

PLANNING APPLICATION AND SERVICE FEES BY-LAW REVIEW

Town of Georgina

HEMSON Consulting Ltd.

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I INTRODUCTION

Municipalities in Ontario are responsible for ensuring that the delivery of local services is undertaken in accordance with Provincial legislation. To offset the cost of providing services, municipalities are permitted to charge fees. The Town of Georgina has levied such fees for many years. It has not, however, undertaken a comprehensive review of its planning fees since 2011. Since that time, there have been several important changes:

- Town Council adopted the Georgina Official Plan (2016) which has impacted the pattern of development occurring in the Town; and
- Financial pressures, in particular the pressure to shift the funding of municipal services toward user fees and away from property taxes, means that regular fee reviews are prudent.

In light of this, the Town conducted a review of its planning services fees. The purpose of the study is to establish the full cost of providing services and determine appropriate fee rates for recovering some or all costs as permitted under the *Planning Act* and the *Municipal Act*. Hemson Consulting Limited was retained to conduct the review and this report summarizes the results.

Full cost recovery fee rates are based on the average annual level of development application activity and cost of providing review services over the same time period. This analysis looks at the fees required to recover the full cost of providing planning application review services over the five-year period from 2018-2022.

This report is structured as follows:

Section II describes the Town's current planning and service fee structure.

Section III presents an analysis of the current and forecast fee revenues.

Section IV presents an analysis of the current and forecast costs associated with processing the applications.

Section V presents the calculated full cost recovery planning and service fees.

II PLANNING APPROVALS IN GEORGINA

This section summarizes the way in which the Town carries out its responsibilities under the *Planning Act*. It also describes the current planning fee structure.

A. PLANNING ACT REQUIREMENTS

The *Planning Act* stipulates that planning (or development application) fees must “meet only the anticipated cost to the municipality” of each type of application provided in its tariff of fees. Section 69 (1) of the *Planning Act* contains the following provision:

69. (1) 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. R.S.O. 1990, c. P.13, s.69 (1); 1996, c. 4, s. 35 (1).

The *Planning Act* also allows for these fees to be waived for any application (s.69 (2)). Moreover, it provides a mechanism for fees to be appealed to the Local Planning Appeal Tribunal (LPAT).

B. PLANNING APPLICATION FEES

In Georgina, the “tariff of fees” referred to in the *Planning Act* is contained in By-law No. 2011-0015, as amended, and is available on the Town’s website.

The Town’s planning fees, administered primarily through the Planning Division of the Development Services Department, are one-time fees payable upon application submission. For some application types different fee rates apply: For example, Official Plan Amendment, and Zoning By-law Amendment, and Site Plan applications are categorized as “Major” and “Minor” applications. Descriptions of each of these application types are provided within the by-law.

For some applications, the Town retains legal services or external consultants to assist with review.

C. PLANNING APPROVAL PROCESS

Responsibility for planning matters in Georgina falls to the Town's Development Services Department. Most applications fall within the Planning Division's responsibility, while the processing of Site Plan applications primarily falls within the responsibility of the Development Engineering Division. Some applications involve a relatively small level of effort, while others (e.g. major plans of subdivision) may take many months and often involve a number of Town staff. It is noted that further details on staff time involvement in processing each type of application are included in Appendix A.

The Town also provides pre-consultation services to potential applicants for development. Pre-consultation involves Planning Division staff, as well as other departments as necessary. The Town does not currently charge fees for this service.

Overall, development applications have become more complex over recent years. As a result of provincial policy changes, the Town is seeing more applications to meet intensification requirements leading to more infill type development applications. These applications are often more challenging to process than typical greenfield developments, and require a higher level of staff effort.

The types of planning approval in the Town are summarized as follows:

1. Official Plan Amendment

The Town's Official Plan is a broad policy document which sets out the Town's long-range planning objectives. All development that proceeds in the Town must conform to the policies in the Official Plan, as well as any applicable Secondary Plans. In some cases, a planning application requires an amendment to the Official Plan prior to its being approved. The amendment process typically takes several months to complete and involves detailed review by Town staff, Council and the public.

Official Plan Amendment (OPA) applications are classified by the Town as follows:

- "Major Amendment" applications are large in scale or scope and may have impacts or policy implications beyond the subject lands. These include non-residential developments exceeding 250 square metres in gross floor area, as well as residential developments exceeding 3 lots or units; and
- "Minor Amendment" applications are relatively small in scale, with minimal impacts beyond the subject lands, and generally involve non-residential

developments of up to 250 square metres or residential developments of up to 3 lots or units.

It is noted that the Director of Development Services may determine whether an OPA application falls within the Minor or Major category.

The total number of OPAs processed by Town staff has averaged about two per year over the past five years (see Table 1). About half of OPA applications received over the past five years have been categorized as “Major” applications and half have been categorized as “Minor” applications.

2. Zoning By-Law Amendment

The zoning by-law regulates the use of land in the Town. When a proposal for development includes a plan for uses which are not permitted under the zoning by-law, an amendment to the by-law is required in order for the proposal to be approved. The amendment process can be lengthy (several months) and involves a public consultation process. Under the existing fee by-law, Zoning By-Law Amendment (ZBA) applications are classified as follows:

- “Major Amendment” applications are large in scale or scope and may have impacts beyond the subject lands. These include non-residential developments exceeding 250 square metres in gross floor area, as well as residential developments exceeding 3 lots or units; and
- “Minor Amendment” applications are relatively small in scale, with minimal impacts beyond the subject lands, and generally involve non-residential developments of up to 250 square metres or residential developments of up to 3 lots or units.

Once again, the Director of Development Services may determine whether a ZBA application falls within the Minor or Major category.

Over the past five years, the Town has received an average of nine ZBA applications per year, with an average of six applications per year falling within the “Minor” category and three applications per year falling within the “Major” category.

The removal of holding provisions triggers separate fees. The Town has received an annual average of one application for the removal of holding provisions.

3. Committee of Adjustment

The Town’s Committee of Adjustment is responsible for approving applications for minor variance and consents. With respect to consent to sever land, the Town charges fees at the time of consent application as well as for a change of consent conditions, consent agreement, and for validations of title, easement, title clearance, mortgage

discharge, foreclosure, power of sale, partition order or land leases. In total, the Town has processed an average of 17 of such applications per year, with consent applications becoming more frequent in recent years.

Often a proposed development will require that one or more development standards established by the zoning by-law be waived to allow the development to proceed. In such cases an approval for variance must be granted. On average, the Town has received 36 minor variance applications annually over the past five years. Like consent applications, higher than average volumes of minor variance applications have been received more recently.

4. Site Plan Application

Site Plan control is the process that regulates various activities on the site of an actual development including building location, landscaping, parking, drainage, and pedestrian and vehicular access. The Town imposes site plan application fees for the following application types:

- “Major” applications are classified as those involving non-residential or mixed-use developments exceeding 500 square metres in gross floor area, re-use or re-development projects which include building expansions exceeding 50 square metres in gross floor area, or residential developments exceeding 25 lots or units. Other developments affecting large geographic areas may also be classified as Major applications, as well as theme parks and large scale recreational/commercial uses; and
- “Minor” applications involve developments with fewer than five residential lots or units, or the re-use or re-development of an existing building which does not add more than 50 square metres in new gross floor area.

The Director of Development Services may determine whether a Site Plan application falls within the Minor or Major category. In addition to these categories, a “Graduated” fee is imposed for non-residential developments between 250 and 500 square metres in gross floor area, or residential developments between five and 25 lots/units. The Graduated fee is comprised of a base fee, equivalent to the fee for Minor applications, in addition to a fee per unit or per square metre.

Over the past five years, the Town has received an average of three Site Plan applications per year including an average of two Major applications and one Minor application. It is noted that the processing of Site Plan applications falls primarily under the responsibility of Development Engineering staff. Planning Division staff are involved to a lesser extent.

5. Subdivision/Condominium Application

The process for subdividing land is lengthy and involves considerable Town planning and engineering resources, a range of private sector professionals, and comprehensive public consultation. The Town imposes a base Draft Plan of Subdivision or Condominium fee as well as additional fees per residential or non-residential unit, lot, or block. The fee by-law also includes various fees associated with Plans of Subdivision or Condominium, including but not limited to fees for extensions of draft plan approval, revisions to an approved plan requiring Council approval, and preparation of agreements.

The Town has received an annual average of seven Plan of Subdivision and/or Condominium applications over the past five years, including an average of two Draft Plan of Subdivision/Condominium applications, three applications for extension of draft plan approval, and various other associated applications.

6. Other Applications

A number of additional fees are included within the Town's Planning Applications and Services Fees By-law including fees for Development Area Plans, Deeming By-law or Repeal of a Deeming By-law, Property Information Reports, and Radiocommunication Tower Siting. The historical frequency of these applications over the past five years is also included in Table 1.

7. Non Fee Based Review Work

Town planning staff also undertakes work for which a fee is not charged. This non-fee based work includes planning policy studies, general customer service activities, and review work for which fees cannot be charged. Currently, the Town does not charge for pre-consultation services, though a fee for such services has been calculated as part of this study.

TABLE 1
TOWN OF GEORGINA
2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
PLANNING APPLICATIONS - 2013 TO 2017

Type of Application	2013	2014	2015	2016	2017	5 Year Average 2013-2017
Development Area Plans (DAP)	0	0	2	0	1	1
<i>New DAP or Major Review/Update to an Existing DAP</i>	0	0	1	0	0	0.2
<i>Consideration of a Minor Revision to an Existing DAP</i>	0	0	1	0	1	0.4
Official Plan Amendment Application	1	3	2	5	1	2
<i>Major Application Fee</i>	1	1	2	2	0	1.2
<i>Minor Application Fee</i>	0	2	0	3	1	1.2
Zoning By-Law Amendment Application	5	7	4	18	13	9
<i>Major Application Fee</i>	2	3	3	5	2	3
<i>Minor Application Fee</i>	3	4	1	13	11	6
Rezoning to Permit a New Accessory Apartment or Second Dwelling (incl. Garden Suite)	0	0	0	1	2	1
Removal of Holding or "H" Zone Provision	2	2	1	0	0	1
Temporary Use By-Law Application or Extension	0	0	0	0	1	0
Part Lot Control Application	4	7	2	2	1	3
<i>Base Application Fee</i>	4	7	2	2	1	3.2
Restrictive Covenant Agreement	0	0	0	0	0	0
Consent (Lot Creation, Lot Addition/Boundary Adjustment)	14	13	13	16	30	17
<i>Application Fee Per Lot/Unit/Parcel Created</i>	14	10	11	11	28	15
<i>Change of Consent Conditions</i>	0	0	0	1	0	0
<i>Consent Agreement</i>	0	0	0	0	0	0
<i>Validation of Title, Easement, Title Clearance, Mortgage Discharge, Foreclosure, Power of Sale</i>	0	3	2	4	2	2
Minor Variance, Non-Conforming Uses, Other Permissions	40	31	29	37	45	36
<i>Application Fee</i>	38	31	29	37	45	36
<i>Minor Variance Agreement</i>	0	0	0	0	0	0.0
<i>File Maintenance Fee</i>	2	0	0	0	0	0.4
Site Plan Control Applications	1	5	1	2	6	3
<i>Major Application Fee</i>	1	2	1	1	3	2
<i>Graduated Site Plan Control Fee</i>	0	0	0	0	0	0
<i>Minor Application Fee</i>	0	3	0	1	3	1
Amendment to Existing Site Plan	0	0	0	0	0	0
<i>Major</i>	0	0	0	0	0	0
<i>Minor</i>	0	0	0	0	0	0
Plan of Subdivision and/or Condominium	8	10	7	3	7	7
<i>Draft Plan of Subdivision or Condominium Application Fee</i>	2	3	2	1	2	2.0
<i>Extension of Draft Plan Approval</i>	4	4	3	2	2	3.0
<i>Revise or Alter an Approved Draft Plan Requiring Council Approval</i>	1	0	0	0	0	0.2
<i>Request to Change to Conditions</i>	0	1	0	0	0	0.2
<i>Requesting Exemption from Sec. 51 - Planning Act Processing Requirements</i>	0	0	0	0	0	0.0
<i>Preparation of Subdivision/Condominium Agreement</i>	1	2	2	0	3	1.6
<i>Amendment or Revisions to Agreement for Each Phase Subsequent to 1st Phase</i>	0	0	0	0	0	0.0
<i>Amendment to Agreement</i>	0	0	0	0	0	0.0
<i>Compliance Certificate for Clearance of Conditions and Final Approval and Registration</i>	0	0	0	0	0	0.0
Deeming By-Law or Repeal of Deeming By-Law	5	5	5	10	13	8
<i>Application Fee</i>	5	5	5	10	13	8
Property Information Report	0	0	0	0	0	0
Radiocommunication Tower Siting	0	2	2	2	0	1
<i>Application Submission Fee</i>	0	1	1	1	0	1
<i>Prior to Staff Report to Council Regarding Concurrence Request</i>	0	1	1	1	0	1
Ontario Municipal Board Appeals	1	2	2	2	0	1
<i>Administrative Referral Fee</i>	1	2	2	2	0	1
Total Applications	81	87	70	98	120	91

