increasing fees and rounded to the nearest dollar.

As part of our review process, staff have prepared a comparison survey of planning fees associated with seven (7) other neighbouring municipalities in the area, which is detailed in Appendix A. It should be noted that each municipality has unique processes and geography therefore, fees are not always comparable. Trent Lakes has many waterfront properties that trigger various studies and peer reviews as part of the planning application process.

Analysis of Trent Lakes Planning Fees:

- The analysis was not an exhaustive exercise as it was conducted in house without the assistance of an independent consultant;
- Process discussions were held with staff which identified and documented the functions involved in administering and enforcing planning processes;
- The estimation of total application processing time for all involved municipal staff in each fee category were calculated based on average time to complete the activity;
- A full cost recovery analysis was not undertaken;
- The comparison survey of fees and fee structures in other municipalities was undertaken to ensure that the cost of the planning service in Trent Lakes continues to be reasonable, fair, and competitive but also to achieve more balance so development pays for development.

Currently all planning applications are treated in a similar fashion regarding payment and do not capture the true scope of staff time involved in processing these applications. Depending on the nature of the application, staff may circulate to other Municipal departments such as Public Works, Recreation and Facilities, Building and Fire Departments for comments. These costs are also not recovered by the Municipality.

Further to the planning report brought forward to Council March 21, 2023, staff recommended to Council that a distinction be made between minor and major applications. Minor zoning by-law amendments would be those considered straight forward and may result from a consent application. Minor applications could also involve small to medium scale land uses or development having no potential impact upon the Municipality as a whole; and which may include changes in development standards to accommodate a minor variance to a zone provision, severance, plan of subdivision or site plan development which conforms to the Official Plan. Minor zoning by-law amendments could be accomplished in-house.

A major zoning by-law amendment would involve a review of land uses and/or revised zoning standards which are considered to be significantly different from the given standards of the Municipality's Comprehensive Zoning By-Law in terms of factors such as use, scale and/or function; and which may not be considered to implement the established land use policies of the Municipality's Official Plan.

The minor zoning by-law amendment application should have a different fee than the more complex applications that are forwarded to the Municipality's external planning consultant.

Combined Official Plan and Zoning By-Law Amendments should be given special consideration in terms of fees. The purpose of combining the applications is to recognize that a review of these planning applications concurrently does not require a complete and separate review of each type of application independently. Therefore, staff recommend a reduced combined application fee, for municipal processing. Once the County Official Plan is approved staff will revisit this fee as the bulk of processing of the Official Plan Amendment will be a County responsibility.

Similarly, as a result of a consent, a minor variance or rezoning may be necessary for both the severed and retained parcels. Planning staff have not been charging a separate application fee for each parcel and have considered the request as a singular application for either a minor variance or zoning by-law amendment, as this approach seemed more reasonable.

Municipal staff, in reviewing surrounding municipality’s planning fees, found that many municipalities have broken their fee schedule down based on complexity of submission. The breakdown of fees also lends itself more so to capturing the true cost of these applications, which the Municipality of Trent Lakes currently does not do.

As the Municipality has traditionally been a geographic area of family cottages with non-compliant setbacks, a shift to converting these seasonal dwellings into four season homes has increased dramatically since the onset of COVID-19 and typically planning approval is required before reconstruction, addition, or replacement. The housing market combined with the ever-shrinking amount of vacant land annually is pointing towards an increase in the number of planning requests over the next five years with varying degrees of complexity.

Analysis:

As part of this analysis, staff determined the actual time spent on planning applications. The three primary parties involved in processing an application are the Planning Technician (PT), Planner (PL) and External Planner (EP). Each step is broken down by the Municipal Planning staff’s hourly participation. Staff have also considered the input from other Municipal departments for certain types of planning applications.

The recommended fees were determined by the actual time spent on the tasks involved as outlined in the following tables, as well as the review of fees being charged by other local municipalities within Peterborough County. The bracket () in the following tables represents a possible involvement by an individual.

Minor Variance

Current Fee is \$750

	Hourly Participation		
	PT	PL	EP
Initial communication with applicant and subsequent meetings / communication, may direct to fill out pre-consultation form	1		
Initial review of proposal and pre-consultation form, arranging meeting date with applicant via phone or email	2		
Online meeting with applicant to further discuss proposal	1	1	
Review application with staff to determine if matter is minor in nature and would be supported (if required discussion with External Planner)	1	1	(1)

Assisting applicant with application and receive application at front counter	1		
Processing application and setting up file	1		
Creation of notice of meeting and circulation of notice of public meeting to applicable agencies & surrounding neighbours	2	1	
Posting of notice at the property of minor variance and site visit	2		
Report writing	3	.5	
Prepare decision	1	.5	
Creation of agenda	1		
Committee of Adjustment meeting	.5	.5	
Notice of passing of MV	.5	.5	
Mailing letter of decision to owner and agent	.5		
Mailing notice of appeal expiry to owner and agent after 20 days	.5		
Completion of file, entering in digital information into internal systems	.5		
Total Hours Spent	18.5	5	(1)

Summary of hours

Planning Technician: 18.5 hours @ \$50/hour=\$925

Planner: 5 hours @ \$84/hour=\$420

External Planning Consultant, if required: 1 hour @ \$100/hour=\$100

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$1,445

Additional administrative costs: 1. Mileage - \$50

2. Office Supply Costs: \$50 (paper, postage, lamination, envelopes and labels)

Total Cost of Service: \$1,545

*Note: a deposit fee is not collected for minor variances to pay for external invoices

The Minor Variance Application Fee is proposed at: \$1,500

Minor Variance - Amended Application and Recirculation

Current Fee is \$100

	Hourly Participation		
	PT	PL	EP
Review and processing of revised application	.5	.5	
Creation of revised notice of meeting and circulation of notice of public meeting to applicable agencies & surrounding neighbours	.5		
Posting of revised notice at the property of minor variance and site visit	2		
Report writing	1	.5	
Prepare decision	.5		
Creation of agenda	.5		
Committee of Adjustment meeting	.5	.5	
Notice of passing of MV	.5		

Mailing letter of decision to owner and agent	.5		
Mailing notice of appeal expiry to owner and agent after 20 days	.5		
Completion of file, entering in digital information into internal systems	.5		
Total Hours Spent	7.5	1.5	

Summary of hours

Planning Technician: 7.5 hours @ \$50/hour=\$375

Planner: 1.5 hours @ \$84/hour=\$126

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$501

Additional administrative costs: 1. Mileage - \$50

2. Office Supply Costs: \$50 (paper, postage, lamination, envelopes and labels)

Total Cost of Service: \$601

*Note: a deposit fee is not collected for minor variances to pay for external invoices

The Minor Variance – Amended Application and Recirculation Fee is proposed at: \$600

Zoning By-law Amendment

Currently Zoning By-law Amendment applications are not categorized by complexity and do not capture the true cost of processing the application based on time spent from start to finish. Applications may vary in scope from minor to major amendments. Minor amendments may include rezoning due to consent application requirements. A major amendment would necessitate a more complex analysis and review. It may also involve an Official Plan Amendment or Plan of Subdivision, Development or Site Plan Agreement. Often as a condition of the rezoning an applicant is required to enter into a Development Agreement to implement the recommendations of a study such as an Environmental Impact Study (EIS).

Each of these categories of amendment would include additional staff time and processing of the application. Categorizing between minor and major is a common practice amongst Municipalities to ensure that all costs are covered during the processing of each particular application.

Fees incurred by our external registered professional planner are paid for by the applicant’s deposit fee. The invoices are paid by the Municipality and collected from the applicant. In recent years this deposit fee has often been exhausted and Municipal staff are having to request additional funds from applicants to cover the costs of the external planning consultant’s fees. In some cases, these fees have not been recovered which has budget implications and is a burden on the general municipal taxpayer.

Zoning By-law Amendment (Minor)

- Rezoning as a condition of consent
- Alteration to a structure that may be considered minor by Planning staff

The current ZBA Application Fee is \$1,000 plus a \$500 Deposit to be applied to all related costs for professional services incurred by the Corporation associated with the processing of the application.

Hourly Participation	PT	PL	EP
Initial communication with applicant and subsequent meetings / communication, request to complete pre-consultation form	2	1	
Initial review of pre-con with staff to determine complexity of project and setting up meeting with applicant (review of Zoning by-law, Official Plan, GIS mapping)	2	1	(1)
Online meeting with applicant to discuss proposal and required items to proceed	1	1	
Assisting applicant with application and intake	1		
Processing and creation of application with staff	1	1	
Communication with agencies	1		
Creation of Notice of public meeting	2	1	
Mailing and emailing of public notice	1		
Posting of notice at the property and site visit	2		
Report writing, by-law preparation and creation of schedule	5	1.5	
Agenda preparation, organizing comments and any follow-up required	2.5		
Public meeting preparation and attendance	3	1.5	
Development Agreement prepared, signed and registered, if required	3	.5	
Notice of passing of by-law preparation and mailing	1	.5	
Mailing of appeal expiry and By-law to applicant & agencies	.5		
Zoning updates (internal systems) and GIS mapping	1		
Total Hours Spent	29	9	(1)

Summary of hours:

Planning Technician: 29 hours @ \$50 / hour = \$1,450

Planner: 9 hours @ \$84 / hour = \$756

External Planning Consultant, if required: 1 hour @ \$100/hour=\$100

Director of Public Works: Technical Review related to road access, if required: 1 hour @ \$70=\$70

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$2,376

Additional administrative costs: 1. Mileage - \$50

2. Office Supply Costs: \$75 (paper, postage, lamination, envelopes and labels)

Total Cost of Service: \$2,501

Process includes an accompanying Site Plan/Development Agreement, with the cost of registration on Title paid by the applicant.

*Note: a deposit fee will not be collected for minor zoning by-law amendments

The Zoning By-Law Amendment (Minor) Fee is proposed at: \$2,500

Zoning Amendment (Major) Costs will vary depending on scope of project.

- Pit or quarry (Cost Recovery Agreement)
- Redevelopment of shoreline
- Large scale, broader land use implications, significant relief from by-law provisions, introduction of new use

The current ZBA Application Fee is \$1,000 plus a \$500 Deposit to be applied to all related costs for professional services incurred by the Corporation associated with the processing of the application.

	Hourly Participation		
	PT	PL	EP
Initial communication with applicant and subsequent meetings / communication, request to complete pre-consultation form	3	2	2
Initial review of pre-con with staff to determine complexity of project and setting up meeting with applicant (review of Zoning by-law, Official Plan, GIS mapping)	3	3	3
Online meeting with applicant to discuss proposal	1	1	1
Assisting applicant with application and intake	2	(1)	1
Review application with staff	1	1	1
Report to Council – Council to deem the application complete, if req'd	1	1	3
Notice of complete application	2		2
Communication with agencies	1	(1)	1
Technical review meeting with applicable agencies and applicant	2	2	2
Creation of notice of public meeting	2	1	1
Mailing and emailing of public meeting	1		
Posting of notice at the property and site visit	2	(2)	4
Internal review of reports, peer review documents & 3 rd parties	3	3	3
By-law preparation, creation of schedule & report writing	2	1	4
Agenda preparation, organizing comments and any follow-up required	2		
Public meeting preparation and attendance	3		1
Development Agreement prepared, signed and registered, if required	2	1	3
Creation of notice of passage & mailing	1		
Notice of passing of by-law preparation and mailing	1	.5	
Mailing of appeal expiry and By-law to applicant & agencies	.5	.5	
Zoning updates (internal systems) and GIS mapping	1		
Total Hours Spent	36.5	21	32

Summary of hours:

Planning Technician: 36.5 hours @ \$50 / hour = \$1,825

Planner: 21 hours @ \$84/hour = \$1,764

External Planning Consultant: 32 hours @ \$100 / hour = \$3,200

Director of Building and Planning/CBO review 2 hours @ \$70 / hour = \$140

Director of Public Works: Inspection of Property & Technical review 2 hours @ \$70 / hour = \$140

Fire Chief: Inspection of Property & Technical review 2 hours @ \$70 / hour = \$140

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$7,209

- Additional administrative costs:
1. Mileage - \$50
 2. Office Supply Costs: \$75 (paper, postage, lamination, envelopes and labels)

Estimated Total Costs: \$7,334

Note: This table represents a normal typical process and does not include Council and applicant deferrals. If an applicant requests a deferral and a revised Public Meeting Notice is required which results in another public meeting and repeat of certain processes:

Additional outside costs

Legal / engineering / peer reviews, Registration of Agreement on Title - additional deposit fee may be required and shall be determined during the process and identified in a Cost Recovery Agreement.