III ANALYSIS OF REVENUES

This section contains an analysis of past planning application activity in Georgina and an assessment of the level of activity that is reasonable to anticipate for the purpose of setting planning fees.

A. HISTORICAL PLANNING FEE REVENUE

Table 2 shows the revenue (in constant 2018\$) generated from planning applications issued by the Town since 2013. Over the five year period, planning fee revenues have averaged \$339,900 per annum, with some variation from one year to the next. Only \$230,800 was received in 2013, whereas revenue in recent years has been significantly higher as a result of increased activity, reaching \$423,000 in 2017.

A significant component of overall revenue relates to Plan of Subdivision and/or Condominium applications. These applications have generated roughly 36% of total revenue since 2013, averaging \$121,000 per year, though they have fluctuated considerably over the five-year period. ZBA applications are also a substantial source of revenue at roughly 23% of the total, or an average of \$77,700 per year.

It is noted that changes in planning application revenue on any given year does not necessarily reflect the level of building or development activity because the timing of fee payments and development activity do not always correspond.

B. ANTICIPATED FUTURE ACTIVITY

Historical planning application and revenue data provided in Tables 1 and 2 demonstrate an increasing number of applications received over the past five years, from about 70 applications in 2015 to 120 applications in 2017. This increase is primarily attributed to recent growth in Committee of Adjustment (Consent and Minor Variance) applications, as well as growth in Zoning By-law Amendment applications.

A forecast of future planning application activity in Georgina over a five-year period from 2018 to 2022 has been prepared for fee setting purposes. The forecast is based on existing growth forecasts for the Town, an analysis of current and proposed planning applications, and discussions with Town staff. Overall, it is assumed that application

activity will remain relatively in line with historical trends, although generally higher than 2013 through 2017 as application activity levels in the Keswick area continue to develop.

For the purposes of this analysis, the Town is assumed to receive a similar number of applications per annum from 2018 to 2022 as received in 2017. The higher application activity projected also reflects the expectation that minor variance and consent applications will continue to be strong and in line with more recent activity levels.

Table 3 sets out the forecast of average annual planning application activity and revenue anticipated through to 2022.

TABLE 2
TOWN OF GEORGINA
2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
PLANNING APPLICATION FEE REVENUE - 2013 TO 2017

Planning Fee Revenue by Application Type	2013	2014	2015	2016	2017	5 Year Average 2013-2017
Development Area Plans (DAP)	\$ -	\$ -	\$ 21,931	\$ -	\$ 7,642	\$ 5,915
<i>New DAP or Major Review/Update to an Existing DAP</i>	\$ -	\$ -	\$ 14,336	\$ -	\$ -	\$ 2,867
<i>Consideration of a Minor Revision to an Existing DAP</i>	\$ -	\$ -	\$ 7,594	\$ -	\$ 7,642	\$ 3,047
Official Plan Amendment Application	\$ 14,228	\$ 29,279	\$ 28,673	\$ 51,506	\$ 7,642	\$ 26,266
<i>Major Application Fee</i>	\$ 14,228	\$ 14,217	\$ 28,673	\$ 28,701	\$ -	\$ 17,164
<i>Minor Application Fee</i>	\$ -	\$ 15,062	\$ -	\$ 22,805	\$ 7,642	\$ 9,102
Zoning By-Law Amendment Application	\$ 42,739	\$ 60,642	\$ 40,492	\$ 145,708	\$ 98,800	\$ 77,676
<i>Major Application Fee</i>	\$ 22,232	\$ 33,321	\$ 33,603	\$ 56,058	\$ 22,542	\$ 33,551
<i>Minor Application Fee</i>	\$ 20,507	\$ 27,321	\$ 6,889	\$ 89,649	\$ 76,257	\$ 44,125
Rezoning to Permit a New Accessory Apartment or Second Dwelling (incl. Garden Suite)	\$ -	\$ -	\$ -	\$ 3,365	\$ 6,766	\$ 2,026
Removal of Holding or "H" Zone Provision	\$ 3,335	\$ 3,334	\$ 1,681	\$ -	\$ -	\$ 1,670
Temporary Use By-Law Application or Extension	\$ -	\$ -	\$ -	\$ -	\$ 6,932	\$ 1,386
Part Lot Control Application	\$ 6,110	\$ 13,718	\$ 3,930	\$ 5,871	\$ 3,804	\$ 6,687
<i>Base Application Fee</i>	\$ 3,335	\$ 5,838	\$ 1,682	\$ 1,685	\$ 847	\$ 2,677
<i>Additional Fees Per Lot/Unit</i>	\$ 2,775	\$ 7,880	\$ 2,248	\$ 4,186	\$ 2,957	\$ 4,009
Restrictive Covenant Agreement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consent (Lot Creation, Lot Addition/Boundary Adjustment)	\$ 31,128	\$ 23,886	\$ 25,774	\$ 28,213	\$ 64,287	\$ 34,658
<i>Application Fee Per Lot/Unit/Parcel Created</i>	\$ 31,128	\$ 22,218	\$ 24,652	\$ 24,675	\$ 63,158	\$ 33,166
<i>Change of Consent Conditions</i>	\$ -	\$ -	\$ -	\$ 1,292	\$ -	\$ 258
<i>Consent Agreement</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Validation of Title, Easement, Title Clearance, Mortgage Discharge, Foreclosure, Power of Sale</i>	\$ -	\$ 1,668	\$ 1,122	\$ 2,246	\$ 1,129	\$ 1,233
Minor Variance, Non-Conforming Uses, Other Permissions	\$ 21,965	\$ 17,235	\$ 16,270	\$ 20,778	\$ 25,410	\$ 20,332
<i>Application Fee</i>	\$ 21,132	\$ 17,235	\$ 16,270	\$ 20,778	\$ 25,410	\$ 20,165
<i>Minor Variance Agreement</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>File Maintenance Fee</i>	\$ 833	\$ -	\$ -	\$ -	\$ -	\$ 167
Site Plan Control Applications	\$ 12,227	\$ 44,432	\$ 12,321	\$ 19,061	\$ 57,484	\$ 29,105
<i>Major Application Fee</i>	\$ 12,227	\$ 24,436	\$ 12,321	\$ 12,333	\$ 37,192	\$ 19,702
<i>Graduated Site Plan Control Fee</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Minor Application Fee</i>	\$ -	\$ 19,996	\$ -	\$ 6,728	\$ 20,292	\$ 9,403
Amendment to Existing Site Plan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Major</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Minor</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plan of Subdivision and/or Condominium	\$ 92,990	\$ 231,568	\$ 99,695	\$ 51,868	\$ 129,046	\$ 121,033
<i>Draft Plan of Subdivision or Condominium Application Fee</i>	\$ 37,235	\$ 55,806	\$ 37,518	\$ 18,777	\$ 37,752	\$ 37,418
<i>Additional Fees Per Unit/Lot/Block</i>	\$ 32,241	\$ 146,488	\$ 38,313	\$ 26,360	\$ 63,731	\$ 61,427
<i>Extension of Draft Plan Approval</i>	\$ 13,343	\$ 13,335	\$ 10,086	\$ 6,731	\$ 6,766	\$ 10,052
<i>Revise or Alter an Approved Draft Plan Requiring Council Approval</i>	\$ 3,336	\$ -	\$ -	\$ -	\$ -	\$ 667
<i>Request to Change to Conditions</i>	\$ -	\$ 2,278	\$ -	\$ -	\$ -	\$ 456
<i>Requesting Exemption from Sec. 51 - Planning Act Processing Requirements</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Preparation of Subdivision/Condominium Agreement</i>	\$ 6,836	\$ 13,661	\$ 13,777	\$ -	\$ 20,797	\$ 11,014
<i>Amendment or Revisions to Agreement for Each Phase Subsequent to 1st Phase</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Amendment to Agreement</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Compliance Certificate for Clearance of Conditions and Final Approval and Registration</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Deeming By-Law or Repeal of Deeming By-Law	\$ 5,944	\$ 5,940	\$ 5,549	\$ 11,571	\$ 15,193	\$ 8,840
<i>Application Fee</i>	\$ 4,723	\$ 4,720	\$ 4,762	\$ 9,534	\$ 12,463	\$ 7,241
<i>Additional Fees Per Lot</i>	\$ 1,221	\$ 1,221	\$ 787	\$ 2,036	\$ 2,730	\$ 1,599
Property Information Report	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Radiocommunication Tower Siting	\$ -	\$ 6,668	\$ 6,724	\$ 6,731	\$ -	\$ 4,024
<i>Application Submission Fee</i>	\$ -	\$ 3,334	\$ 3,362	\$ 3,365	\$ -	\$ 2,012
<i>Prior to Staff Report to Council Regarding Concurrence Request</i>	\$ -	\$ 3,334	\$ 3,362	\$ 3,365	\$ -	\$ 2,012
Ontario Municipal Board Appeals	\$ 167	\$ 334	\$ 337	\$ 339	\$ -	\$ 235
<i>Administrative Referral Fee</i>	\$ 167	\$ 334	\$ 337	\$ 339	\$ -	\$ 235
Total Application Revenue	\$ 230,832	\$ 437,036	\$ 263,378	\$ 345,010	\$ 423,009	\$ 339,853

TABLE 3

TOWN OF GEORGINA
2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
ANTICIPATED ANNUAL PLANNING APPLICATION REVENUE UNDER CURRENT RATES

Type of Application	Current Fee Rate	Anticipated Annual # of Applications	Anticipated Annual Revenue Under Current Rates
Development Area Plans (DAP)			
<i>New DAP or Major Review/Update to an Existing DAP</i>	\$ 14,475	0.2	\$ 2,895
<i>Consideration of a Minor Revision to an Existing DAP</i>	\$ 7,668	0.4	\$ 3,067
Official Plan Amendment Application			
<i>Major Application Fee (e.g. ICI above 250sq.m.; residential above 3 lots/units)</i>	\$ 14,475	1.2	\$ 17,370
<i>Minor Application Fee (e.g. ICI below 250sq.m.; residential below 3 lots/units)</i>	\$ 7,668	2.0	\$ 15,336
Zoning By-Law Amendment Application			
<i>Major Application Fee (e.g. ICI above 250sq.m.; residential above 3 lots/units)</i>	\$ 11,309	4.0	\$ 45,236
<i>Minor Application Fee (e.g. ICI below 250sq.m.; residential below 3 lots/units)</i>	\$ 6,956	9.0	\$ 62,604
Rezoning to Permit a New Accessory Apartment or Second Dwelling (incl. Garden Suite)	\$ 3,395	2.0	\$ 6,790
Removal of Holding or "H" Zone Provision	\$ 1,698	1.0	\$ 1,698
Temporary Use By-Law Application or Extension	\$ 6,956	1.0	\$ 6,956
Part Lot Control Application			
<i>Base Application Fee</i>	\$ 850	3.2	\$ 2,720
<i>Charge per Unit</i>	\$ 115	36.0	\$ 4,140
Restrictive Covenant Agreement	\$ 1,135	0.2	\$ 227
Consent (Lot Creation, Lot Addition/Boundary Adjustment)			
<i>Application Fee Per Lot/Unit/Parcel Created</i>	\$ 2,264	22.0	\$ 49,808
<i>Change of Consent Conditions</i>	\$ 1,304	0.6	\$ 782
<i>Consent Agreement</i>	\$ 1,020	0.5	\$ 510
<i>Validation of Title, Easement, Title Clearance, Mortgage Discharge, Foreclosure, Power of Sale</i>	\$ 567	3.5	\$ 1,985
Minor Variance, Non-Conforming Uses, Other Permissions			
<i>Application Fee</i>	\$ 567	38.0	\$ 21,546
<i>Minor Variance Agreement</i>	\$ 228	0.2	\$ 46
<i>File Maintenance Fee</i>	\$ 426	0.5	\$ 213
Site Plan Control Applications			
<i>Minor (Base) Application Fee</i>	\$ 6,787	3.5	\$ 23,755
<i>Major Application Fee (Cap)</i>	\$ 12,439	3.5	\$ 43,537
Site Plan Control - Additional Units			
<i>Plus: Fee per Residential Unit/Lot for development exceeding 5 lots/units up to 25</i>	\$ 283		
<i>Plus: Fee per sq.m. ICI or mixed use development exceeding 250 sq.m. up to 500 sq.m.</i>	\$ 25		
Amendment to Existing Site Plan			
<i>Major</i>	\$ 4,525	1.0	\$ 4,525
<i>Minor</i>	\$ 2,264	1.0	\$ 2,264
Plan of Subdivision and/or Condominium			
<i>Draft Plan of Subdivision or Condominium Application Fee</i>	\$ 18,940	3.0	\$ 56,820
<i>Extension of Draft Plan Approval</i>	\$ 3,395	3.0	\$ 10,185
<i>Revise or Alter an Approved Draft Plan Requiring Council Approval</i>	\$ 3,395	0.5	\$ 1,698
<i>Request to Change to Conditions</i>	\$ 2,321	0.2	\$ 464
<i>Requesting Exemption from Sec. 51 - Planning Act Processing Requirements</i>	\$ 6,787	0.2	\$ 1,357
<i>Preparation of Subdivision/Condominium Agreement</i>	\$ 6,956	3.0	\$ 20,868
<i>Amendment or Revisions to Agreement for Each Phase Subsequent to 1st Phase</i>	\$ 4,638	0.2	\$ 928
<i>Amendment to Agreement</i>	\$ 2,321	0.2	\$ 464
<i>Compliance Certificate for Clearance of Conditions and Final Approval and Registration</i>	\$ 2,321	0.2	\$ 464
Draft Plan of Subdivision - Additional Units			
<i>Plus: Fee per Residential Unit/Lot for First 25 Units/Lots</i>	\$ 286	30.0	\$ 70,000
<i>Plus: Fee per Residential Unit/Lot for 26-50 Units/Lots</i>	\$ 172	30.0	
<i>Plus: Fee per Residential Unit/Lot for 51+ Units/Lots</i>	\$ 115	279.0	
<i>Plus: Fee per Institutional/Commercial/Industrial Unit/Lot/Block</i>	\$ 793	9.0	
<i>Plus: Fee per Mixed Use Unit/Lot/Block</i>	\$ 793	8.0	
Deeming By-Law or Repeal of Deeming By-Law			
<i>Base Application Fee</i>	\$ 962	11.0	\$ 10,582
<i>Plus: Charge per Lot</i>	\$ 115	20.0	\$ 2,300
Property Information Report	\$ 139	2.0	\$ 278
Radiocommunication Tower Siting			
<i>Application Submission Fee</i>	\$ 3,395	2.0	\$ 6,790
<i>Prior to Staff Report to Council Regarding Concurrence Request</i>	\$ 3,395	2.0	\$ 6,790
Total Revenue			\$ 511,559

IV ANALYSIS OF COSTS

This section presents an analysis of the direct and indirect costs of delivering services required to approve planning applications in the Town.

A. DIRECT COSTS

A number of staff at the Town are responsible for processing applications in respect of planning matters in Georgina. They include staff in the Development Services Department, including the Planning, Development Engineering, and Building Divisions as well as those in Operations & Infrastructure, Fire Services, Recreation & Culture, and Administration. The entire cost of the time spent by these staff on reviewing planning applications, along with the costs of the resources they use, are considered direct costs under this study. Time shares have been determined based on the information obtained primarily from detailed interviews with all staff members, and are displayed in Appendix A.

Although a portion of staff time is directly attributed to processing planning applications, a significant share is unrelated to application review and is excluded as a cost for fee recovery. This “other” staff time includes planning policy related work, LPAT hearings/preparation, engineering reviews and related site inspections, general customer service activities, and review work for which fees cannot be charged, and is also identified in Appendix A.

Table 4 Pages 1-3 display the calculations of direct costs. The calculations are divided by: payroll; office space; and other operating costs. Payroll costs, amounting to \$809,600 and including all benefits and overtime, account for the majority of the direct costs (Page 1). It should be noted that these costs also include the addition of new staff which are anticipated over the course of the planning period to help manage application activity.

TABLE 4 - PAGE 1

TOWN OF GEORGINA
2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
FULL COST RECOVERY PLANNING ACT FEES
DIRECT COSTS

4.1 PAYROLL (2018) ⁽¹⁾	Development Services - Planning Division	Development Services - Administration	Development Services - Building Division	Development Services - Development Engineering	Fire Services	Operations and Infrastructure - Roads Administration	Water Services	Parks and Recreation	Total Payroll Direct Cost
Total Payroll (salaries & benefits)	\$ 984,230	\$ 272,500	\$ 1,235,990	\$ 919,160	\$ 392,570	\$ 747,970	\$ 1,527,640	\$ 670,910	\$ 6,750,970
Share of Planning Application Work (%)	53.3%	20.0%	0.8%	8.0%	5.5%	6.6%	1.3%	8.3%	
Share of Planning Application Work (\$)	\$ 524,702	\$ 54,500	\$ 10,247	\$ 73,880	\$ 21,461	\$ 49,305	\$ 19,861	\$ 55,619	\$ 809,576
Development Area Plans (DAP)									
New DAP or Major Review/Update to an Existing DAP	\$ 1,429	\$ 545	\$ -	\$ -	\$ 143	\$ -	\$ -	\$ 525	\$ 2,642
Consideration of a Minor Revision to an Existing DAP	\$ 2,014	\$ 545	\$ -	\$ -	\$ 143	\$ -	\$ -	\$ 721	\$ 3,423
Official Plan Amendment Application									
Major Application Fee	\$ 20,581	\$ 2,998	\$ -	\$ -	\$ 1,431	\$ 1,788	\$ 397	\$ -	\$ 27,194
Minor Application Fee	\$ 22,945	\$ 3,543	\$ -	\$ -	\$ 1,717	\$ 1,117	\$ 397	\$ -	\$ 29,718
Zoning By-Law Amendment Application									
Major Application Fee	\$ 55,046	\$ 3,815	\$ 364	\$ -	\$ 1,574	\$ 744	\$ 265	\$ 1,602	\$ 63,410
Minor Application Fee	\$ 86,237	\$ 5,450	\$ 364	\$ -	\$ 2,575	\$ 1,117	\$ 397	\$ 2,225	\$ 98,365
Rezoning to Permit a New Accessory Apartment or Second Dwelling (incl. Garden Suite)	\$ 4,103	\$ 545	\$ -	\$ -	\$ 286	\$ -	\$ -	\$ -	\$ 4,934
Removal of Holding or "H" Zone Provision	\$ 2,617	\$ 545	\$ -	\$ -	\$ 286	\$ -	\$ -	\$ -	\$ 3,448
Temporary Use By-Law Application or Extensior	\$ 4,582	\$ 545	\$ -	\$ -	\$ 286	\$ -	\$ -	\$ -	\$ 5,413
Part Lot Control Application									
Base Application Fee	\$ 6,997	\$ 1,363	\$ -	\$ -	\$ 572	\$ -	\$ -	\$ -	\$ 8,931
Restrictive Covenant Agreement	\$ 292	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 292
Consent (Lot Creation, Lot Addition/Boundary Adjustment)									
Application Fee Per Lot/Unit/Parcel Created	\$ 74,633	\$ 3,815	\$ -	\$ 3,677	\$ 1,574	\$ 2,846	\$ 927	\$ -	\$ 87,470
Change of Consent Conditions	\$ 1,279	\$ 273	\$ -	\$ -	\$ 143	\$ -	\$ -	\$ -	\$ 1,694
Consent Agreement	\$ 790	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 790
Validation of Title, Easement, Title Clearance, Mortgage Discharge, Foreclosure, Power of Sale	\$ 3,220	\$ 545	\$ -	\$ 919	\$ 143	\$ -	\$ -	\$ -	\$ 4,828
Minor Variance, Non-Conforming Uses, Other Permissions									
Application Fee	\$ 66,965	\$ 4,360	\$ 550	\$ 4,596	\$ 1,717	\$ 5,583	\$ 1,986	\$ -	\$ 85,757
Minor Variance Agreement	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77
File Maintenance Fee	\$ 231	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 231
Site Plan Control Applications									
Major Application Fee	\$ 15,892	\$ 3,270	\$ 7,435	\$ 29,413	\$ 858	\$ 5,148	\$ 1,986	\$ 11,124	\$ 75,127
Graduated Site Plan Control Fee	\$ 3,019	\$ 545	\$ -	\$ 4,943	\$ 143	\$ -	\$ -	\$ -	\$ 8,650
Minor Application Fee	\$ 7,231	\$ 1,363	\$ 812	\$ 11,949	\$ 286	\$ 2,521	\$ 1,324	\$ 5,562	\$ 31,048
Amendment to Existing Site Plan									
Major	\$ 618	\$ -	\$ -	\$ 4,136	\$ 143	\$ -	\$ -	\$ -	\$ 4,897
Minor	\$ 371	\$ -	\$ -	\$ 2,298	\$ 143	\$ -	\$ -	\$ -	\$ 2,812
Plan of Subdivision and/or Condominium									
Draft Plan of Subdivision or Condominium Application Fee	\$ 33,380	\$ 4,633	\$ -	\$ -	\$ 1,717	\$ 9,651	\$ 3,972	\$ 13,349	\$ 66,701
Extension of Draft Plan Approval	\$ 13,460	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,460
Revise or Alter an Approved Draft Plan Requiring Council Approval	\$ 909	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 490	\$ 1,398
Request to Change to Conditions	\$ 909	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 909
Requesting Exemption from Sec. 51 - Planning Act Processing Requirements	\$ 1,351	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,351
Preparation of Subdivision/Condominium Agreement	\$ 3,970	\$ 545	\$ -	\$ 11,949	\$ 286	\$ -	\$ -	\$ -	\$ 16,751
Amendment or Revisions to Agreement for Each Phase Subsequent to 1st Phase	\$ 976	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 976
Amendment to Agreement	\$ 662	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 662
Compliance Certificate for Clearance of Conditions and Final Approval and Registration	\$ 662	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 662
Deeming By-Law or Repeal of Deeming By-Law									
Application Fee	\$ 18,018	\$ 2,998	\$ -	\$ -	\$ 1,145	\$ -	\$ -	\$ -	\$ 22,160
Property Information Report	\$ -	\$ -	\$ 722	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 722
Radiocommunication Tower Siting									
Application Submission Fee	\$ 4,702	\$ 1,363	\$ -	\$ -	\$ 572	\$ -	\$ -	\$ -	\$ 6,637
Prior to Staff Report to Council Regarding Concurrence Request	\$ 4,702	\$ 1,363	\$ -	\$ -	\$ 572	\$ -	\$ -	\$ -	\$ 6,637
Ontario Municipal Board Appeal									
Administrative Referral Fee	\$ 2,396	\$ 1,363	\$ -	\$ -	\$ -	\$ 2,605	\$ 927	\$ -	\$ 7,291
Surcharges:									
Draft Plan of Subdivision - Additional Unit:	\$ 50,741	\$ 7,085	\$ -	\$ -	\$ 2,575	\$ 16,186	\$ 7,282	\$ 20,023	\$ 103,893
Deeming By-Law or Repeal of Deeming By-Law									
Charge per lot	\$ 3,040	\$ 545	\$ -	\$ -	\$ 143	\$ -	\$ -	\$ -	\$ 3,729
Part Lot Control Application									
Plus: Per Lot or Unit	\$ 3,658	\$ 545	\$ -	\$ -	\$ 286	\$ -	\$ -	\$ -	\$ 4,489