The Zoning By-Law Amendment (Major) Fee is proposed at: \$4,300 plus a security deposit of \$3,000 for a total of \$7,300

A Site Plan/Development Agreement has been built into this fee. The cost of registration against Title will be paid for by the applicant.

Applicant Deferral Request of Zoning By-Law Amendment Application

Current Fee for Recirculation of any Planning Application Fee is \$100

Note: The above table represents a typical major zoning by-law amendment process and does not include Council and applicant Deferrals. If an applicant requests a deferral and a revised Public Meeting Notice is required which results in another public meeting and the repeat of certain processes:

Hourly Participation	PT	PL	EP
Technical review meeting with applicable agencies and applicant	1	1	1
Communication with agencies	1	1	1
Creation of notice of public meeting	1	.5	1
Mailing and emailing of public meeting	1		
Posting of notice at the property and site visit	1.5		
Internal review of reports, peer review documents & 3 rd parties	1	1	1
By-law preparation, creation of schedule & report writing	2	1	4
Agenda preparation, organizing comments and any follow-up required	2		
Public meeting preparation and attendance	3		1
Total Hours Spent	13.5	4.5	9

Summary of hours:

Planning Technician: 13.5 hours @ \$50 / hour = \$675

Planner: 4.5 hours @ \$84/hour = \$378

External Planning Consultant: 9 hours @ \$100 / hour = \$900

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$1,953

Additional administrative costs: 1. Mileage - \$50
2. Office Supply Costs: \$75 (paper, postage, lamination, envelopes and labels)

Estimated Total Costs: \$2,078

The Deferral Request by Applicant Fee is proposed at: \$2,000

Removal of Hold

Current Fee is \$300

	Hourly Participation		
	PT	PL	EP
Initial communication with applicant and subsequent meeting / communication, filing of Removal of Hold application	1		(1)
Initial review of Removal of Hold Application and ensuring all conditions have been met, including review of any submitted studies	2	2	
Physical inspection of property	(2)		
Preparation and Circulation of Notice to Remove Hold, may include communications with departments and agencies	2	.5	
Preparation of report to Council	3	1	
Preparation of By-Law	2	.5	
Preparation of Site Plan Agreement, if applicable a separate fee			
Updates (internal systems) and GIS mapping	1		
Total Hours Spent	13	4	(1)

Summary of hours:

Planning Technician: 13 hours @ \$50 / hour = \$650

Planner: 4 hours @ \$84 /hour = \$336

External Planning Consultant: 1 hour @ \$100 / hour = \$100

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$1,086

Additional administrative costs: 1. Mileage costs - \$50.00
2. Office supply costs: \$75.00 (paper, postage, envelopes and labels)

Estimated Total Costs: \$1,211

The proposed Removal of Hold Fee without a Site Plan Agreement is: \$1,200

Deeming By-Law

The current fee is \$600

Hourly Participation	PT	PL	EP
Initial communication with applicant and subsequent meeting / communication	2		(1)
Initial review, including review of submitted survey	2	1	
Physical inspection of property	(2)		
Preparation of draft Deeming By-Law and circulation to applicant	4	1	
Review of any comments	1	1	
Revise draft and prepare Deeming By-Law for Council’s consideration	2	1	
Updates (internal systems) and GIS mapping	1		
Total Hours Spent	14	4	(1)

Summary of hours:

Planning Technician: 14 hours @ \$50 / hour = \$700

Planner: 4 hours @ \$84 /hour = \$336

External Planning Consultant: 1 hour @ \$100 / hour = \$100

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$1,136

Additional administrative costs: 1. Mileage costs - \$50.00

2. Office supply costs: \$15 (paper, postage, envelopes and labels)

Estimated Total Costs \$1,201

Proposed fee for Preparation of a Deeming By-Law is: \$1,200

Site Plan Application (SPA) – No Zoning By-law Amendment

The current fee is \$1,100 plus security deposit of \$4,000 for a total of \$5,100

Hourly Participation	PT	PL	EP
Initial communication with applicant and subsequent meetings / communication, request to complete pre-consultation form	1	1	1
Initial review of pre-con with staff to determine complexity of project and setting up meeting with applicant (review of Zoning by-law, Official Plan, GIS mapping)	1	1	1
Physical inspection of property	2	2	4
Online meeting with applicant to discuss proposal	2	2	2
Assisting applicant with application and intake	2		
Processing and creation of submission with staff	3	3	3
Circulation of application and communication with departments and agencies	1	3	
Review of technical studies	3	3	3
Preparation of Site Plan Agreement and report to Council	1	4	4

Registration of Agreement	1		
Compliance to Site Plan Agreement involving site visit inspection	1	3	1
Updates (internal systems)			
Total Hours Spent	18	22	19

Summary of hours:

Planning Technician: 18 hours @ \$50 / hour = \$900

Planner: 22 hours @ \$84 / hour = \$1,848

External Planning Consultant: 19 hours @ \$100 / hour = \$1,900

Director of Building and Planning: 5 hours @ \$70 / hour = \$350

Director of Public Works: Inspection of Property & Technical review 2 hours @ \$70 / hour = \$140

Fire Chief: Inspection of Property & Technical review 2 hours @ \$70 / hour = \$140

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$5,278

Additional administrative costs: 1. Mileage costs - \$50.00

2. Office supply costs: \$25.00 (paper, postage, envelopes and labels)

Estimated Total Costs: \$5,353

The Site Plan Fee is proposed at: \$3,500 plus a security deposit of \$2,000 for a total of \$5,500

In addition, separate securities are identified in the Site Plan Agreement, which are based on the estimated cost to undertake identified specific work on-site and off-site.

Official Plans

It is very difficult to determine the amount of time it takes to process Official Plan Amendment applications as each application can have their own major complexities. The fee needs to be structured similar to a major zoning by-law amendment application as far as meetings, staff involvement, technical reviews and potential meetings with consultants and solicitor. The County is the approval authority for Official Plan Amendments. Once processed and a decision is made by the Municipality, documentation is sent to the County for a decision. This is the current procedure however, once the County's new Official Plan is approved by the Ministry, the County will be processing all Official Pan Amendments. The Municipality will have a new role as a commenting stakeholder and will no longer be processing amendment requests.

Official Plan Amendment to Municipal Official Plan

Costs vary depending on the scope of the project.

The current fee is \$1,375 plus a \$4,000 security deposit for a total of \$5,375

Hourly Participation	PT	PL	EP
Initial communication with applicant and subsequent meetings / communication, request to complete pre-consultation form	3	2	1
Site inspection of property	2	(2)	4

Initial review of pre-con with staff to determine complexity of project and setting up meeting with applicant (review of Zoning by-law, Official Plan, GIS mapping)	3	3	3
Online meeting with applicant to discuss proposal	1	1	1
Assisting applicant with application and intake	2	(1)	
Review application with staff	1	1	1
Report to Council – Council to deem the application complete, if req'd	1	1	3
Notice of complete application	2	1	2
Communication with agencies	1	(1)	1
Technical review meeting with applicable agencies and applicant	2	2	2
Creation of notice of public meeting	2	1	1
Posting and mailing of notice of public meeting	2		
Internal review of reports, peer review documents & 3 rd parties	3	3	3
By-law preparation, creation of schedule & report writing	2	5	6
Agenda preparation, organizing comments and any follow-up required	2		
Public meeting preparation and attendance	2		1
Development Agreement prepared, signed and registered, if required	2	1	3
Creation of notice of adoption & mailing	1		
Notice of adoption of OPA preparation and mailing	1	.5	
Forwarding documentation to County for approval of OPA	4	2	
Updates (internal systems) and GIS mapping	1		
Total Hours Spent	40	27.5	32

Summary of hours:

Planning Technician: 40 hours @ \$50 / hour = \$2,000

Planner: 27.5 hours @ \$84/hour = \$2,310

External Planning Consultant: 32 hours @ \$100/ hour = \$3,200

Director of Building and Planning/CBO review 2 hours @ \$70 / hour = \$140

Director of Public Works: Inspection of Property & Technical review 2 hours @ \$70 / hour = \$140

Fire Chief: Inspection of Property & Technical review 2 hours @ \$70 / hour= \$140

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$7,930

Additional administrative costs: 1. Mileage costs - \$50.00

2. Office supply costs: \$75.00 (paper, postage, envelopes and labels)

Estimated Total Costs: \$8,055

Note: This table represents a normal typical process and does not include Council and applicant deferrals.

The proposed fee for an Official Plan Amendment is: \$4,000 plus a security deposit of \$4,000 for a total of \$8,000

When the County Official Plan is approved this fee will be reassessed as the County will be doing the bulk of processing the application.

Increases to Existing Planning Fees (that have no Application Form)

Increase to Cash-in-lieu of Parkland Fee from current \$1,000 to \$1,250

This fee is currently \$1,000 per lot. A review of other municipalities, it appears warranted to increase this fee to \$1,250. This cost is usually absorbed by the sale of the new lot.

Radiocommunications Facilities Application Fee

Recently Council approved a Municipal Protocol for radiocommunication facilities. Formerly CRINS was processing municipal applications for a fee of \$2,700 with \$1,000 forwarded to the Municipality.

The current fee approved recently by Council is \$2,500 and staff are recommending that this fee not be increased at this time, as the introduction of this new fee has recently been assessed in 2023.

Increase to Letter of Compliance Fee

The time spent on Letters of Compliance has increased due to the nature of questions being asked, which quite frequently requires a review of records beyond what is available on Keystone. The current fee is \$40 for Finance Tax Certificate, \$40 for Building Work Order information, \$40 for Building Permit Application information and \$40 for Planning information requested.

The proposed new fee is suggested at \$150 regardless of Building and Planning questions asked. Tax Certificate to remain at \$40

Cost associated with the preparation of an Agreement i.e. Site Plan/Development Agreement, Consent Agreement

The current fee is \$300 with registration costs of an Agreement borne by the applicant.