Note 1: Based on salaries of individual staff, which are not displayed in this report

TABLE 4 - PAGE 2

TOWN OF GEORGINA
 2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
 FULL COST RECOVERY PLANNING ACT FEES
 DIRECT COSTS

4.2 OFFICE SPACE (2018) ^{(1),(2)}	Development Services - Planning Division	Development Services - Administration	Development Services - Building Division	Development Services - Development Engineering	Fire Services	Operations and Infrastructure - Roads Administration	Water Services	Parks and Recreation	Total Space Direct Cost
<i>Office Space Support Shares (\$)</i>	\$ 32,767	\$ 6,556	\$ 688	\$ 5,929	\$ 223	\$ 3,989	\$ 262	\$ 6,306	\$ 56,719
Development Area Plans (DAP)									
<i>New DAP or Major Review/Update to an Existing DAP</i>	\$ 89	\$ 66	\$ -	\$ -	\$ 1	\$ -	\$ -	\$ 60	\$ 216
<i>Consideration of a Minor Revision to an Existing DAP</i>	\$ 126	\$ 66	\$ -	\$ -	\$ 1	\$ -	\$ -	\$ 82	\$ 275
Official Plan Amendment Application									
<i>Major Application Fee</i>	\$ 1,285	\$ 361	\$ -	\$ -	\$ 15	\$ 145	\$ 5	\$ -	\$ 1,811
<i>Minor Application Fee</i>	\$ 1,433	\$ 426	\$ -	\$ -	\$ 18	\$ 90	\$ 5	\$ -	\$ 1,972
Zoning By-Law Amendment Application									
<i>Major Application Fee</i>	\$ 3,438	\$ 459	\$ 24	\$ -	\$ 16	\$ 60	\$ 3	\$ 182	\$ 4,183
<i>Minor Application Fee</i>	\$ 5,385	\$ 656	\$ 24	\$ -	\$ 27	\$ 90	\$ 5	\$ 252	\$ 6,440
Rezoning to Permit a New Accessory Apartment or Second Dwelling (incl. Garden Suite)	\$ 256	\$ 66	\$ -	\$ -	\$ 3	\$ -	\$ -	\$ -	\$ 325
Removal of Holding or "H" Zone Provision	\$ 163	\$ 66	\$ -	\$ -	\$ 3	\$ -	\$ -	\$ -	\$ 232
Temporary Use By-Law Application or Extensior	\$ 286	\$ 66	\$ -	\$ -	\$ 3	\$ -	\$ -	\$ -	\$ 355
Part Lot Control Application									
<i>Base Application Fee</i>	\$ 437	\$ 164	\$ -	\$ -	\$ 6	\$ -	\$ -	\$ -	\$ 607
Restrictive Covenant Agreement	\$ 18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18
Consent (Lot Creation, Lot Addition/Boundary Adjustment)									
<i>Application Fee Per Lot/Unit/Parcel Created</i>	\$ 4,661	\$ 459	\$ -	\$ 295	\$ 16	\$ 230	\$ 12	\$ -	\$ 5,673
<i>Change of Consent Conditions</i>	\$ 80	\$ 33	\$ -	\$ -	\$ 1	\$ -	\$ -	\$ -	\$ 114
<i>Consent Agreement</i>	\$ 49	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49
<i>Validation of Title, Easement, Title Clearance, Mortgage Discharge, Foreclosure, Power of Sale</i>	\$ 201	\$ 66	\$ -	\$ 74	\$ 1	\$ -	\$ -	\$ -	\$ 342
Minor Variance, Non-Conforming Uses, Other Permission									
<i>Application Fee</i>	\$ 4,182	\$ 524	\$ 37	\$ 369	\$ 18	\$ 452	\$ 26	\$ -	\$ 5,608
<i>Minor Variance Agreement</i>	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5
<i>File Maintenance Fee</i>	\$ 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14
Site Plan Control Applications									
<i>Major Application Fee</i>	\$ 992	\$ 393	\$ 499	\$ 2,360	\$ 9	\$ 416	\$ 26	\$ 1,261	\$ 5,958
<i>Graduated Site Plan Control Fee</i>	\$ 189	\$ 66	\$ -	\$ 397	\$ 1	\$ -	\$ -	\$ -	\$ 652
<i>Minor Application Fee</i>	\$ 452	\$ 164	\$ 55	\$ 959	\$ 3	\$ 204	\$ 17	\$ 631	\$ 2,484
Amendment to Existing Site Plan									
<i>Major</i>	\$ 39	\$ -	\$ -	\$ 332	\$ 1	\$ -	\$ -	\$ -	\$ 372
<i>Minor</i>	\$ 23	\$ -	\$ -	\$ 184	\$ 1	\$ -	\$ -	\$ -	\$ 209
Plan of Subdivision and/or Condominium									
<i>Draft Plan of Subdivision or Condominium Application Fee</i>	\$ 2,085	\$ 557	\$ -	\$ -	\$ 18	\$ 781	\$ 52	\$ 1,513	\$ 5,006
<i>Extension of Draft Plan Approval</i>	\$ 841	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 841
<i>Revise or Alter an Approved Draft Plan Requiring Council Approval</i>	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56	\$ 112
<i>Request to Change to Conditions</i>	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57
<i>Requesting Exemption from Sec. 51 - Planning Act Processing Requirements</i>	\$ 84	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84
<i>Preparation of Subdivision/Condominium Agreement</i>	\$ 248	\$ 66	\$ -	\$ 959	\$ 3	\$ -	\$ -	\$ -	\$ 1,275
<i>Amendment or Revisions to Agreement for Each Phase Subsequent to 1st Phase</i>	\$ 61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61
<i>Amendment to Agreement</i>	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41
<i>Compliance Certificate for Clearance of Conditions and Final Approval and Registration</i>	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41
Deeming By-Law or Repeal of Deeming By-Law									
<i>Application Fee</i>	\$ 1,125	\$ 361	\$ -	\$ -	\$ 12	\$ -	\$ -	\$ -	\$ 1,498
Property Information Report	\$ -	\$ -	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48
Radiocommunication Tower Siting									
<i>Application Submission Fee</i>	\$ 294	\$ 164	\$ -	\$ -	\$ 6	\$ -	\$ -	\$ -	\$ 463
<i>Prior to Staff Report to Council Regarding Concurrence Request</i>	\$ 294	\$ 164	\$ -	\$ -	\$ 6	\$ -	\$ -	\$ -	\$ 463
Ontario Municipal Board Appeals									
<i>Administrative Referral Fee</i>	\$ 150	\$ 164	\$ -	\$ -	\$ -	\$ 211	\$ 12	\$ -	\$ 537
Surcharges:									
Draft Plan of Subdivision - Additional Unit:	\$ 3,169	\$ 852	\$ -	\$ -	\$ 27	\$ 1,309	\$ 96	\$ 2,270	\$ 7,723
Deeming By-Law or Repeal of Deeming By-Law									
<i>Charge per lot</i>	\$ 190	\$ 66	\$ -	\$ -	\$ 1	\$ -	\$ -	\$ -	\$ 257
Part Lot Control Application									
<i>Plus: Per Lot or Unit</i>	\$ 228	\$ 66	\$ -	\$ -	\$ 3	\$ -	\$ -	\$ -	\$ 297

Note 1: Based on office space of individual staff, which are not displayed in this report
 Note 2: Direct costs includes annual provision for building replacement

TABLE 4 - PAGE 3

TOWN OF GEORGINA
 2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
 FULL COST RECOVERY PLANNING ACT FEES
 DIRECT COSTS