Hourly Participation	PT	PL	EP
Initial communication with applicant and subsequent meeting / communication	1		(1)
Initial review, including review of any submitted studies	2	1	
Physical inspection of property	(1)		
Preparation of draft Site Plan/Development Agreement and circulation to applicant	4	1	
Review of any comments	1	1	
Revise draft and prepare Final Agreement for signatures	1	1	
Updates (internal systems)	1		
Total Hours Spent	11	4	(1)

Summary of hours:

Planning Technician: 11 hours @ \$50 / hour = \$550

Planner: 4 hours @ \$84 /hour = \$336

External Planning Consultant: 1 hour @ \$100/ hour = \$100

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$986

Additional administrative costs: 1. Mileage- \$50, if required
2. Office supply costs: \$15.00 (paper, postage, envelopes labels)

Estimated Total Costs: \$1,051

Proposed fee for Preparation of an Agreement is: \$1,000

Plan of Subdivision or Condominium

The County of Peterborough is the approval authority for Plans of Subdivision or Condominiums.

Currently the County of Peterborough's fees are as follows for Plans of Subdivision or Condominiums:

- a) Up to 20 developable lots/blocks/units: \$4,500
- b) 21-50 developable lots/blocks/units: \$6,500
- c) More than 50 developable lots/blocks/units: \$8,500

Plan revisions: - major (re-circulation required): \$1,250
- minor (re-circulation not required): \$500

Extension of Draft Approval: \$850

Final Plan Approval: \$300

The current municipal Plan Subdivision or Condominium Fee is \$1,100 plus a \$4,000 security deposit to be applied to all related costs for professional services incurred by the Corporation associated with the processing of the application.

Plan of Subdivision or Condominium

The current fee is \$1,100 plus a \$4,000 deposit

	Hourly Participation		
	PT	PL	EP
Initial communication with applicant and subsequent meetings / communication	3	2	1
Site inspection of property	2	(2)	4
Review municipal Official Plan, Zoning, supporting documentation, technical studies. Reach out to other municipal departments for applicable comments	4	4	4
Attend Pre-Consultation Meeting initiated by the County to discuss proposal and required documentation for application submission	1	1	1
Review application with staff	1	1	1
Report to Council – Council to deem the application complete	1	1	3
Notice of complete application in conjunction with the County	1	.5	
Communication with departments and agencies	1	(1)	1
Technical review meeting with applicable agencies and applicant, if required	2	2	2
Joint notice of public meeting	1	.5	
Internal review of reports, peer review documents & 3 rd parties	4	4	4
Agenda preparation, organizing comments and any follow-up required	2		

Public meeting preparation and attendance	2	1	1
Report to Council including draft plan conditions	1	4	4
Forwarding documentation to County	1	2	
Updates (internal systems) and GIS mapping	1		
Total Hours Spent	28	26	26

Summary of hours:

Planning Technician: 28 hours @ \$50 / hour = \$1,400

Planner: 26 hours @ \$84/hour = \$2,184

External Planning Consultant: 26 hours @ \$100/ hour = \$2,600

Director of Building and Planning/CBO review 2 hours @ \$70 / hour = \$140

Director of Public Works: Inspection of Property & Technical review 3 hours @ \$70 / hour = \$210

Fire Chief: Inspection of Property & Technical review 3 hours @ \$70 / hour= \$210

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$6,744

Additional administrative costs: 1. Mileage costs - \$50
 2. Office supply costs: \$25 (paper, postage, envelopes and labels)

Estimated Total Costs: \$6,819

Note: This table represents a normal typical process and does not include Council and applicant deferrals.

The proposed fee for a Draft Plan of Subdivision/Condominium is: \$3,000 plus a security deposit of \$4,000 for a total of \$7,000.

Introduction of New Planning Service Fees

Planning staff are recommending fees for the following services provided:

1. Fee to Amend Existing Registered Agreement

Proposed fee for an amendment to an existing Agreement registered on Title is: \$500

With the applicant responsible for the cost of de-registration of the old agreement and registration of the revised agreement.

2. Fee for Lifting of a 1 ft. Reserve

	Hourly Participation	
	PT	P
Assist applicant with request submission	1	
Initial review of with staff to determine details and any implications of request	1	1
Circulation to applicable departments and agencies/discussion with solicitor	2	1
Site Visit	2	
Preparation of Report to Council	2	1

Preparation of By-Law to Lift Hold	1.5	1
Update (internal systems)	1	
Total Hours Spent	10.5	4

Summary of hours:

Planning Technician: 10.5 hours @ \$50 / hour = \$525

Planner: 4 hours @ \$84 / hour = \$ 336

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$861

Potential additional administrative costs: 1. Mileage - \$50, if required

Total Cost of Service: \$911

Proposed fee for Lifting of a 1 ft. Reserve is: \$1,000

3. Fee for Consent - Preparation of Municipal Appraisal Form (MAF)

Regarding consents, out of the eight (8) municipalities inclusive of Trent Lakes four (4) municipalities do not charge any fee for the review of severance applications. The County of Peterborough is the approval authority for consents, with municipal staff undertaking a review of the Preliminary Severance Review (PSR) and the Consent Application. Council is provided with a MAF by staff with a recommendation for consideration. This review includes a desk top review by staff, may include a site visit, agency contact, providing Council with the completed Municipal Appraisal Form and notifying the County of Council's Decision.

Planning staff believe a fee would be warranted for consent applications. Consent applications are circulated by the County as the approval authority, with the Municipality of Trent Lakes being a commenting agency. Municipal Appraisal Forms (MAF's) are commented on by Planning Staff and taken to Council for approval, then sent to the County for consideration. Currently there is no associated fee for this service and considerable time is spent by staff reviewing Consent Applications (PSR if there is one) and sometimes the External Planning Consultant is called upon to review the consent requested. These costs have historically been borne by the general taxpayer.

Municipal Appraisal Form (MAF)

Hourly Participation	PT	PL	EP
Review PSR Forms as they are circulated and acknowledge completed review to the County	2	1	
Planning review of severance application to include review of Preliminary Severance Review (PSR), Official Plan and Zoning and GIS mapping, Keystone and review of any submitted studies	2		
Review application with planner and staff to determine if review is complete (if required discussion with External Planner)	1	1	(2)
Conducting Site Visit, if required	(1.5)		
Review of any supporting studies	2	1	
Filling in of MAF and presentation to Council	2	1	
Advising applicant of MAF and Council Meeting	.5		

Email to County MAF and Council's resolution	.5		
Completion of file, entering in digital information into internal systems	.5		
Clearance of Conditions	1		
Total Hours Spent	13	4	(2)

Summary of hours

Planning Technician: 13 hours @ \$50/hour=\$650

Planner: 4 hours @ \$84/hour=\$336

External Planning Consultant, if required: 2 hour @ \$100/hour=\$200

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$1,186

Potential additional administrative costs: 1. Mileage - \$50, if required

Total Cost of Service: \$1,236

Proposed fee for MAF is: \$250 for lot line adjustment, correction or validation of title, charge or lease and \$500 for creation of a new lot, right-of-way or easement.

The County Consent Fee is currently \$1,150

Typically, these costs would be added to the sale of the property.

4. Fee for Minor Amendment to an Approved Signed Site Plan

Staff recommend the inclusion of a new "Signed Site Plan" fee that requires no revisions to the clauses in an existing Site Plan/Development Agreement. This would include a minor revision to a Site Plan drawing such as adding a new structure that would not result in any impact or require revisions to the Agreement. This would allow the applicant and Municipality to have a "snapshot" of the existing and/or minor change to a property. This would be a much more affordable fee than requires a full new site plan agreement or an amendment fee, while allowing a further minor development of a site.

Proposed fee for Signed Site Plan is: \$500

5. Fee for Pre-Consultation Meeting

Pre-Consultation is beneficial to an applicant as staff and agencies review the proposed development and identify the type of planning application and studies required. Staff often recommend a second submission to reflect the recommendations made by staff at the Pre-Con Meeting, to verify the changes have been made and the proposal may proceed to filing the appropriate planning application.

Pre-Consultation

	Hourly Participation	PT	PL	EP
Assist applicant with application and intake		1		
Initial review of application with staff to determine complexity of project and to determine study submission requirements for a complete application (review of Zoning by-law, Official Plan, GIS mapping, submitted studies) – conduct a desk top review		2		
Actual Pre-Con Meeting either virtual or in person and may include applicable agencies		1	1	(1)
Compile notes from Pre-Con Meeting and forward to the applicant		1	(.5)	(.5)
Update (internal systems)		1		
	Total Hours Spent	6	1.5	1.5

Summary of hours:

Planning Technician: 6 hours @ \$50 / hour = \$300

Planner: 1.5 hours @ \$84 / hour = \$126

External Planning Consultant: (1.5 hours) @ \$100 / hour = \$150

Subtotal of staff costs: \$576

Potential additional administrative costs: 1. Mileage - \$50, if required

Total Cost of Service: \$626

Proposed fee for Pre-Consultation is: \$300 and includes any additional meetings or correspondence resulting in a review of revised plans.

Planning staff recommend that Pre-Consultation Meeting Notes are only good for one year and should the applicant proceed to a Planning application within this one-year period, the Pre-Consultation Fee will be deducted from their planning application fee being applied for at the Municipality. After one year of the Pre-Consultation Meeting and another Pre-Consultation is requested, a new Pre-Con Fee would apply.

6. Fee for Concurrent Official Plan and Zoning By-Law Amendment Applications

Appears to be a duplication of fees for concurrent applications. Staff are recommending a cost savings for combined applications.

The proposed Official Plan Amendment Fee is \$8,000 and the proposed Zoning By-Law Amendment Fee is \$7,300 for a total of \$15,300

Combined Official Plan and Zoning By-Law Amendments

	Hourly Participation	PT	PL	EP
Initial communication with applicant and subsequent meetings / communication, request to complete pre-consultation form		3	3	3
Site inspection of property		2	(2)	5
Initial review of pre-con with staff to determine complexity of project and setting up meeting with applicant (review of Zoning by-law, Official Plan, GIS mapping)		3	3	3

Online meeting with applicant to discuss proposal	1	1	1
Assisting applicant with application and intake	2	(1)	
Review application with staff	1	1	1
Report to Council – Council to deem the application complete, if req'd	2		4
Notice of complete application	2	1	2
Communication with agencies	1	(1)	1
Technical review meeting with applicable agencies and applicant	2	2	2
Creation of notice of public meeting	2	1	1
Posting and mailing of notice of public meeting	2		
Internal review of reports, peer review documents & 3 rd parties	3	3	3
By-law preparation, creation of schedule & report writing	3	4	6
Agenda preparation, organizing comments and any follow-up required	2	2	
Public meeting preparation and attendance	3		1
Development Agreement prepared, signed and registered, if required	2	1	3
Creation of notice of adoption & mailing	1		
Notice of adoption of OPA preparation and mailing	1	.5	
Forwarding documentation to County for approval of OPA	4	2	
Updates (internal systems) and GIS mapping	1		
Total Hours Spent	43	28.5	36

Summary of hours:

Planning Technician: 43 hours @ \$50 / hour = \$2,150

Planner: 28.5 hours @ \$84/hour = \$2,394

External Planning Consultant: 36 hours @ \$100 / hour = \$3,600

Director of Building and Planning/CBO review 2 hours @ \$70 / hour = \$140

Director of Public Works: Inspection of Property & Technical review 2 hours @ \$70 / hour = \$140

Fire Chief: Inspection of Property & Technical review 2 hours @ \$70 / hour = \$140

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$8,564

Additional administrative costs: 1. Mileage costs - \$50.00

2. Office supply costs: \$75.00 (paper, postage, envelopes and labels)

Estimated Total Costs: \$8,689

Note: This table represents a normal typical process and does not include Council and applicant deferrals.

The proposed combined or concurrent Official Plan Amendment and Zoning By-Law Amendment Fee is: \$5,000 plus a security deposit of \$4,000 for a total of \$9,000

7. Ontario Land Tribunal (OLT)

If a Planning application is appealed and Council's Decision is in support of the Applicant, the Applicant pays for Municipal costs at the Ontario Land Tribunal Hearing (OLT). The applicant will enter into a Cost Acknowledgement Agreement and a \$5,000 Security Deposit will be required. Any additional costs incurred by the Municipality will be invoiced to the Applicant.

8. Temporary Use – ZBA

Temporary Use is governed under Section 39 of the *Planning Act* and the process is very similar to the Zoning By-Law Amendment process. A temporary use may authorize the temporary use of land, buildings or structures for any purpose set out therein that is otherwise prohibited by the by-law for up to a three-year period.

Temporary Use

	Hourly Participation	PT	PL	EP
Initial communication with applicant and subsequent meetings / communication, request to complete pre-consultation form		4	2	
Initial review of pre-con with staff to determine complexity of project and setting up meeting with applicant (review of Zoning by-law, Official Plan, GIS mapping)		2	1	(1)
Online meeting with applicant to discuss proposal and required items to proceed		1	1	
Assisting applicant with application and intake		2		
Processing and creation of application with staff		1	1	
Communication with agencies		1		
Creation of Notice of public meeting		1.5	1	(1)
Mailing and emailing of public notice		1		
Posting of notice at the property and site visit		1		
Report writing, by-law preparation and creation of schedule		6	2	(2)
Agenda preparation, organizing comments and any follow-up required		2		
Public meeting preparation and attendance		3	1.5	
Development Agreement prepared, signed and registered, if required		(2)		
Notice of passing of by-law preparation and mailing		1	.5	
Mailing of appeal expiry and By-law to applicant & agencies		.5		
Zoning updates (internal systems) and GIS mapping		1		
	Total Hours Spent	30.0	10.0	(4)

Summary of hours:

Planning Technician: 30 hours @ \$50 / hour = \$1,500

Planner: 10 hours @ \$84 / hour = \$840

External Planning Consultant, if required: 4 hour @ \$100/hour=\$400

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$2,740

Additional administrative costs: 1. Mileage - \$50

2. Office Supply Costs: \$75 (paper, postage, lamination, envelopes and labels)

Total Cost of Service: \$2,865

The proposed Temporary Use Application Fee is proposed at: \$3,000 and if a Site Plan/Development Agreement is required an additional charge will apply to the development of the Agreement plus costs of registration against Title, will be added in addition to the Temporary Use Application Fee.

9. Extension to Temporary Use

The Planning Act allows for an Extension of a Temporary Use By-Law. Council may by by-law grant further periods of not more than three years each during which temporary use is authorized.

Extension to Temporary Use

	Hourly Participation	PT	PL	EP
Initial communication with applicant and request to complete pre-consultation form		2	1	
Initial review of pre-con with staff, setting up meeting with applicant (review of Zoning by-law, Official Plan, GIS mapping)		2	1	(1)
Online meeting with applicant to discuss proposal and required items to proceed		1	1	
Assisting applicant with application and intake		2		
Processing and creation of application with staff		1	1	
Communication with agencies		1		
Creation of Notice of public meeting		1.5	1	(1)
Mailing and emailing of public notice		1		
Posting of notice at the property and site visit		1		
Report writing including research to identify any complaints received, by-law preparation and creation of schedule		2	1	(2)
Agenda preparation, organizing comments and any follow-up required		2		
Public meeting preparation and attendance		3	1.5	
Development Agreement prepared, signed and registered, if required		(2)		
Notice of passing of by-law preparation and mailing		1	.5	
Mailing of appeal expiry and By-law to applicant & agencies		.5		
Zoning updates (internal systems) and GIS mapping		1		
	Total Hours Spent	24	8	(4)

Summary of hours:

Planning Technician: 24 hours @ \$50 / hour = \$1,200

Planner: 8 hours @ \$84 / hour = \$672

External Planning Consultant, if required: 4 hour @ \$100/hour=\$400

Note: reflects an average hourly rate including benefits

Subtotal of staff costs: \$2,272

Additional administrative costs: 1. Mileage - \$50

2. Office Supply Costs: \$75 (paper, postage, lamination, envelopes and labels)

Total Cost of Service: \$2,397

The proposed Extension of a Temporary Use Application Fee is: \$2,500

10. Exemption from Part Lot Control

An exemption from Part Lot Control is typically used when a semi-detached dwelling is constructed on a lot and requires the lot to be split in half so that each portion of the building will have its own parcel.

The proposed Exemption form Part Lot Control is: \$1,200.00 per Block/Lot

11. Zoning Compliance Letter

Property owners are required to provide zoning compliance letters to OMVIC (Ontario Motor Vehicle Industry Council), Ministry of Transportation, LCBO, etc.

The proposed Zoning Compliance Letter Fee is: \$100

12. Draft Plan Revision

This process involves a request to amend a draft plan of subdivision or condominium, either the plan itself or request an amendment to a condition or conditions. This will involve a review by staff and correspondence is sent to the approval authority being the County of Peterborough.

The proposed fee for Draft Plan of Subdivision/Condominium is: \$500

13. Final Plan Approval

This process involves ensuring all municipally related draft plan conditions have been satisfied and correspondence is sent to the approval authority so that final approval may be given by the County.

The proposed fee for Final Approval of the Draft plan of Subdivision/Condominium is: \$500

14. Drafting a Subdivision/Condominium Agreement

This process involves staff time and municipal solicitor involvement in drafting the Municipal Subdivision Agreement. Staff recommend the applicant enter into a Cost Recovery Agreement to cover the costs of legal services relating to the review of draft plan conditions, preparation and execution of documents related to the Subdivision/Condominium Agreement. The Cost Recovery Agreement will also include Municipal costs incurred by consultants that may be involved with the Subdivision/Condominium Agreement.

The proposed fee is: \$1,000 plus a Cost Recovery Agreement

15. Compliance and Assumption of a Plan of Subdivision/Condominium

This process involves various Municipal Departments ensuring all works have been completed in accordance to the Subdivision/Condominium Agreement. Input may be required from the Municipal Solicitor or consultants to ensure all works have been completed to Municipal standards prior to assumption by the Municipality.

The proposed fee for Compliance and Assumption of a Plan of Subdivision/Condominium is:
\$3,000

Summary:

Staff completed an analysis of the actual time spent on planning applications versus the current fees to determine fee recovery. Planning fees were also reviewed based on the services that this Municipality provides along with the staff resources that are available to provide these services. Setting the fees to provide more of a cost recovery is necessary to ensure that applicants/developers are paying for their developments instead of the general ratepayer. Development is paying for development.

The *Planning Act* nor the *Municipal Act* require a public meeting or notice requirements for increases to planning fees therefore, it is anticipated that any fee changes approved by Council can be implemented through an update to the Tariff of Fees By-Law. Subsequently an amendment to the Tariff of Fees By-Law will be forwarded to Council at a future meeting for inclusion of the approved fees.

In the spirit of transparency, staff recommend the proposed fee increases be added to the Municipal website for information following this Council Meeting. Also, staff have been identifying to the public in the last several months that Council will be considering planning fee increases January 2024.

A Planning Fees By-Law will be presented to Council for consideration which will include enforcement provisions provided for by Section 446 (3) of the *Municipal Act*. In the event of payment default of Planning Act application fees, such outstanding costs will be added to the tax roll, and they will be collected in the same manner as property taxes. This By-Law will also reference no refunds, inactive files and timeframe for valid pre-consultation notes.

Fee Comparisons to other Municipalities within the County of Peterborough

As noted above a fee comparison was conducted of neighbouring municipalities. The Township of Selwyn had recently undergone a Building and Planning Services Review by Performance Concepts Consulting Inc. The review findings of this study identified the following:

- that Selwyn's planning fee cost recoveries are slightly above peer/neighbouring averages; but below growth municipality recovery levels across Ontario,
- Selwyn fees cover slightly more billable hours of work than average of peers or neighbours,
- Current cost recovery hovers around 45%

Selwyn's study recommendations included:

1. Selwyn should develop a 3-year phased approach to expanding the portion of planning development processing costs recovered from applicants. The phasing should commence in the budget year 2022 in recognition of post-COVID-19 freeze on fees is prudent for budget year 2021.
2. The above referenced multi-year phase-in of improved fees recovery should "soft land" around 66% of overall annual planning application processing costs, with this cost recovery

target falling within the norm for Ontario growth municipalities.

3. Specific cost-recovery targets for each core application category can/should be developed by Township staff.

Staff reviewed the seven (7) neighbouring Municipality's planning fees which is attached to this report as Appendix A.

Recommendation:

Accordingly, Section 69 of the *Planning Act*, together with Section 446 (1) and (3) of the *Municipal Act, 2001*, would appear to provide authority for not only the imposition of a fee for planning applications, but to collect the outstanding fees incurred by the Municipality in a manner similar to taxes. The Municipal Solicitor for Trent Lakes has recommended that the Tariff of Planning Fees By-Law identify the enforcement provisions provided for by the *Municipal Act, 2001* in the event of default of payment of *Planning Act* Applications. Application fees for processing applications are a debt properly owed to the Municipality and therefore can be added to the tax roll for non-payment. In addition, in the Tariff of Fees By-Law, a provision will be added which allows the Municipality to close planning application files that have been inactive for a one-year period and no refunds will be provided.

Planning staff are recommending the attached updated planning fees be adopted in order to move closer to a cost-recovery model. The intent is to improve planning fee recovery performance, thereby avoiding unintended taxpayer subsidization. Accordingly, application fee increases are required. This seems reasonable and fair in view of the length of time that Trent Lakes planning fees have not been increased and direct/indirect costs have increased. However, it is important to keep in mind as Planners for the Municipality, part of our time spent concerning development applications involves review of the greater public interest. The proposed planning fees appear to be in line with other similar sized neighbouring municipalities.

The intent of the fee increases is also to provide a fair remuneration of application fees as inflation occurs over time. Setting fees to provide for a near cost recovery is necessary to ensure that developers/applicants are paying for their developments instead of the general rate payer.

As the *Planning Act* nor the *Municipal Act* require a public meeting or notice requirements, once Council approves the recommended fees, these fees will be adopted through a By-Law to amend the Tariff of Fees By-Law which will be brought back to the next Council Meeting February 6, 2024. The proposed fee increases will be put on the Municipal website.

The review and updating of fees is a labour-intensive process. To keep fees fair and up to date, staff recommend that an inflation/cost of living rate based on the Consumer Price Index (CPI) be implemented. This will, at a minimum, allow more appropriate scientific representation of recovering costs until such time that the fees undergo a more intense review for cost recovery. Furthermore, half of the increased fees are being recommended to be implemented in May 2024, full fees in 2025 with indexing (CPI) up to 2% apply the following year January 2026 and each year afterwards on a go forward basis. It is suggested that staff in 2027 review the CPI yearly increases capped to 2% to determine if such yearly increases continue to be appropriate.

Peer Review by Watson & Associates Economists Ltd.

Watson & Associates, on behalf of the Municipality, undertook a peer review of the staff report. A Memorandum in this regard was provided from Sean-Michael Stephen dated April 19, 2024 and is appended to this report as Appendix D. Watson & Associates acknowledged that the general costing approach used by staff was an activity-based costing (ABC) approach. It was further identified that ABC methodologies are generally accepted and considered best practice in the municipal context when costing application processing activities and is a reasonable approach in determining anticipated cost. Watson & Associates identified that the overall proposed planning application fees are reasonable and defensible. Alternative approaches, to the fees analysis identified in Sean-Michael's Memo, would garner higher proposed fees.