4.3 OTHER OPERATING & CAPITAL COSTS (2018)	Development Services - Planning Division	Development Services - Administration	Development Services - Building Division	Development Services - Development Engineering	Fire Services	Operations and Infrastructure - Roads Administration	Water Services	Parks and Recreation	Total Operating & Capital Direct Cost
<i>Share of Planning Application Work (\$)</i>	\$ 48,064	\$ 3,204	\$ 742	\$ 4,844	\$ 1,506	\$ 2,800	\$ 1,806	\$ 4,812	\$ 67,778
Development Area Plans (DAP)									
<i>New DAP or Major Review/Update to an Existing DAP</i>	\$ 131	\$ 32	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ 45	\$ 218
<i>Consideration of a Minor Revision to an Existing DAP</i>	\$ 184	\$ 32	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ 62	\$ 289
Official Plan Amendment Application									
<i>Major Application Fee</i>	\$ 1,885	\$ 176	\$ -	\$ -	\$ 100	\$ 102	\$ 36	\$ -	\$ 2,300
<i>Minor Application Fee</i>	\$ 2,102	\$ 208	\$ -	\$ -	\$ 120	\$ 63	\$ 36	\$ -	\$ 2,530
Zoning By-Law Amendment Application									
<i>Major Application Fee</i>	\$ 5,042	\$ 224	\$ 26	\$ -	\$ 110	\$ 42	\$ 24	\$ 139	\$ 5,608
<i>Minor Application Fee</i>	\$ 7,900	\$ 320	\$ 26	\$ -	\$ 181	\$ 63	\$ 36	\$ 192	\$ 8,719
Rezoning to Permit a New Accessory Apartment or Second Dwelling (incl. Garden Suite)	\$ 376	\$ 32	\$ -	\$ -	\$ 20	\$ -	\$ -	\$ -	\$ 428
Removal of Holding or "H" Zone Provision	\$ 240	\$ 32	\$ -	\$ -	\$ 20	\$ -	\$ -	\$ -	\$ 292
Temporary Use By-Law Application or Extensior	\$ 420	\$ 32	\$ -	\$ -	\$ 20	\$ -	\$ -	\$ -	\$ 472
Part Lot Control Application									
<i>Base Application Fee</i>	\$ 641	\$ 80	\$ -	\$ -	\$ 40	\$ -	\$ -	\$ -	\$ 761
Restrictive Covenant Agreement	\$ 27	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27
Consent (Lot Creation, Lot Addition/Boundary Adjustment)									
<i>Application Fee Per Lot/Unit/Parcel Created</i>	\$ 6,837	\$ 224	\$ -	\$ 241	\$ 110	\$ 162	\$ 84	\$ -	\$ 7,658
<i>Change of Consent Conditions</i>	\$ 117	\$ 16	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -	\$ 143
<i>Consent Agreement</i>	\$ 72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72
<i>Validation of Title, Easement, Title Clearance, Mortgage Discharge, Foreclosure, Power of Sale</i>	\$ 295	\$ 32	\$ -	\$ 60	\$ 10	\$ -	\$ -	\$ -	\$ 397
Minor Variance, Non-Conforming Uses, Other Permission									
<i>Application Fee</i>	\$ 6,134	\$ 256	\$ 40	\$ 301	\$ 120	\$ 317	\$ 181	\$ -	\$ 7,350
<i>Minor Variance Agreement</i>	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7
<i>File Maintenance Fee</i>	\$ 21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21
Site Plan Control Applications									
<i>Major Application Fee</i>	\$ 1,456	\$ 192	\$ 538	\$ 1,929	\$ 60	\$ 292	\$ 181	\$ 962	\$ 5,610
<i>Graduated Site Plan Control Fee</i>	\$ 277	\$ 32	\$ -	\$ 324	\$ 10	\$ -	\$ -	\$ -	\$ 643
<i>Minor Application Fee</i>	\$ 662	\$ 80	\$ 59	\$ 783	\$ 20	\$ 143	\$ 120	\$ 481	\$ 2,350
Amendment to Existing Site Plan									
<i>Major</i>	\$ 57	\$ -	\$ -	\$ 271	\$ 10	\$ -	\$ -	\$ -	\$ 338
<i>Minor</i>	\$ 34	\$ -	\$ -	\$ 151	\$ 10	\$ -	\$ -	\$ -	\$ 195
Plan of Subdivision and/or Condominium									
<i>Draft Plan of Subdivision or Condominium Application Fee</i>	\$ 3,058	\$ 272	\$ -	\$ -	\$ 120	\$ 548	\$ 361	\$ 1,155	\$ 5,515
<i>Extension of Draft Plan Approval</i>	\$ 1,233	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,233
<i>Revise or Alter an Approved Draft Plan Requiring Council Approval</i>	\$ 83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42	\$ 126
<i>Request to Change to Conditions</i>	\$ 83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83
<i>Requesting Exemption from Sec. 51 - Planning Act Processing Requirements</i>	\$ 124	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 124
<i>Preparation of Subdivision/Condominium Agreement</i>	\$ 364	\$ 32	\$ -	\$ 783	\$ 20	\$ -	\$ -	\$ -	\$ 1,199
<i>Amendment or Revisions to Agreement for Each Phase Subsequent to 1st Phase</i>	\$ 89	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89
<i>Amendment to Agreement</i>	\$ 61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61
<i>Compliance Certificate for Clearance of Conditions and Final Approval and Registration</i>	\$ 61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61
Deeming By-Law or Repeal of Deeming By-Law									
<i>Application Fee</i>	\$ 1,651	\$ 176	\$ -	\$ -	\$ 80	\$ -	\$ -	\$ -	\$ 1,907
Property Information Report	\$ -	\$ -	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52
Radiocommunication Tower Siting									
<i>Application Submission Fee</i>	\$ 431	\$ 80	\$ -	\$ -	\$ 40	\$ -	\$ -	\$ -	\$ 551
<i>Prior to Staff Report to Council Regarding Concurrence Request</i>	\$ 431	\$ 80	\$ -	\$ -	\$ 40	\$ -	\$ -	\$ -	\$ 551
Ontario Municipal Board Appeals									
<i>Administrative Referral Fee</i>	\$ 219	\$ 80	\$ -	\$ -	\$ -	\$ 148	\$ 84	\$ -	\$ 532
Surcharges:									
Draft Plan of Subdivision - Additional Unit:	\$ 4,648	\$ 417	\$ -	\$ -	\$ 181	\$ 919	\$ 662	\$ 1,732	\$ 8,559
Deeming By-Law or Repeal of Deeming By-Law									
<i>Charge per lot</i>	\$ 279	\$ 32	\$ -	\$ -	\$ 10	\$ -	\$ -	\$ -	\$ 321
Part Lot Control Application									
<i>Plus: Per Lot or Unit</i>	\$ 335	\$ 32	\$ -	\$ -	\$ 20	\$ -	\$ -	\$ -	\$ 387

Space costs include shares of the operating costs of the municipal headquarters associated with office space of individual staff, as well as shares of the capital replacement cost of the building. Space allocations were determined based on staff interviews and building floor plans. Direct costs associated with space total \$56,700 (Page 2).

Other direct operating cost were determined by multiplying the time shares attributed to planning application staff (see Appendix A) by 2018 operating and capital budget projections. The total direct operating and capital cost that can be attributed to planning approval activities is \$67,800 (Page 3).

The total direct cost of planning applications and approvals amounts to \$934,100 (see summary on Table 6).

B. INDIRECT COSTS

The indirect cost of processing planning applications in Georgina represents the share of costs of the Town's corporate departments that can reasonably be attributed as overhead support of the planning application review service.

Indirect costs were calculated based on what drives the cost of the corporate departments support of planning activities. Shares of corporate costs were allocated to each department that provide planning services based on the cost drivers. As an example, the attributable costs for Office of the CAO activities were allocated based on a combination of that cost centre's number of full time equivalent staff and net budget. Using these shares of corporate costs, the cost attributable to processing planning applications was calculated based on the time shares identified in Appendix A. Allocation of indirect costs for the entire corporation is provided in Appendix B.

Indirect cost calculations do not include a provision for contributions to a development application fee reserve fund. It is assumed that general revenue sources (i.e. property taxes) will be used to offset any revenue shortfalls in quieter years when costs exceed revenues.

Table 5 summarizes the calculation of indirect costs. The calculated cost shares were applied to the corporate departments' projected net costs excluding costs for activities which are clearly unrelated to planning applications (e.g. tax write off, transfers to reserve). The total indirect costs are calculated to be \$132,100.

A summary of the direct and indirect costs amount to \$1.07 million and is shown on Table 6.

TABLE 5
TOWN OF GEORGINA
2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
FULL COST RECOVERY PLANNING ACT FEES
INDIRECT OVERHEAD COSTS

Note Costs Attributable to Overhead (2018)									
	\$ 7,177,920								
Indirect Overhead Costs	Development Services - Planning Division	Development Services - Administration	Development Services - Building Division	Development Services - Development Engineering	Fire Services	Operations and Infrastructure - Roads Administration	Water Services	Parks and Recreation	Total Indirect (Overhead) Cost
<i>Support of Planning Applications (%)</i>	\$ 82,979	\$ 6,898	\$ 1,786	\$ 11,313	\$ 2,085	\$ 5,343	\$ 5,480	\$ 16,175	\$ 132,060
Development Area Plans (DAP)									
<i>New DAP or Major Review/Update to an Existing DAP</i>	\$ 226	\$ 69	\$ -	\$ -	\$ 14	\$ -	\$ -	\$ 153	\$ 462
<i>Consideration of a Minor Revision to an Existing DAP</i>	\$ 318	\$ 69	\$ -	\$ -	\$ 14	\$ -	\$ -	\$ 210	\$ 611
Official Plan Amendment Application									
<i>Major Application Fee</i>	\$ 3,255	\$ 379	\$ -	\$ -	\$ 139	\$ 194	\$ 110	\$ -	\$ 4,076
<i>Minor Application Fee</i>	\$ 3,629	\$ 448	\$ -	\$ -	\$ 167	\$ 121	\$ 110	\$ -	\$ 4,474
Zoning By-Law Amendment Application									
<i>Major Application Fee</i>	\$ 8,705	\$ 483	\$ 63	\$ -	\$ 153	\$ 81	\$ 73	\$ 466	\$ 10,024
<i>Minor Application Fee</i>	\$ 13,638	\$ 690	\$ 63	\$ -	\$ 250	\$ 121	\$ 110	\$ 647	\$ 15,519
Rezoning to Permit a New Accessory Apartment or Second Dwelling (incl. Garden Suite)	\$ 649	\$ 69	\$ -	\$ -	\$ 28	\$ -	\$ -	\$ -	\$ 746
Removal of Holding or "H" Zone Provisor	\$ 414	\$ 69	\$ -	\$ -	\$ 28	\$ -	\$ -	\$ -	\$ 511
Temporary Use By-Law Application or Extensior	\$ 725	\$ 69	\$ -	\$ -	\$ 28	\$ -	\$ -	\$ -	\$ 821
Part Lot Control Application									
<i>Base Application Fee</i>	\$ 1,106	\$ 172	\$ -	\$ -	\$ 56	\$ -	\$ -	\$ -	\$ 1,335
Restrictive Covenant Agreement	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46
Consent (Lot Creation, Lot Addition/Boundary Adjustment)									
<i>Application Fee Per Lot/Unit/Parcel Created</i>	\$ 11,803	\$ 483	\$ -	\$ 563	\$ 153	\$ 308	\$ 256	\$ -	\$ 13,566
<i>Change of Consent Conditions</i>	\$ 202	\$ 34	\$ -	\$ -	\$ 14	\$ -	\$ -	\$ -	\$ 251
<i>Consent Agreement</i>	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125
<i>Validation of Title, Easement, Title Clearance, Mortgage Discharge, Foreclosure, Power of Sale</i>	\$ 509	\$ 69	\$ -	\$ 141	\$ 14	\$ -	\$ -	\$ -	\$ 733
Minor Variance, Non-Conforming Uses, Other Permission									
<i>Application Fee</i>	\$ 10,590	\$ 552	\$ 96	\$ 704	\$ 167	\$ 605	\$ 548	\$ -	\$ 13,261
<i>Minor Variance Agreement</i>	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12
<i>File Maintenance Fee</i>	\$ 36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36
Site Plan Control Applications									
<i>Major Application Fee</i>	\$ 2,513	\$ 414	\$ 1,296	\$ 4,504	\$ 83	\$ 558	\$ 548	\$ 3,235	\$ 13,152
<i>Graduated Site Plan Control Fee</i>	\$ 477	\$ 69	\$ -	\$ 757	\$ 14	\$ -	\$ -	\$ -	\$ 1,317
<i>Minor Application Fee</i>	\$ 1,144	\$ 172	\$ 142	\$ 1,830	\$ 28	\$ 273	\$ 365	\$ 1,618	\$ 5,571
Amendment to Existing Site Plan									
<i>Major</i>	\$ 98	\$ -	\$ -	\$ 633	\$ 14	\$ -	\$ -	\$ -	\$ 745
<i>Minor</i>	\$ 59	\$ -	\$ -	\$ 352	\$ 14	\$ -	\$ -	\$ -	\$ 424
Plan of Subdivision and/or Condominium									
<i>Draft Plan of Subdivision or Condominium Application Fee</i>	\$ 5,279	\$ 586	\$ -	\$ -	\$ 167	\$ 1,046	\$ 1,096	\$ 3,882	\$ 12,056
<i>Extension of Draft Plan Approval</i>	\$ 2,129	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,129
<i>Revise or Alter an Approved Draft Plan Requiring Council Approval</i>	\$ 144	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 142	\$ 286
<i>Request to Change to Conditions</i>	\$ 144	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144
<i>Requesting Exemption from Sec. 51 - Planning Act Processing Requirements</i>	\$ 214	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 214
<i>Preparation of Subdivision/Condominium Agreement</i>	\$ 628	\$ 69	\$ -	\$ 1,830	\$ 28	\$ -	\$ -	\$ -	\$ 2,554
<i>Amendment or Revisions to Agreement for Each Phase Subsequent to 1st Phase</i>	\$ 154	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 154
<i>Amendment to Agreement</i>	\$ 105	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105
<i>Compliance Certificate for Clearance of Conditions and Final Approval and Registration</i>	\$ 105	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105
Deeming By-Law or Repeal of Deeming By-Law									
<i>Application Fee</i>	\$ 2,849	\$ 379	\$ -	\$ -	\$ 111	\$ -	\$ -	\$ -	\$ 3,340
Property Information Report	\$ -	\$ -	\$ 126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126
Radiocommunication Tower Siting									
<i>Application Submission Fee</i>	\$ 744	\$ 172	\$ -	\$ -	\$ 56	\$ -	\$ -	\$ -	\$ 972
<i>Prior to Staff Report to Council Regarding Concurrence Request</i>	\$ 744	\$ 172	\$ -	\$ -	\$ 56	\$ -	\$ -	\$ -	\$ 972
Ontario Municipal Board Appeals									
<i>Administrative Referral Fee</i>	\$ 379	\$ 172	\$ -	\$ -	\$ -	\$ 282	\$ 256	\$ -	\$ 1,089
Surcharges:									
Draft Plan of Subdivision - Additional Unit:	\$ 8,024	\$ 897	\$ -	\$ -	\$ 250	\$ 1,754	\$ 2,009	\$ 5,823	\$ 18,758
Deeming By-Law or Repeal of Deeming By-Law									
<i>Charge per lot</i>	\$ 481	\$ 69	\$ -	\$ -	\$ 14	\$ -	\$ -	\$ -	\$ 564
Part Lot Control Application									
<i>Plus: Per Lot or Unit</i>	\$ 579	\$ 69	\$ -	\$ -	\$ 28	\$ -	\$ -	\$ -	\$ 675

TABLE 6
 TOWN OF GEORGINA
 2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
 FULL COST RECOVERY PLANNING ACT FEES
 DIRECT AND INDIRECT (OVERHEAD) COSTS

Total Costs	Payroll	Space	Other Operating & Capital Costs	Total Direct Costs	Indirect Costs (Overhead)	Total Direct and Indirect Costs
<i>All Planning Applications</i>	\$ 809,576	\$ 56,719	\$ 67,778	\$ 934,073	\$ 132,060	\$ 1,066,133
Development Area Plans (DAP)						
<i>New DAP or Major Review/Update to an Existing DAP</i>	\$ 2,642	\$ 216	\$ 218	\$ 3,076	\$ 462	\$ 3,538
<i>Consideration of a Minor Revision to an Existing DAP</i>	\$ 3,423	\$ 275	\$ 289	\$ 3,986	\$ 611	\$ 4,597
Official Plan Amendment Application						
<i>Major Application Fee</i>	\$ 27,194	\$ 1,811	\$ 2,300	\$ 31,304	\$ 4,076	\$ 35,380
<i>Minor Application Fee</i>	\$ 29,718	\$ 1,972	\$ 2,530	\$ 34,221	\$ 4,474	\$ 38,695
Zoning By-Law Amendment Application						
<i>Major Application Fee</i>	\$ 63,410	\$ 4,183	\$ 5,608	\$ 73,200	\$ 10,024	\$ 83,224
<i>Minor Application Fee</i>	\$ 98,365	\$ 6,440	\$ 8,719	\$ 113,524	\$ 15,519	\$ 129,043
Rezoning to Permit a New Accessory Apartment or Second Dwelling (incl. Garden Suite)	\$ 4,934	\$ 325	\$ 428	\$ 5,687	\$ 746	\$ 6,432
Removal of Holding or "H" Zone Provisor	\$ 3,448	\$ 232	\$ 292	\$ 3,971	\$ 511	\$ 4,482
Temporary Use By-Law Application or Extensior	\$ 5,413	\$ 355	\$ 472	\$ 6,240	\$ 821	\$ 7,061
Part Lot Control Application						
<i>Base Application Fee</i>	\$ 8,931	\$ 607	\$ 761	\$ 10,299	\$ 1,335	\$ 11,634
Restrictive Covenant Agreement	\$ 292	\$ 18	\$ 27	\$ 337	\$ 46	\$ 383
Consent (Lot Creation, Lot Addition/Boundary Adjustment)						
<i>Application Fee Per Lot/Unit/Parcel Created</i>	\$ 87,470	\$ 5,673	\$ 7,658	\$ 100,802	\$ 13,566	\$ 114,368
<i>Change of Consent Conditions</i>	\$ 1,694	\$ 114	\$ 143	\$ 1,952	\$ 251	\$ 2,202
<i>Consent Agreement</i>	\$ 790	\$ 49	\$ 72	\$ 912	\$ 125	\$ 1,037
<i>Validation of Title, Easement, Title Clearance, Mortgage Discharge, Foreclosure, Power of Sale</i>	\$ 4,828	\$ 342	\$ 397	\$ 5,567	\$ 733	\$ 6,300
Minor Variance, Non-Conforming Uses, Other Permission:						
<i>Application Fee</i>	\$ 85,757	\$ 5,608	\$ 7,350	\$ 98,714	\$ 13,261	\$ 111,976
<i>Minor Variance Agreement</i>	\$ 77	\$ 5	\$ 7	\$ 89	\$ 12	\$ 101
<i>File Maintenance Fee</i>	\$ 231	\$ 14	\$ 21	\$ 266	\$ 36	\$ 303
Site Plan Control Applications:						
<i>Major Application Fee</i>	\$ 75,127	\$ 5,958	\$ 5,610	\$ 86,696	\$ 13,152	\$ 99,847
<i>Graduated Site Plan Control Fee</i>	\$ 8,650	\$ 652	\$ 643	\$ 9,944	\$ 1,317	\$ 11,262
<i>Minor Application Fee</i>	\$ 31,048	\$ 2,484	\$ 2,350	\$ 35,881	\$ 5,571	\$ 41,452
Amendment to Existing Site Plan						
<i>Major</i>	\$ 4,897	\$ 372	\$ 338	\$ 5,607	\$ 745	\$ 6,352
<i>Minor</i>	\$ 2,812	\$ 209	\$ 195	\$ 3,215	\$ 424	\$ 3,640
Plan of Subdivision and/or Condominium						
<i>Draft Plan of Subdivision or Condominium Application Fee</i>	\$ 66,701	\$ 5,006	\$ 5,515	\$ 77,222	\$ 12,056	\$ 89,277
<i>Extension of Draft Plan Approval</i>	\$ 13,460	\$ 841	\$ 1,233	\$ 15,534	\$ 2,129	\$ 17,663
<i>Revise or Alter an Approved Draft Plan Requiring Council Approval</i>	\$ 1,398	\$ 112	\$ 126	\$ 1,636	\$ 286	\$ 1,922
<i>Request to Change to Conditions</i>	\$ 909	\$ 57	\$ 83	\$ 1,049	\$ 144	\$ 1,192
<i>Requesting Exemption from Sec. 51 - Planning Act Processing Requirements</i>	\$ 1,351	\$ 84	\$ 124	\$ 1,559	\$ 214	\$ 1,773
<i>Preparation of Subdivision/Condominium Agreement</i>	\$ 16,751	\$ 1,275	\$ 1,199	\$ 19,225	\$ 2,554	\$ 21,780
<i>Amendment or Revisions to Agreement for Each Phase Subsequent to 1st Phase</i>	\$ 976	\$ 61	\$ 89	\$ 1,126	\$ 154	\$ 1,280
<i>Amendment to Agreement</i>	\$ 662	\$ 41	\$ 61	\$ 764	\$ 105	\$ 868
<i>Compliance Certificate for Clearance of Conditions and Final Approval and Registration</i>	\$ 662	\$ 41	\$ 61	\$ 764	\$ 105	\$ 868
Deeming By-Law or Repeal of Deeming By-Law						
<i>Application Fee</i>	\$ 22,160	\$ 1,498	\$ 1,907	\$ 25,565	\$ 3,340	\$ 28,905
Property Information Report	\$ 722	\$ 48	\$ 52	\$ 823	\$ 126	\$ 949
Radiocommunication Tower Siting						
<i>Application Submission Fee</i>	\$ 6,637	\$ 463	\$ 551	\$ 7,651	\$ 972	\$ 8,623
<i>Prior to Staff Report to Council Regarding Concurrence Request</i>	\$ 6,637	\$ 463	\$ 551	\$ 7,651	\$ 972	\$ 8,623
Ontario Municipal Board Appeals						
<i>Administrative Referral Fee</i>	\$ 7,291	\$ 537	\$ 532	\$ 8,359	\$ 1,089	\$ 9,449
Surcharges:						
Draft Plan of Subdivision - Additional Unit:	\$ 103,893	\$ 7,723	\$ 8,559	\$ 120,175	\$ 18,758	\$ 138,933
Deeming By-Law or Repeal of Deeming By-Law						
<i>Charge per lot</i>	\$ 3,729	\$ 257	\$ 321	\$ 4,306	\$ 564	\$ 4,870
Part Lot Control Application						
<i>Plus: Per Lot or Unit</i>	\$ 4,489	\$ 297	\$ 387	\$ 5,174	\$ 675	\$ 5,849

V FULL COST RECOVERY PLANNING FEES

This section presents full cost recovery planning fee rates in light of the cost analysis presented in the previous section. Additionally, fee comparisons with similar and surrounding municipalities are shown.

A. FULL COST RECOVERY FEES

The fees required to recover the full cost of processing planning applications are set out in Table 7.

Full cost fees have been calculated by dividing the total (direct and indirect) cost of providing application review services by the estimated annual number of applications anticipated from 2018 to 2022. Most fees have been rounded to the nearest \$100; fees of less than \$1,000 have been rounded to the nearest \$10.

Table 7 shows that the Town's current fee rates for all applications fall below full cost recovery rates. The table also demonstrates the Town is currently subsidizing the planning application review process through the tax rate to a considerable degree—only 32% of the process has been funded through planning fees in recent years. Given the provisions of the *Planning Act*, Council has the authority to increase current fees in order to recover more or the full cost of the process. It should be noted that no changes are proposed in respect to the Town's use of external resources in the application process:

- Any application which requires the Town to hire a consultant to review supporting materials and technical studies, the applicant will continue to be responsible for all costs plus an additional 15% administrative fee.
- Any application which requires the Town to incur legal fees associated with the processing of an application at any stage, the applicant will continue to be responsible for all costs plus an additional 15% administrative fee.