Some of the observations made by Watson & Associates, include the following:

Effort Estimation Process and Checks for Reasonableness

The peer review identified that staff estimates when comparing different sizes/complexities of applications generally seemed reasonable. There were some specific suggestions and staff responses to the suggestions are as follows:

- Total hours spent on some applications noted differed from the hours that were included within each of the steps of the process.

Staff Response: Staff have gone back and made the necessary revisions.

- Planning Technician utilized 193%. Effort estimates should be investigated further to confirm time estimates provided are reasonable and this level of service can be and is provided.
- The time allocated to the Planning Technician may have been provided in the context of the most complex applications.
- The effort estimates have been provided to reflect the average level of involvement and maybe overstated.
- If the effort estimates are reasonable, the review time that has been allocated to them maybe undertaken by other staff i.e. planner and external planning services.

Staff Response: Staff estimates appear reasonable, defensible and reflect a thorough undertaking of each task in the process and takes into consideration various disruptions throughout the day. The review time allocated to the Planning Technician is undertaken by other staff such as the Planner and external planning services in times when the Planning Technician is at full capacity. The position of the Planner includes training and assisting with the duties of the Planning Technician.

Applications Without Effort Estimates

- New application types with recommended fees that did not have associated effort estimates. These proposed fees were based on what staff know to be the levels of effort required and the survey of other municipalities within Peterborough County.

Staff Response: Once we have data regarding the process involved, staff could revisit to ensure the proposed fee is an accurate assessment.

Administrative Costs, Direct and Indirect Costs

The peer review identified that administrative and staffing costs have been included within the per application costing based on assumed costs for mileage and office supplies. Other considerations in this category in the report include:

- Various other ways to calculate fees such as adjusting the total budgeted hours to only account for available working hours - removing vacation time and statutory holidays so that the budgeted salary, wages and benefits (SWB) per hour are representative of the cost per available working hour. In doing so, a higher hourly rate per staff member would be applied. Table 4-5 shows the impact of adjusting the per hour staff cost i.e. available working hours vs total budgeted hours.
- Inclusion of other budgeted costs that the municipality incurs to allow staff to provide development review services and could be included in the full costs of service assessment such as memberships, education, technology expenses, software used by staff, etc. Including these additional budgeted costs would result in a further \$13,800 (79% increase) of direct non SWB costs that could be included in the full cost assessment. Table 4-6 illustrates these adjustments.
- Inclusion of indirect support and capital costs which are a reasonable inclusion within the full costs of service assessment as they are support costs of the organization that are required to allow staff to perform their development review function. This support includes areas such as human resources, finance, IT, general governance, etc. These indirect and capital costs typically range between 15 % and 25% of total cost. Table 4-7 illustrates a conservative 15% estimate which potentially indirect and capital costs that could be attributed to planning application review i.e. \$77, 950.
- Overall Costing Impacts is identified in Table 4-7, which collectively \$107,000 could be attributed to planning application review which is not included in the staff report. This would equate to an average increase in costs of 26% compared to the per application costs in the staff report.

Staff Response: Staff report costs have been included within the full cost total to include staff salary, wages and benefits (SWB) and additional administrative costs consisting of mileage and office supplies.

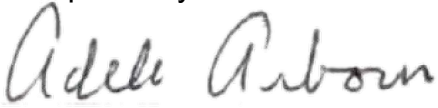
Fee Recommendations and Annual Revenues

- The overall costs assessed in the staff report appear to be reasonable and defensible. Cost recovery levels would increase from 49% to 88%.

Staff Response: In summary, the staff effort estimates, costing approach and proposed fee increases appeared to be reasonable and justifiable.

Planning staff are recommending the proposed increased fees as outlined in this report. Based upon the increases proposed staff are recommending a phase-in of the increased fees with 50% increase of the recommended amount in 2024, full amount in 2025 and the annual Consumer Price Increase in 2026. This phasing approach recognizes that reduced revenues for these planning services will be passed on to the tax levy.

Prepared by:



Adele Arbour MCIP, RPP
Planner

Approved by:



Donna Teggart
CAO/Treasurer

Submitted by:



Barbara Waldron
Director of Building and Planning/CBO

Attach.

Appendix A - Comparison Survey of Other Municipality's Planning Fees

Appendix B - Proposed Planning Application Fees

Appendix C - Current and Proposed Planning Application Fees

Appendix D - Memorandum from Watson & Associates Economists Ltd., dated April 19, 2024
regarding Peer Review of the Planning Tariff of Fees Report

Appendix A – Comparison Survey of Other Municipality’s Planning Fees

	Selwyn (19,021)	Cavan Monaghan (10,265)	Duro- Dummer (7,832)	Otonabee- South Monaghan (7,252)	Trent Lakes (6,557)	Havelock- Belmont- Methuen (5,183)	Asphodel- Norwood (4,762)	North Kawartha (2,944)
Preconsultation	N/A	N/A	150	N/A	N/A	N/A	N/A	N/A
Minor Variance	2,265	1,200	1,445	1,500	750	1,000 (plus any additional costs)	600 (plus other applicable fees)	1,500
Minor Variance (Amended Application, and recirculation)	545	-	Amendment prior to circulation - 200 after circulation - 1,000	without pre-con 2,000	recirculation fee 100	650	-	amended application and re-circulation - 900
Zoning By-law Amendment								
Minor	Res - 2,300 Comm - 3,510 amended application 1,100 deposit on all applications 5,000	1,700	1500 (amendment prior to circulation - 200)	1,500 with 500 dollar deposit (with additional payments determined by CAO)	1,000 with a 500 deposit for external fees - recirculation fee 100	1,500 (plus any additional costs) - ZBA amended application & recirculation - 1,000.00 - request to defer - 200	1,000 (plus other applicable fees) cost for amended application & recirculation - 1,125 - deferral reqests - 200	2,300 - cost for amended application & recirculation - 1,950 - deferral reqests - 400
Intermediate	-	-	-	3,500 with 2,500 deposit (with additional payments determined by the CAO)	-		-	-
Major Removal of Hold	Res - 5,715 Comm 4610 amended application 920 all deposits 5,000	-	-	6,000 with a 3,000 deposit (with additional payments determined by the CAO)	-		-	-
	1,100	500	750	600	500	500 (plus other applicable fees)	500 (plus other applicable fees)	500

Appendix A – Comparison Survey of Other Municipality’s Planning Fees

	Selwyn (19,021)	Cavan Monaghan (10,265)	Duro- Dummer (7,832)	Otonabee- South Monaghan (7,252)	Trent Lakes (6,557)	Havelock- Belmont- Methuen (5,183)	Asphodel- Norwood (4,762)	North Kawartha (2,944)
OPA - MINOR	Applications to be submitted to County	3,000 (4 res units or less, basic map change)	-	8,000 (4000 initial with any subsequent deposit determined by CAO) stand alone OPA with no ZBA	1,375 + 4,000 deposit		-	-
OPA - MAJOR	Applications to be submitted to County	5,000 (more than 4 res units and or industrial, comm, institutional)	-	-	1,375 + 4,000 deposit	5,000 + 750 amination fee	-	-
Combined OPA/ZBA Deeming By-law	OPA Submitted to the County	-	-	10,000 (7,000 Initial with any subsequent deposit deteremined by CAO)	-	County OPA amendment for local component - 2,975	-	-
Part Lot Control Exemption	-	500	-	-	600		-	-
Severance review/Application for Consent	240	400	300	1,200 with pre-consultation - 1,500 without pre-consultation	-		-	-
Cash-in-Lieu of Parkland	1,432.80	1,200 for each lot	1,250	1,000	1000 per lot	1,000 + Admin fee of 1,000	-	1,000 water front, 800 other
Site Plan Control - Minor	2,050 + 5,000 deposit	Full cost recovery with a 5,000 deposit	2,500	5,000 plus 2,500 deposit (any subsequent deposit or payment deteremined by CAO)	1,100 + 4,000 deposit	2,000 + Security deposit - 500	1,500 (plus other applicable fees)	500 admin fee + 2,000 security deposit

Appendix A – Comparison Survey of Other Municipality’s Planning Fees

	Selwyn (19,021)	Cavan Monaghan (10,265)	Duro- Dummer (7,832)	Otonabee- South Monaghan (7,252)	Trent Lakes (6,557)	Havelock- Belmont- Methuen (5,183)	Asphodel- Norwood (4,762)	North Kawartha (2,944)
Intermediate	-	-	-	7000 plus 3500 deposit (any subsequent deposit or payment deteremined by CAO)	-		-	-
Major	4,300 + 5,000 deposit	-	4,000	10000 plus 5000 deposit with any subsequent deposit or payments deteremined by CAO	-	4,000 (plus other applicable fees)	-	1,000 admin fee + 6,000 security deposit
Minor amendment to approved site plan	450	-	-	-	-		-	-
Major amendment to approved site plan	900	-	-	5,000 fee 2,500 deposit with any subsequent deposit or payment deteremined by CAO	-	500 (plus other applicable fees)	-	-
Agreement registration fee	636.09	-	-	-	-		-	-
Plan of Subdivision/Condo	Application fee 7,725 with a 10,000 deposit - agreement fee 3,000 registration fee 645.63	up to 50 lots/units full cost recovery with a 10,000 deposit more than 50 lots/units full cost recovery with a 15,000 deposit	10,500	-	1,100 + 4,000 deposit	10,000 + administration fee 2,000	12,500	7,500 + 750 security deposit fee

Appendix B – Proposed Planning Application Fees

Planning Department Services

Planning Fees

Application for Official Plan Amendment	\$4,000.00	01-4335-1857
Official Plan Amendment Deposit	\$4,000.00	
Application for Zoning By-Law Amendment (Minor)	\$2,500.00	01-4335-1857
Application for Zoning By-law Amendment (Major)	\$4,300.00	01-4335-1857
Zoning By-law Amendment (Major) Deposit	\$3,000.00	
Combined Official Plan and Zoning By-Law Amendments	\$5,000.00	
Combined Official Plan and Zoning By-Law Amendments Deposit	\$4,000.00	
Application for Zoning By-law Amendment (Temporary Use)	\$3,000.00	01-4335-1857
Application for Zoning By-law Amendment (Extension of Temporary Use)	\$2,500.00	01-4335-1857
Zoning By-law Amendment Deferral Request	\$2,000.00	01-4335-1857
Application to Remove Holding Symbol	\$1,200.00	01-4335-1857
Application for Minor Variance	\$1,500.00	01-4335-1857
Amended Application for Minor Variance and Recirculation	\$600.00	01-4335-1857
Application for Site Plan Approval (no Zoning By-law Amendment)	\$3,500.00	01-4335-1857
Site Plan Approval Deposit	\$2,000.00	
Minor Amendment to a Registered Site Plan Agreement	\$500.00	
Plan of Subdivision or Condominium	\$3,000.00	01-4335-1857
Subdivision or Condominium Deposit	\$4,000.00	
Draft Plan Subdivision or Condominium Revision	\$500.00	
Final Plan Subdivision or Condominium Approval	\$500.00	
Subdivision or Condominium Agreement	\$1,000.00	

Appendix B – Proposed Planning Application Fees

Compliance/Assumption of Subdivision or Condominium	\$3,000.00	
Cash-in-Lieu of Parkland dedication	\$1,250.00 per new lot	01-4335-1968
Deeming By-law Application	\$1,200.00	01-4335-1857
Preparation of an Agreement	\$1,000.00	01-4335-1857
Amendment to Registered Agreement	\$500.00	
Application for Radiocommunications Facility	\$2,500.00	
Lifting of a One-Foot Reserve	\$1,000.00	01-4335-1857
Municipal Appraisal Form – Lot Line Adjustment	\$250.00	01-4335-1857
Municipal Appraisal Form – Creation of a New Lot	\$500.00	01-4335-1857
Pre-Consultation	\$300.00	01-4335-1857
OLT Appeal Deposit	\$5,000.00	
Exemption from Part Lot Control	\$1,200.00 per Block/lot	01-4335-1857
Zoning Compliance Letter	\$100.00	01-4325-1821
Letter of Compliance – Building and Planning	\$150.00	

Appendix C – Current and Proposed Planning Fees

Planning Fees

	Current Fee	Proposed Fee as of May 21, 2024	Proposed Fee as of January 1, 2025
Application for Official Plan Amendment	\$1,375.00	\$2,688.00	\$4,000.00
Official Plan Amendment Deposit	\$4,000.00	\$4,000.00	\$4,000.00
Application of Zoning By-law Amendment	\$1,000.00	Minor \$1,750.00 Major \$2,650.00	Minor \$2,500.00 Major \$4,300.00
Zoning By-law Amendment Deposit	\$500.00	\$1,750.00 (Major)	\$3,000.00 (Major)
Combined Official Plan and Zoning By-law Amendments		\$2,500.00	\$5,000.00
Combined Official Plan and Zoning By-law Amendments Deposit		\$2,000.00	\$4,000.00
Application for Zoning By-law Amendment (Temporary Use)		\$1,500.00	\$3,000.00
Application for Zoning By-law Amendment (Extension of Temporary Use)		\$1,250.00	\$2,500.00
Re-circulation for any Planning Application (Deferral Request)	\$100.00	\$1,050.00	\$2,000.00
Application to Remove Holding Symbol	\$500.00	\$850.00	\$1,200.00
Application for Minor Variance	\$750.00	\$1,125.00	\$1,500.00
Amended Application for a Minor Variance and Re-circulation	\$100.00	\$350.00	\$600.00
Application for Site Plan Approval	\$1,100.00	\$2,300.00 (No ZBA)	\$3,500.00 (No ZBA)
Site Plan Approval Deposit	\$4,000.00	\$3,000.00	\$2,000.00
Minor Amendment to Registered Site Plan Agreement		\$250.00	\$500.00
Plan of Subdivision or Condominium	\$1,100.00	\$2,050.00	\$3,000.00
Subdivision or Condominium Deposit	\$4,000.00	\$4,000.00	\$4,000.00
Draft Plan of Subdivision or Condominium Revision		\$250.00	\$500.00
Final Plan Subdivision or Condominium Approval		\$250.00	\$500.00
Subdivision or Condominium Agreement		\$500.00	\$1,000.00
Compliance/Assumption of a Subdivision or Condominium		\$1,500.00	\$3,000.00

Cash-in-Lieu of Parkland Dedication	\$1,000.00 per new lot	\$1,125.00	\$1,250.00
Deeming By-law	\$600.00	\$900.00	\$1,200.00
Site Plan, Pre-development or Re-development requiring an agreement	\$300.00	\$650.00	\$1,000.00
Amend Registered Agreement		\$250.00	\$500.00
Application for Radiocommunications Facility	\$2,500.00	\$2,500.00	\$2,500.00
Lifting of a One-Foot Reserve		\$500.00	\$1,000.00
Municipal Appraisal Form – Lot Line Adjustment		\$125.00	\$250.00
Municipal Appraisal Form – Creation of a New Lot		\$250.00	\$500.00
Pre-consultation		\$150.00	\$300.00
OLT Appeal Deposit		\$2,000.00	\$5,000.00
Exemption from Part Lot Control		\$600.00 per block/lot	\$1,200.00 per block/lot
Zoning Compliance Letter		\$50.00	\$100.00
Letter of Compliance – Building and Planning	\$40.00 per request	\$95.00	\$150.00

Note 1: Proposed Fee as of May 21, 2024 was calculated by using the Current Fee subtracted from the Proposed Fee as of January 1, 2025; then divided by 2 (two) and added to the Current Fee.

Note 2: Amounts under Proposed Fee as of May 21, 2024, have been rounded up to the nearest dollar.

Memorandum

To	Adele Arbour
From	Sean-Michael Stephen
Date	April 19, 2024
Re:	Planning Applications and Services – Tariff of Fees – Peer Review

Fax

Courier

Mail

Email

1. Introduction

On behalf of the Municipality of Trent Lakes (Municipality), Watson & Associates Economists Ltd. (Watson) undertook a peer review of the “Planning Applications and Services – Tariff of Fees” report prepared by staff (Staff Report). The intent of the Staff Report was to provide Council with the appropriate research and information required to make an informed decision about increasing the current planning application fees and adding new application and planning service fees. The scope of this peer review is to provide the context in which planning application fees are imposed, provide commentary on the appropriateness of the methodology used and provide recommendations of potential improvements to the costing allocations used in the review.

2. Legislative Authority for Imposing Planning Application Fees

Section 69 of the *Planning Act* allows municipalities to impose fees through a by-law for the purposes of processing planning applications. In determining the associated fees, the Act requires that:

“The council of a municipality, by by-law, and a planning board, by resolution, may establish a tariff of fees for the processing of applications made in respect of planning matters, which tariff shall be designed to meet only the anticipated cost to the municipality or to a committee of adjustment or land division committee constituted by the council of the municipality or to the planning board in respect of the processing of each type of application provided for in the tariff.”

Section 69 establishes the requirements that municipalities must consider when undertaking a full cost recovery fee design study. The Act specifies that municipalities may impose fees through by-law and that the anticipated costs of such fees must be cost justified by application type as defined in the tariff of fees (e.g. Subdivision, Zoning



By-law Amendment, etc.). Given the cost justification requirements by application type, this would suggest that cross-subsidization of planning fee revenues across application types is not permissible. For instance, if Minor Variance application fees were set at levels below full cost recovery for policy purposes this discount could not be funded by Subdivision application fees set at levels higher than full cost recovery. Our interpretation of Section 69 is that any fee discount must be funded from other general revenue sources such as property taxes.

The legislation further indicates that the fees may be designed to recover the “anticipated cost” of processing each type of application, reflecting the estimated costs of processing activities for an application type. This reference to anticipated costs represents a further costing requirement for a municipality. It is noted that the statutory requirement is not the actual processing costs related to any one specific application. As such, actual time docketing of staff processing effort against application categories or specific applications does not appear to be a requirement of the Act for compliance purposes.

The Act does not specifically define the scope of eligible processing activities and there are no explicit restrictions to direct costs as previously witnessed in other statutes. Moreover, amendments to the fee provisions of the *Municipal Act* and *Building Code Act* provide for broader recognition of indirect costs. Acknowledging that staff effort from multiple business units is involved in processing planning applications, it is our opinion that such fees may include direct costs, capital-related costs, support function costs directly related to the service provided, and general corporate overhead costs apportioned to the service provided.

3. Utilized Approach and Methodology

The general costing approach that was utilized in the Staff Report was an activity-based costing (ABC) approach. This involved staff reviewing and mapping sequential steps that would be required to review each type of application within the scope of the review. Staff then reviewed the sequence of steps to allocate the anticipated amount of time that is required to complete each step within the process. Staff then applied a wage rate to the estimates of staffs’ involvement in application processing activities and included other direct costs to develop the cost to review any given application type. ABC methodologies are generally accepted and considered best practice in the municipal context when costing application processing activities. As such the methodology utilized by staff based on estimates of application processing effort meets with the requirements of the Act and is in our opinion a reasonable approach in determining anticipated cost.



4. Observations and Analysis

4.1 Effort Estimation Process and Checks for Reasonableness

Municipality staff estimated their involvement in planning application reviews by first mapping the sequence of steps that would be involved in review of the application. These steps encompassed the entire review process from initial pre-consultation to final approval and file closure. Staff then estimated the total amount of time by individual staff position that was spent on each step within the process to determine the total amount of time that is spent on each type of application. Table 4-1 summarizes the per application effort estimates that staff produced through this process.

Table 4-1
Staff Effort Estimates

Application Type	Planning Technician	Planner	External Planner	Director of Public Works	Director of Building and Planning/ CBO	Fire Chief	Total
Minor Variance	18.5	5.0	1.0	-	-	-	24.5
Minor Variance - Amended Application and Recirculation	7.5	1.5	-	-	-	-	9.0
Zoning By-law Amendment (Minor)	29.0	9.0	1.0	1.0	-	-	40.0
Zoning Amendment (Major)	36.5	21.0	32.0	2.0	2.0	2.0	95.5
Applicant Deferral Request of Zoning By-Law Amendment Application	13.5	4.5	9.0	-	-	-	27.0
Removal of Hold	13.0	3.0	1.0	-	-	-	17.0
Temporary Use	30.0	10.0	4.0	-	-	-	44.0
Extension to Temporary Use	28.0	9.0	4.0	-	-	-	41.0
Official Plan Amendment to Municipal Official Plan	40.0	27.5	32.0	2.0	2.0	2.0	105.5
Combined Official Plan and Zoning By-Law Amendments	40.5	26.5	34.0	2.0	2.0	2.0	107.0
Site Plan Application (SPA)	18.0	22.0	19.0	2.0	5.0	2.0	68.0
Cost associated with the preparation of an Agreement i.e. Site Plan/Development, Agreement, Consent Agreement	11.0	4.0	1.0	-	-	-	16.0
Plan of Subdivision or Condominium	28.0	26.0	26.0	3.0	2.0	3.0	88.0
Deeming By-Law	14.0	4.0	1.0	-	-	-	19.0
Fee for Lifting of a 1 ft. Reserve	8.5	3.0	-	-	-	-	11.5
Municipal Appraisal Form (MAF)	13.0	4.0	2.0	-	-	-	19.0
Pre-Consultation	6.0	1.5	1.5	-	-	-	9.0

Some initial observations of staffs' effort estimates are that they generally seem reasonable when comparing different sizes/complexity of applications (e.g., Major Zoning By-law Amendments (ZBAs) requiring additional staff time and input from staff when compared to Minor ZBAs) and when comparing different application types (e.g., Minor Variance applications requiring less effort than a ZBA). It should be noted that it appeared that within the Staff Report the "Total Hours Spent" that was calculated in some of the effort estimate tables differed from the hours that were included within each of the steps for the process. The time in Table 4-1 and following analysis reflect the total time included within the steps and may differ from the "Total Hours Spent" lines found in staffs' report.



A further test of the reasonableness of staffs' effort estimates is to assess the annual level of effort associated with the effort estimates when considering the annual volumes of each application type. To do this we have prepared a staff capacity utilization analysis in which we have taken staffs' per application effort estimates (from Table 4-1) and multiplied these by the annual average application volumes (our assumptions of annual application volumes are summarized in Table 4-2 based on information provided by the Municipality) to calculate the total annual hours staff spend on plan review activities. To take this one step further, we have then expressed these estimates as a percentage of annual staff hours. Annual available staff hours have been assumed to be 1,680 hours to account for 35 working hours per week and 48 weeks per year (i.e., removing two weeks for statutory holidays and two weeks for vacation time). The results of this capacity analysis are summarized in Table 4-3.