TABLE 7

**TOWN OF GEORGINA
2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
FULL COST RECOVERY PLANNING ACT FEES**

Type of Application	Current Fee Rate	Anticipated Annual # of Applications	Anticipated Annual Revenue Under Current	Full Cost Recovery Fee ⁽¹⁾	Anticipated Annual Revenue - Full Cost Recovery Fees
Development Area Plans (DAP)					
New DAP or Major Review/Update to an Existing DAP	\$ 14,475	0.2	\$ 2,895	\$ 17,700	\$ 3,540
Consideration of a Minor Revision to an Existing DAP	\$ 7,668	0.4	\$ 3,067	\$ 11,500	\$ 4,600
Official Plan Amendment Application					
Major Application Fee (e.g. ICI above 250sq.m.; residential above 3 lots/units)	\$ 14,475	1.2	\$ 17,370	\$ 29,500	\$ 35,400
Minor Application Fee (e.g. ICI below 250sq.m.; residential below 3 lots/units)	\$ 7,668	2.0	\$ 15,336	\$ 19,300	\$ 38,600
Zoning By-Law Amendment Application					
Major Application Fee (e.g. ICI above 250sq.m.; residential above 3 lots/units)	\$ 11,309	4.0	\$ 45,236	\$ 20,800	\$ 83,200
Minor Application Fee (e.g. ICI below 250sq.m.; residential below 3 lots/units)	\$ 6,956	9.0	\$ 62,604	\$ 14,300	\$ 128,700
Garden Suite Extension or New Accessory Apartment / Second Dwelling		2.0	\$ 6,790	\$ 3,200	\$ 6,400
Removal of Holding or "H" Zone Provision - Major	\$ 1,698	1.0	\$ 1,698	\$ 4,500	\$ 4,500
Temporary Use By-Law Application or Extension	\$ 6,956	1.0	\$ 6,956	\$ 7,100	\$ 7,100
Part Lot Control Application					
Base Application Fee	\$ 850	3.2	\$ 2,720	\$ 3,600	\$ 11,520
Charge per Unit	\$ 115	36.0	\$ 4,140	\$ 160	\$ 5,760
Restrictive Covenant Agreement	\$ 1,135	0.2	\$ 227	\$ 1,900	\$ 380
Consent (Lot Creation, Lot Addition/Boundary Adjustment)					
Application Fee Per Lot/Unit/Parcel Created	\$ 2,264	22.0	\$ 49,808	\$ 5,200	\$ 114,400
Change of Consent Conditions	\$ 1,304	0.6	\$ 782	\$ 3,700	\$ 2,220
Consent Agreement	\$ 1,020	0.4	\$ 408	\$ 2,600	\$ 1,040
Validation of Title, Easement, Title Clearance, Mortgage Discharge, Foreclosure, Power of Sale,	\$ 567	3.5	\$ 1,985	\$ 1,800	\$ 6,300
Minor Variance, Non-Conforming Uses, Other Permissions					
Application Fee	\$ 567	38.0	\$ 21,546	\$ 2,900	\$ 110,200
Minor Variance Agreement	\$ 228	0.2	\$ 46	\$ 500	\$ 100
File Maintenance Fee	\$ 426	0.5	\$ 213	\$ 600	\$ 300
Site Plan Control Applications					
Minor (Base) Application Fee	\$ 6,787	3.5	\$ 23,755	\$ 11,800	\$ 41,300
Major Application Fee (Cap)	\$ 12,439	3.5	\$ 43,537	\$ 28,500	\$ 99,750
Site Plan Control - Additional Units					
Plus: Fee per Residential Unit/Lot for development exceeding 5 lots/units up to 25	\$ 283			\$ 830	\$ 11,262
Plus: Fee per sq.m. ICI or mixed use development exceeding 250 sq.m. up to 500 sq.m.	\$ 25			\$ 66	
Amendment to Existing Site Plan					
Major	\$ 4,525	1.0	\$ 4,525	\$ 6,400	\$ 6,400
Minor	\$ 2,264	1.0	\$ 2,264	\$ 3,600	\$ 3,600
Plan of Subdivision and/or Condominium					
Draft Plan of Subdivision or Condominium Application Fee	\$ 18,940	3.0	\$ 56,820	\$ 29,800	\$ 89,400
Extension of Draft Plan Approval	\$ 3,395	3.0	\$ 10,185	\$ 5,900	\$ 17,700
Revise or Alter an Approved Draft Plan Requiring Council Approval	\$ 3,395	0.5	\$ 1,698	\$ 3,800	\$ 1,900
Request to Change to Conditions	\$ 2,321	0.2	\$ 464	\$ 6,000	\$ 1,200
Requesting Exemption from Sec. 51 - Planning Act Processing Requirements	\$ 6,787	0.2	\$ 1,357	\$ 8,900	\$ 1,780
Preparation of Subdivision/Condominium Agreement	\$ 6,956	3.0	\$ 20,868	\$ 7,300	\$ 21,900
Amendment or Revisions to Agreement for Each Phase Subsequent to 1st Phase	\$ 4,638	0.2	\$ 928	\$ 6,400	\$ 1,280
Amendment to Agreement	\$ 2,321	0.2	\$ 464	\$ 4,300	\$ 860
Compliance Certificate for Clearance of Conditions and Final Approval and Registration	\$ 2,321	0.2	\$ 464	\$ 4,300	\$ 860
Draft Plan of Subdivision - Additional Units					
Plus: Fee per Residential Unit/Lot for First 25 Units/Lots	\$ 286	30.0	\$ 70,000	\$ 570	\$ 17,100
Plus: Fee per Residential Unit/Lot for 26-50 Units/Lots	\$ 172	30.0	\$ 340	\$ 340	\$ 10,200
Plus: Fee per Residential Unit/Lot for 51+ Units/Lots	\$ 115	279.0	\$ 230	\$ 230	\$ 64,170
Plus: Fee per Institutional/Commercial/Industrial Unit/Lot/Block	\$ 793	9.0	\$ 1,570	\$ 1,570	\$ 14,130
Plus: Fee per Mixed Use Unit/Lot/Block	\$ 793	8.0	\$ 1,570	\$ 1,570	\$ 12,560
Deeming By-Law or Repeal of Deeming By-Law					
Base Application Fee	\$ 962	11.0	\$ 10,582	\$ 2,600	\$ 28,600
Plus: Charge per Lot	\$ 115	20.0	\$ 2,300	\$ 240	\$ 4,800
Property Information Report	\$ 139	3.0	\$ 417	\$ 320	\$ 960
Radiocommunication Tower Siting					
Application Submission Fee	\$ 3,395	2.0	\$ 6,790	\$ 4,300	\$ 8,600
Prior to Staff Report to Council Regarding Concurrence Request	\$ 3,395	2.0	\$ 6,790	\$ 4,300	\$ 8,600

B. PROPOSED NEW PLANNING APPLICATION FEES

In addition to the fees currently levied, a fee of \$1,500 has been calculated to consider an application for Official Plan Amendment, Zoning by-law amendment or minor variance pursuant to the “2-Year Period, no request for amendment/no application: provisions of the Planning Act.

In addition to the proposed new fee, an estimated full cost recovery fee has been calculated for Pre-Consultation services. This fee has been calculated at \$3,300 per application. By comparison, similar fees charged by other municipalities in the GTA, York Region, and Simcoe County are typically in the order of \$500 to \$1,500. An appropriate cost recovery rate and administrative approach was determined through discussions with Town staff, and included within the proposed Planning Applications and Services Fee By-law. The proposed fee for pre-consultation services is \$750, however, \$375 will be deducted from the required application fee if a formal Planning application is submitted within one-year of the Pre-Consultation Meeting Form/Complete Application Checklist being signed by the Town Planner.

C. IMPLEMENTATION OPTIONS

The *Planning Act* allows the Town to establish fees for planning services as long as the fees do not exceed the full cost of the service provided. When setting fee rates the Town should consider the following:

- The revenue shortfall that would result from imposing less than full cost recovery fees (a shortfall that would almost certainly have to be funded from taxes);
- The competitiveness of the Town’s fees relative to other municipalities in York Region (see below); and
- The ability of applicants to pay the fee.

It is noted that, given s.69 (2) of the *Planning Act* that allows fees to be waived for any application. The proposed fee by-law includes a provision which would provide the Director of Development Services with the authority to reduce or waive fees.

It is recommended that fees be updated annually through an indexing provision in the fee by-law, to incorporate the effects of inflation. As well, any revenue shortfalls arising from the Town adopting less than full cost recovery fees should be tracked. Finally, it

is recommended that the Town conduct a comprehensive fee review every five years to determine whether a reasonable nexus between fee revenues and service costs still exist.

D. PLANNING APPLICATION FEE COMPARISONS

In order to provide an understanding of the current and full cost recovery fee rates in Georgina in relation to similar and surrounding municipalities, a planning fee comparison was prepared. The results of this comparison are presented in Table 8. The rates for the other municipalities are those that are currently in force and may not recover the full cost of providing planning application review services.

The table shows that the current development application fees in Georgina fall into the low-mid range of fee rates levied in York Region while excluding those rates in force in the urban municipalities of Vaughan, Markham and Richmond Hill. The calculated full cost recovery rates, if adopted, would place the Town closer to the benchmark average for most application types and on the higher-end of the spectrum for a few other applications, though still competitive with neighbouring communities.

Note that this comparison does not take into account any service level differences that may exist in terms of, for example, the time taken to process an application or the level of customer service provided to applicants.

TABLE 8

TOWN OF GEORGINA
2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
COMPARISON OF PLANNING APPLICATION FEES - SELECT MUNICIPALITIES

Benchmark Fee (before taxes)	Georgina Current Fee	Georgina Full Cost Fee	East Gwillimbury	Newmarket	Aurora	Whitchurch- Stouffville	King	Comparator Average
Development Area Plan (DAP)								
Major DAP	\$ 14,475	\$ 17,700	.	.	\$ 10,572	.	.	\$ 10,572
Minor DAP	\$ 7,668	\$ 11,500	.	.	\$ 10,572	.	.	\$ 10,572
Per Hectare	.	.	\$ 2,147	.	\$ 552	.	\$ 249	.
Official Plan Amendment								
Official Plan Amendment (Major)	\$ 14,475	\$ 29,500	\$ 42,912	\$ 23,974	\$ 25,874	\$ 28,842	\$ 21,120	\$ 28,544
Official Plan Amendment (Minor)	\$ 7,668	\$ 19,300	\$ 17,166	\$ 23,974	\$ 16,942	\$ 28,842	\$ 21,120	\$ 21,609
Zoning By-law amendment								
Base								
Major	\$ 11,309	\$ 20,800	\$ 19,847	\$ 20,898	\$ 17,597	\$ 14,392	\$ 9,842	\$ 16,515
Minor	\$ 6,956	\$ 14,300	\$ 11,318	\$ 20,898	\$ 11,922	\$ 14,392	\$ 9,842	\$ 13,674
Lift H symbol	\$ 1,698	\$ 4,500	\$ 5,879	\$ 3,895	\$ 4,237	\$ 5,000	\$ 2,746	\$ 4,351
Temporary use	\$ 6,956	\$ 7,100	\$ 7,435		\$ 6,203	\$ 14,392	\$ 5,808	\$ 8,459
Plan of Subdivision								
50 Lot Plan of Subdivision	\$ 37,346	\$ 59,850	\$ 48,274	\$ 86,033	\$ 46,710	\$ 58,288	\$ 46,086	\$ 57,078
100 Lot Plan of Subdivision	\$ 43,096	\$ 71,350	\$ 74,524	\$ 95,893	\$ 78,110	\$ 83,463	\$ 51,361	\$ 76,670
Site Plan								
50 Unit Site Plan Application	\$ 12,439	\$ 28,500	\$ 13,691	\$ 49,001	\$ 37,664	\$ 38,800	\$ 5,280	\$ 28,887
Other fees								
Deeming By-law	\$ 962	\$ 2,600	\$ 376	.	.		\$ 1,393	\$ 884
<i>Plus: Per lot</i>	\$ 115	\$ 240	.	.	.	\$ -	.	\$ -
Part lot control	\$ 850	\$ 3,600	\$ 8,045	\$ 1,845	\$ 2,425	\$ 4,400	\$ 2,112	\$ 3,765
<i>Plus: Per lot</i>	\$ 115	\$ 160	\$ 160	.	.	\$ 150	.	\$ 155
Radio communications tower	\$ 3,395	\$ 4,300	\$ 5,284	\$ 12,385	\$ 8,148	\$ 1,683	\$ 5,280	\$ 6,556
Committee of Adjustment								
Minor Variance	\$ 567	\$ 2,900	\$ 1,073	\$ 1,467	\$ 1,949	\$ 3,300	\$ 1,180	\$ 1,794
Consent	\$ 2,264	\$ 5,200	\$ 3,218	\$ 6,560	\$ 3,395	\$ 6,798	\$ 4,335	\$ 4,861
<i>Revisions to Conditions</i>	\$ 1,304	\$ 3,700	\$ 1,073	.	\$ 898	\$ 7,160	.	\$ 3,044

E. PUBLIC AND STAKEHOLDER CONSULTATION

As part of the Planning Applications and Services Fee By-law Review, a public and stakeholder consultation process was undertaken which included a Public Open House held on August 22, 2018. The Public Open House attracted two participants, and a discussion was held around the proposed fees.