Table 4-2
Annual Application Volume Assumptions

Application Types	2020	2021	2022	2023	Average Annual Application Volumes
Minor Variance	47	41	37	38	40.8
Minor Variance - Amended Application and Recirculation	3	3	3	3	3.0
Zoning By-law Amendment (Minor)	24.75	18.75	17.25	12	18.2
Zoning Amendment (Major)	8.25	6.25	5.75	4	6.1
Applicant Deferral Request of Zoning By-Law Amendment Application	1.65	1.25	1.15	0.8	1.2
Removal of Hold	0	1	13	6	5.0
Temporary Use	0	0	0	0	-
Extension to Temporary Use	0	0	0	0	-
Official Plan Amendment to Municipal Official Plan	2	2	2	0	1.5
Combined Official Plan and Zoning By-Law Amendments	0	0	0	0	-
Site Plan Application (SPA)	29.7	22.5	20.7	14.4	21.8
Cost associated with the preparation of an Agreement i.e. Site Plan/Development, Agreement, Consent Agreement	29.7	22.5	20.7	14.4	21.8
Plan of Subdivision or Condominium	1	1	1	1	1.0
Deeming By-Law	0	1	1	1	0.8
Fee for Lifting of a 1 ft. Reserve	1.5	1.5	1.5	1.5	1.5
Municipal Appraisal Form (MAF)	16	29	24	39	27.0
Pre-Consultation ¹			74	102	88.0

¹Pre-Consultations did not occur until 2022 and therefore the annual average only includes 2022-2023



Table 4-3
Staff Capacity Utilization Results

Application Type	Planning Technician	Planner	External Planner ¹	Director of Public Works	Director of Building and Planning/CBO	Fire Chief
Minor Variance	45%	12%		0%	0%	0%
Minor Variance - Amended Application and Recirculation	1%	0%		0%	0%	0%
Zoning By-law Amendment (Minor)	31%	10%		1%	0%	0%
Zoning Amendment (Major)	13%	8%		1%	1%	1%
Applicant Deferral Request of Zoning By-Law Amendment Application	1%	0%		0%	0%	0%
Removal of Hold	4%	1%		0%	0%	0%
Temporary Use	0%	0%		0%	0%	0%
Extension to Temporary Use	0%	0%		0%	0%	0%
Official Plan Amendment to Municipal Official Plan	4%	2%		0%	0%	0%
Combined Official Plan and Zoning By-Law Amendments	0%	0%		0%	0%	0%
Site Plan Application (SPA)	23%	29%		3%	6%	3%
Cost associated with the preparation of an Agreement i.e. Site Plan/Development, Agreement, Consent Agreement	14%	5%		0%	0%	0%
Plan of Subdivision or Condominium	2%	2%		0%	0%	0%
Deeming By-Law	1%	0%		0%	0%	0%
Fee for Lifting of a 1 ft. Reserve	1%	0%		0%	0%	0%
Municipal Appraisal Form (MAF)	21%	6%		0%	0%	0%
Pre-Consultation	31%	8%		0%	0%	0%
Total	193%	84%		5%	8%	4%

¹Capacity results were not calculated for the External Planner as they are involved on an as needed basis

Observations of the capacity results are as follows:

Director of Public Works, Director of Building and Planning/CBO and Fire Chief

- The Director of Public Works, Director of Building and Planning/CBO and Fire Chief all have minor involvement in planning application review based on this analysis (spending between 4% and 8% of their annual time on planning application review).
- Generally, their involvement has been included on more complex application types (e.g., Major ZBA, Site Plans, etc.).
- For the Director of Building and Planning/CBO, currently, only time directly spent on application review is included within the effort estimates. Typically, they will also have a role in coaching and oversight of junior staff that would be related to the review of applications and as such could be accounted for in their annual levels of effort.
- Given the above, these levels of involvement generally appear to be conservative as additional involvement could be expected from the Director of Building and Planning/CBO related to the review of planning applications.

Planning Technician



- Based on the current estimates, the Planning Technician is utilized at 193% and as such the effort estimates should be investigated further to confirm that the time estimates provided are reasonable and this level of service can be and is provided.
- Potential causes of this position being overutilized are as follows:
 - If the effort estimates are reasonable, the review time that has been allocated to them may be undertaken by other staff within the organization (e.g., planner who is only at 84% utilization as discussed in the next section) or external planning services in times when the Planning Technician is at full capacity;
 - The time allocated to the Planning Technician may have been provided in the context of the most complex application that may be received. As such, for simpler applications they may not be involved to the extent that was provided in the effort estimate tables. This would indicate that the average level of estimate is overstated;
 - The effort estimates have been provided to reflect the average level of involvement but are overstated; or
 - The annual average application volumes included in Table 4-2 are overstated and therefore showing that the Planning Technician would be over utilized if reviewing a higher than typical number of applications annually.

Planner

- Based on the assumed application volumes and effort estimates, the Planner is utilized at 84%.
- This level of utilization is typical in our firm's experience with similar sized municipalities as Planning staff generally perform multi-disciplinary roles and have involvement in other areas outside of planning application review (e.g., policy related matters, Ontario Land Tribunal (OLT) hearings, etc.). In addition to this, there were a number of application types included within staffs' report that did not include effort estimates (discussed further in Section 4.1.1)
- Given the above, this level of involvement appears to be reasonable. Furthermore, this position may have some capacity available to assist with roles allocated to the Planning Technician during peak periods.

4.1.1 Applications Without Effort Estimates

As mentioned above, there were a number of application types with fee recommendations that did not have associated effort estimates. This was based on a number of reasons including:

1. They are new application types that have not been conducted by the municipality previously and fees have been set based on staffs' judgment on the level of effort



these would require and a survey of municipal fees to inform the reasonableness of the new fees.

2. They are existing processes, however, the process is a simplified process and process maps were not produced (e.g., Letter of Compliance Fees). In these cases, staff determined the recommended fees based on what they know to be the levels of effort required and the survey of other municipalities' fees.

In either case, the approach is a reasonable starting point. For application types that fall under item 1., as staff becomes more familiar with these processes a similar exercise should be undertaken to assess the efforts expended on reviewing these applications. For the application that fall under item 2., at a minimum, the annual volumes of these applications should be assessed to determine the annual level of staff to ensure that staffs' capacity utilization continues to be at a reasonable level.

4.2 Costs Allocations and Full Cost Definitions

In the Staff Report, the costs that have been included within the full cost definition are staff salary, wages and benefits (SWB) and additional administrative costs consisting of mileage and office supplies. For the mileage and additional administrative costs, costs have been included based on estimates on a per application basis. Table 4-4 summarizes what the total costs would be on an annual basis when the average annual application volumes in Table 4-2 are applied against the per application cost, as well as the per application costs (which align to those in the Staff Report).



**Table 4-4
Annual Application Costs**

Application Type	Application Volumes	Direct SWB	Administrative Costs	Total Annual Costs	Per Application Costs
Minor Variance	40.8	58,882	4,075	62,957	1,545
Minor Variance - Amended Application and Recirculation	3.0	1,503	300	1,803	601
Zoning By-law Amendment (Minor)	18.2	43,213	2,273	45,486	2,501
Zoning Amendment (Major)	6.1	43,704	758	44,462	7,334
Applicant Deferral Request of Zoning By-Law Amendment Application	1.2	2,368	152	2,520	2,078
Removal of Hold	5.0	5,010	625	5,635	1,127
Temporary Use	0.1	274	13	286	2,865
Extension to Temporary Use	0.1	256	13	268	2,681
Official Plan Amendment to Municipal Official Plan	1.5	11,895	188	12,082	8,055
Combined Official Plan and Zoning By-Law Amendments	0.1	807	13	820	8,196
Site Plan Application (SPA)	21.8	115,193	1,637	116,829	5,353
Cost associated with the preparation of an Agreement i.e. Site Plan/Development, Agreement, Consent Agreement	21.8	21,519	1,419	22,938	1,051
Plan of Subdivision or Condominium	1.0	6,744	75	6,819	6,819
Deeming By-Law	0.8	852	49	901	1,201
Fee for Lifting of a 1 ft. Reserve	1.5	1,015	75	1,090	727
Municipal Appraisal Form (MAF)	27.0	32,021	1,350	33,371	1,236
Pre-Consultation	88.0	50,687	4,400	55,087	626
Total	237.9	395,943	17,412	413,355	

4.2.1 Direct Salary, Wage and Benefit Costs

In the Staff Report, direct SWB costs are calculated by taking each staff member's total budgeted SWB and dividing this amount by the total budgeted staff hours (i.e., 1,820 hours) to produce a full cost hourly rate by position. This hourly rate is then applied to the total hours per application to calculate the total direct SWB costs per application. This approach is generally reasonable, however, an improvement would be to adjust the total budgeted hours to only account for available working hours (i.e., removing vacation time and statutory holidays) so that the total budgeted SWB per hour are representative of the cost per available working hour. In doing so, a higher hourly rate per staff member would be calculated. Table 4-5 shows the impacts of adjusting the per hour staff cost to reflect available working hours vs. total budgeted hours¹. This adjustment would result in an additional \$15,100 (+4%) being included within the total annual costs.

¹ The costing contained in this section has made no adjustments to the Planning Technician's involvement and therefore assumes that any work that is beyond their capacity is being undertaken by additional resources at the same cost as the Planning Technician.



**Table 4-5
Adjustments to Annual SWB Costs**

Application Type	Direct SWB	Updated Direct SWB	Difference (\$)	Difference (%)
Minor Variance	58,882	62,023	3,141	5%
Minor Variance - Amended Application and Recirculation	1,503	1,597	94	6%
Zoning By-law Amendment (Minor)	43,213	45,516	2,304	5%
Zoning Amendment (Major)	43,704	44,838	1,134	3%
Applicant Deferral Request of Zoning By-Law Amendment Application	2,368	2,436	68	3%
Removal of Hold	5,010	5,281	271	5%
Temporary Use	274	286	12	5%
Extension to Temporary Use	256	267	12	5%
Official Plan Amendment to Municipal Official Plan	11,895	12,197	302	3%
Combined Official Plan and Zoning By-Law Amendments	807	827	20	3%
Site Plan Application (SPA)	115,193	117,975	2,783	2%
Cost associated with the preparation of an Agreement i.e. Site Plan/Development, Agreement, Consent Agreement	21,519	22,519	1,000	5%
Plan of Subdivision or Condominium	6,744	6,907	163	2%
Deeming By-Law	852	896	44	5%
Fee for Lifting of a 1 ft. Reserve	1,015	1,069	53	5%
Municipal Appraisal Form (MAF)	32,021	33,484	1,462	5%
Pre-Consultation	50,687	52,887	2,200	4%
Total	395,943	411,007	15,064	4%

4.2.2 Administrative Costs

Administrative costs have been included within the per application costing based on assumptions of costs for mileage and office supplies. While this recognizes some of the additional direct costs of service, there are other budgeted costs that the municipality incurs to allow staff to provide development review services and could be included in the full costs of service assessment. These costs include items such as memberships, education, technology expenses, software used by staff, etc. Table 4-6 below illustrates the additional non-SWB cost that could potentially be included in the full cost assessment. These costs being allocated in the “Updated Administrative & Non-SWB Costs” include the total budgeted Land Use Planning costs (i.e., \$459,250) less SWB costs, CIP, OLT LEGAL/PLAN & LEGAL, PLANNING ADVICE (as this is already accounted for in the direct SWB costs) and MAINT. OP/ZB. These costs are allocated to each application type based on Land Use Planning staff’s annual involvement in each category. Including these additional budgeted costs, would result in a further \$13,800



(+79%) of direct non-SWB costs that could be included in the full cost assessment of these applications.

Table 4-6
Adjustments to Annual Administrative & Non-SWB Costs

Application Type	Administrative Costs	Updated Administrative & Non-SWB Costs	Difference (\$)	Difference (%)
Minor Variance	4,075	6,441	2,366	58%
Minor Variance - Amended Application and Recirculation	300	182	(118)	-39%
Zoning By-law Amendment (Minor)	2,273	4,649	2,375	104%
Zoning Amendment (Major)	758	2,345	1,587	209%
Applicant Deferral Request of Zoning By-Law Amendment Application	152	147	(5)	-3%
Removal of Hold	625	538	(87)	-14%
Temporary Use	13	27	14	115%
Extension to Temporary Use	13	25	12	99%
Official Plan Amendment to Municipal Official Plan	188	681	494	263%
Combined Official Plan and Zoning By-Law Amendments	13	45	33	261%
Site Plan Application (SPA)	1,637	5,872	4,235	259%
Cost associated with the preparation of an Agreement i.e. Site Plan/Development, Agreement, Consent Agreement	1,419	2,202	783	55%
Plan of Subdivision or Condominium	75	363	288	384%
Deeming By-Law	49	91	42	86%
Fee for Lifting of a 1 ft. Reserve	75	116	41	55%
Municipal Appraisal Form (MAF)	1,350	3,087	1,737	129%
Pre-Consultation	4,400	4,439	39	1%
Total	17,412	31,250	13,838	79%

4.2.3 Indirect and Capital Costs

In the Staff Report, the costing of the applications considered does not include indirect support or capital costs. Indirect and capital costs are a reasonable inclusion within the full costs of service assessment as they are support costs of the organization that are required to allow staff to perform their development review function. This support includes areas such as human resources, finance, IT, general governance, etc., as well as annual capital replacement costs for assets (i.e., facility space) that is used in the performance of staff's duties. From our firm's experience in other municipalities across the Province, indirect and capital costs typically range between 15% and 25% of total costs. Assuming a conservative 15% estimate, Table 4-7 illustrates the potential



indirect and capital costs that could be attributed to planning application review (i.e., \$77,950).

Table 4-7
Adjustments to Annual Indirect and Capital Costs

Application Type	Indirect and Capital Costs	Updated Indirect and Capital Costs	Difference (\$)	Difference (%)
Minor Variance	-	12,067	12,067	n/a
Minor Variance - Amended Application and Recirculation	-	313	313	n/a
Zoning By-law Amendment (Minor)	-	8,842	8,842	n/a
Zoning Amendment (Major)	-	8,316	8,316	n/a
Applicant Deferral Request of Zoning By-Law Amendment Application	-	455	455	n/a
Removal of Hold	-	1,026	1,026	n/a
Temporary Use	-	55	55	n/a
Extension to Temporary Use	-	51	51	n/a
Official Plan Amendment to Municipal Official Plan	-	2,270	2,270	n/a
Combined Official Plan and Zoning By-Law Amendments	-	154	154	n/a
Site Plan Application (SPA)	-	21,829	21,829	n/a
Cost associated with the preparation of an Agreement i.e. Site Plan/Development, Agreement, Consent Agreement	-	4,357	4,357	n/a
Plan of Subdivision or Condominium	-	1,281	1,281	n/a
Deeming By-Law	-	174	174	n/a
Fee for Lifting of a 1 ft. Reserve	-	209	209	n/a
Municipal Appraisal Form (MAF)	-	6,446	6,446	n/a
Pre-Consultation	-	10,104	10,104	n/a
Total	-	77,952	77,952	n/a

4.2.4 Overall Costing Impacts

Table 4-8 presents the overall impact that the changes discussed above would have on the full cost assessment of planning application review activities. With the adjustments discussed herein, an additional \$107,000 could be attributed to planning application review that is not currently included within the Staffs Report. This would equate to an average increase in costs of 26% compared to the per application costs in the Staff Report.



**Table 4-8
Adjustments to Total Annual Costs**

Application Type	Total Annual Costs	Per Application Costs	Updated Total Annual Costs	Updated Per Application Costs	Difference (\$)	Difference (%)
Minor Variance	62,957	1,545	80,532	1,976	17,575	28%
Minor Variance -						
Amended Application and Recirculation	1,803	601	2,092	697	289	16%
Zoning By-law Amendment (Minor)	45,486	2,501	59,007	3,244	13,521	30%
Zoning Amendment (Major)	44,462	7,334	55,500	9,155	11,038	25%
Applicant Deferral Request of Zoning By-Law Amendment Application	2,520	2,078	3,038	2,506	519	21%
Removal of Hold	5,635	1,127	6,844	1,369	1,210	21%
Temporary Use	286	2,865	369	3,686	82	29%
Extension to Temporary Use	268	2,681	344	3,436	76	28%
Official Plan Amendment to Municipal Official Plan	12,082	8,055	15,148	10,099	3,066	25%
Combined Official Plan and Zoning By-Law Amendments	820	8,196	1,026	10,263	207	25%
Site Plan Application (SPA)	116,829	5,353	145,677	6,675	28,847	25%
Cost associated with the preparation of an Agreement i.e. Site Plan/Development, Agreement, Consent Agreement	22,938	1,051	29,079	1,332	6,141	27%
Plan of Subdivision or Condominium	6,819	6,819	8,552	8,552	1,733	25%
Deeming By-Law	901	1,201	1,160	1,547	260	29%
Fee for Lifting of a 1 ft. Reserve	1,090	727	1,393	929	303	28%
Municipal Appraisal Form (MAF)	33,371	1,236	43,017	1,593	9,646	29%
Pre-Consultation	55,087	626	67,430	766	12,344	22%
Total	413,355		520,209		106,854	26%

It should be noted that if our assumption relating to the Planning Technician's efforts (i.e., that any demand beyond their current available capacity is undertaken by another resource at the same unit cost) is incorrect, then total annual costs presented in Table 4-8 may be overstated. Based on an initial reduction of the Planning Technician's capacity to 95% of their annual time spent on planning applications, total annual costs would be reduced from \$520,200 to approximately \$415,500. However a more detailed review would be required to properly assess the impact on a per application basis. This adjustment would still result in a higher total annual cost than in the initial costing within the Staff Report. Moreover, the above costing impacts do not consider an increase in time allocated to development review activities that could be included for the Director of Building and Planning/CBO based on the discussion in section 4.1.

Based on the foregoing, the overall costs assessed in the Staff Report appear to be reasonable, however, differences exist between the source of the costs (i.e., direct vs. indirect costs).

4.3 Fee Recommendations and Annual Revenues

The fee recommendations provided within the Staff Report were generally made to recover the full cost of reviewing the applications as defined in the report (i.e., only



direct SWB costs, mileage and office supply costs). Since the costing of applications with the Staff Report appears to be conservative (based on the analysis provided in Section 4.2) and staff considered the fees in surrounding municipalities, the fee recommendations presented in the report seem reasonable and defensible. Table 4-9 provides a summary of the costing and annual revenues under current fees and recommended fees (based on the annual average applications summarized in Table 4-2).

Based on the recommended fees and the costing within the Staff Report, cost recovery levels would increase from 49% to 88% with the annual modeled revenues (i.e., fees multiplied by the annual average application volumes) increasing from \$201,000 to \$362,000 (+80%).



Table 4-9
Annual Revenues and Cost Recovery Levels

Application Type	Application Volumes	Total Annual Costs	Current Fee ¹	Annual Revenues	Annual Surplus/ (Deficit)	Cost Recovery %	Recommended Fee ¹	Annual Revenues	Annual Surplus/ (Deficit)	Cost Recovery %
Minor Variance	40.8	62,957	750	30,563	(32,395)	49%	1,500	61,125	(1,832)	97%
Minor Variance - Amended Application and Recirculation	3.0	1,803	100	300	(1,503)	17%	600	1,800	(3)	100%
Zoning By-law Amendment (Minor)	18.2	45,486	1,500	27,281	(18,205)	60%	2,500	45,469	(17)	100%
Zoning Amendment (Major)	6.1	44,462	1,500	9,094	(35,368)	20%	7,300	44,256	(206)	100%
Applicant Deferral Request of Zoning By-Law Amendment Application	1.2	2,520	100	121	(2,398)	5%	2,000	2,425	(95)	96%
Removal of Hold	5.0	5,635	300	1,500	(4,135)	27%	1,200	6,000	365	106%
Temporary Use	0.1	286	-	-	(286)	0%	2,850	285	(1)	99%
Extension to Temporary Use	0.1	268	-	-	(268)	0%	2,850	285	17	106%
Official Plan Amendment to Municipal Official Plan	1.5	12,082	5,375	8,063	(4,020)	67%	8,000	12,000	(82)	99%
Combined Official Plan and Zoning By-Law Amendments	0.1	820	6,875	688	(132)	84%	9,000	900	80	110%
Site Plan Application (SPA)	21.8	116,829	5,100	111,308	(5,522)	95%	5,500	120,038	3,208	103%
Cost associated with the preparation of an Agreement i.e. Site Plan/Development, Agreement, Consent Agreement	21.8	22,938	300	6,548	(16,390)	29%	1,000	21,825	(1,113)	95%
Plan of Subdivision or Condominium	1.0	6,819	5,100	5,100	(1,719)	75%	7,000	7,000	181	103%
Deeming By-Law	0.8	901	600	450	(451)	50%	1,200	900	(1)	100%
Fee for Lifting of a 1 ft. Reserve	1.5	1,090	-	-	(1,090)	0%	800	1,200	110	110%
Municipal Appraisal Form (MAF)	27.0	33,371	-	-	(33,371)	0%	375	10,125	(23,246)	30%
Pre-Consultation	88.0	55,087	-	-	(55,087)	0%	300	26,400	(28,687)	48%
Total	237.9	413,355	27,600	201,014	(212,341)	49%	53,975	362,033	(51,322)	88%

¹Includes applicable deposits



4.3.1 Policy and Implementation

4.3.1.1 Indexing

The Staff Report provides an accurate analysis of the various indexing policies seen across the province. Typically, the annual indexing reflects either budgeted cost of living increases or the Consumer Price Index (CPI). As such, the recommended increases using CPI up to a maximum of 2% proposed in the Staff Report is reasonable.

4.3.1.2 Phasing

Phasing-in of planning application fees is typically considered when there are significant increases in fees being recommended. Within the proposed fee increases, some fees are being increased substantially and potential phasing-in of fees could be considered. However, part of the decision process should consider the actual magnitude of the fees and impacts on affordability and an acknowledgement that any of the revenues forgone due to a phasing policy will be passed on to the tax levy.

5. Summary and Conclusion

The methodology and approach utilized within the Staff Report to conduct the internal review of planning application fees both meets the requirements set out in the *Planning Act* and is generally in line with municipal best practices. Based on our analysis of staff effort estimates, costing approach and proposed fee increases, the recommendations within the Staff Report seem reasonable. However, further refinements as discussed in Section 4 could be considered before final fee recommendations are adopted. These include:

- Verification that the effort estimates are defensible with respect to the annual application volumes and available staff capacity for the Planning Technician, Director of Building, Planning/CBO and for impacts of application types not included within the effort estimates.
- Confirmation of the types of other non-SWB direct costs being considered within the full costs of service; and
- Potential inclusion of indirect support and capital costs that are required to provide development review services.