Comments received at the Public Open House include the following:

- There should be some fee adjustment to allow for a discount on multiple consents;
- Applications for joint Subdivision and Condominium applications should be harmonized to reflect the economies associated with processing;
- Holding symbols are a valuable tool to resolving planning issues, and consideration should be given to maintaining a low fee as they typically relate to the fulfillment of a condition;
- Together with the basic fee review there should be some consideration to the existing Official Plan policies which hinder redevelopment. Redevelopment will increasingly become the focus of future development with diminishing greenfield land supply;
- Applying a fee to the pre-consultation process may send inquiries “underground” and manifest in more impromptu inquiries and meeting requests outside of the pre-consultation process; and
- The Town should consider that many of the Committee of Adjustment applications are a result of the age of the Town’s Zoning By-law.

These comments have been considered through discussions with Town staff, and are reflected in the proposed Planning Applications and Services Fee By-law.

F. RECOMMENDATIONS

The fees calculated in this study are considered to be the full cost recovery fees associated with processing each application, however, the Town has the authority to adopt any fee as long as they do not exceed the full cost fees calculated in this report. The Town has considered input from the public meeting and the proposed by-law includes the following adjustments from the full cost recovery fees:

- Minor variance applications have been reduced from the full cost recovery fees shown in Table 7;
- Holding symbols are considered to be a valuable tool to resolving planning issues and therefore have been categorized to reflect both a major and minor application (minor being the reduced fee).
- A discount for joint applications is included to reflect the economies associated with processing combined applications; and
- A fee discount is also applied for multiple consent applications.

In addition to those fees currently employed, it is recommended that the Town consider implementing the new fees provided in Section B above.

Lastly, Planning Division staff have indicated that pre-consultation processes associated with OPA, ZBA, and subdivision applications are often complex and require significant staff resources. To recover a portion of the costs incurred, the Town may consider implementing a Pre-Consultation fee in the order of \$750 per application. It is noted that this fee would not recover for the full level of service provided by staff; rather, it is recognized that a portion of this service is considered to provide a broader Town-wide benefit. Further, the Town may consider offering a partial refund of Pre-Consultation fees at the time of submission of a planning application.

APPENDIX A
PLANNING TIME SHARES

APPENDIX A
TOWN OF GEORGINA
2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
TIME MATRIX - PAGE 1

Position	Time Shares		Development Area Plans (DAP)		Official Plan Amendment		Zoning By-Law Amendment		Rezoning to Permit a New Accessory Apartment or Second Dwelling Unit	Removal of Holding or "H" Zone Provision	Temporary Use of By-Law Application or Extension	Part Lot Control		Restrictive Covenant Agreement	Committee of Adjustment Applications						
	Development Applications	Non-Fee Based Work	Major	Minor	Major	Minor	Major	Minor				Base Application Fee	Fee Per Lot or Unit		File Maintenance Fee	Consent Application Fee	Change of Consent Conditions	Consent Agreement	Validation of Title, Easement	Minor Variance Application Fee	Minor Variance Agreement
Development Services - Planning Division																					
Supervisor - Development Planning	60.0%	40.00%	0.4%	1%	3%	4%	4%	7%	1%	1%	1%	1%	1%	0%	0.0%	5%	0.1%	0.2%	0.1%	5%	0.0%
Manager of Planning	25.0%	75.0%	0.2%	0%	1%	2%	2%	3%	0%	0%	0%	0%	0%	0%	0.0%	3%	0.1%	0.3%	0.2%	2%	0.0%
Senior Policy Planner	10.0%	90.0%	0.1%	0%	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0.0%	1%	0.1%	0.1%	0.2%	1%	0.0%
Planning Secretary	50.0%	50.0%	0.1%	0%	3%	4%	10%	13%	1%	0%	1%	1%	0%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Planner	70.0%	30.0%	0.0%	0%	2%	2%	15%	25%	2%	0%	2%	2%	1%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Planner	70.0%	30.0%	0.4%	1%	4%	4%	10%	15%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Planner	70.0%	30.0%	0.0%	0%	4%	4%	10%	15%	0%	1%	1%	2%	1%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Planning Technician	50.0%	50.0%	0.1%	0%	3%	3%	8%	12%	1%	0%	1%	1%	0%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Junior Planner	70.0%	30.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	35%	1.0%	0.0%	1.0%	33%	0.0%
Secretary Treasurer Committee of Adjustment	80.0%	20.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.3%	40%	0.0%	0.0%	2.2%	37%	0.1%
Development Services - Administration																					
Director of Development Services	20.0%	80.0%	0.2%	0%	1%	1%	1%	2%	0%	0%	0%	1%	0%	0%	0.0%	1%	0.1%	0.0%	0.2%	2%	0.0%
Admin Assistant to Dir of Planning & Building	20.0%	80.0%	0.2%	0%	1%	1%	1%	2%	0%	0%	0%	1%	0%	0%	0.0%	1%	0.1%	0.0%	0.2%	2%	0.0%
Development Services - Building Division																					
Manager of Building and CBO	1.0%	99.00%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Supervisor of Inspections	2.0%	98.00%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Zoning Examiner	3.5%	96.50%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Zoning Examiner	3.5%	96.50%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Development Services - Development Engineering																					
Manager of Development Engineering	8.0%	92.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.1%	1%	0.0%
Development Engineer	8.0%	92.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.1%	1%	0.0%
Development Engineering Technologist	8.0%	92.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.1%	1%	0.0%
Development Engineering Technologist	8.0%	92.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.1%	1%	0.0%
Development Engineering Technologist	8.0%	92.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.1%	1%	0.0%
Development Inspector	8.0%	92.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.1%	1%	0.0%
Development Inspector	8.0%	92.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.1%	1%	0.0%
Development Inspector	8.0%	92.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.1%	1%	0.0%
Engineering Secretary	8.0%	92.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.1%	1%	0.0%
Operations and Infrastructure - Roads Administration																					
Manager of Operations & Infrastructure	10.50%	89.50%	0.0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	1%	0.0%	0.0%	0.0%	2%	0.0%
Roads/Stormwater Superintendent	15.00%	85.00%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	1%	0.0%	0.0%	0.0%	2%	0.0%
Operations Coordinator	15.00%	85.00%	0.0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	1%	0.0%	0.0%	0.0%	2%	0.0%
Water Services																					
Water/Wastewater Supervisor	15.00%	85.00%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	1%	0.0%	0.0%	0.0%	2%	0.0%
Fire Services																					
Fire Prevention Officer	15.0%	85.00%	0.1%	0%	1%	1%	1%	2%	0%	0%	0%	0%	0%	0%	0.0%	1%	0.1%	0.0%	0.1%	1%	0.0%
Recreation and Parks - Recreation and Programming																					
Landscape Architectural Planner	50.0%	50.00%	0.4%	1%	0%	0%	2%	2%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%
Manager of Recreation Services	5.0%	95.00%	0.1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%	0%	0.0%	0.0%	0.0%	0%	0.0%

APPENDIX A
TOWN OF GEORGINA
2018 PLANNING APPLICATIONS AND SERVICES FEE BY-LAW REVIEW
TIME MATRIX - PAGE 2

Position	Time Shares		Plan of Subdivision and/or Condominium									Site Plan Control Applications					Deeming By-Law		Property Information Reports	Radiocommunication Tower Siting		
	Development Applications	Non-Fee Based Work	Draft Plan of Subdivision/Condo		Extension of Draft Plan Approval	Revision Requiring Council Approval	Request to Change Conditions	Draft Plan Requesting Exemption from Sec. 51	Preparation of Subdivision / Condo Agreement	Amendment or Revisions for each phase	Amendment to Agreement	Compliance Certificate	Major New Application	Minor New Application	Graduated Fee	Major Amendment	Minor Amendment	Base Application Fee		Charge Per Lot	Application Submission Fee	Prior to Staff Report to Council Regarding Concurrence Request
			Base Application Fee	Additional Fee Per Unit/Lot/Block																		
Development Services - Planning Division																						
Supervisor - Development Planning	60.0%	40.00%	4%	6%	2%	0.3%	0.3%	0.3%	1%	1%	0%	0%	3%	1%	1%	1%	0%	3%	1%	0%	2%	2%
Manager of Planning	25.0%	75.0%	1%	2%	1%	0.0%	0.0%	0.0%	0%	0%	0%	0%	2%	1%	0%	0%	0%	2%	0%	0%	0%	0%
Senior Policy Planner	10.0%	90.0%	1%	1%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%	0%	0%
Planning Secretary	50.0%	50.0%	4%	7%	2%	0.1%	0.1%	0.2%	1%	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%
Planner	70.0%	30.0%	3%	4%	1%	0.0%	0.0%	0.1%	0%	0%	0%	0%	2%	1%	1%	0%	0%	5%	1%	0%	1%	1%
Planner	70.0%	30.0%	8%	12%	4%	0.2%	0.2%	0.3%	1%	0%	0%	0%	3%	1%	1%	0%	0%	4%	1%	0%	1%	1%
Planner	70.0%	30.0%	9%	13%	4%	0.2%	0.2%	0.3%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Planning Technician	50.0%	50.0%	5%	8%	2%	0.1%	0.1%	0.2%	1%	0%	0%	0%	2%	1%	0%	0%	0%	2%	0%	0%	0%	0%
Junior Planner	70.0%	30.0%	0%	0%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Secretary Treasurer Committee of Adjustment	80.0%	20.0%	0%	0%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Development Services - Administration																						
Director of Development Services	20.0%	80.0%	2%	3%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	1%	1%	0%	0%	0%	1%	0%	0%	1%	1%
Admin Assistant to Dir of Planning & Building	20.0%	80.0%	2%	3%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	1%	1%	0%	0%	0%	1%	0%	0%	1%	1%
Development Services - Building Division																						
Manager of Building and CBO	1.0%	99.00%	0%	0%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Supervisor of Inspections	2.0%	98.00%	0%	0%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Zoning Examiner	3.5%	96.50%	0%	0%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Zoning Examiner	3.5%	96.50%	0%	0%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Development Services - Development Engineering																						
Manager of Development Engineering	8.0%	92.0%	0%	0%	0%	0.0%	0.0%	0.0%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Development Engineer	8.0%	92.0%	0%	0%	0%	0.0%	0.0%	0.0%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Development Engineering Technologist	8.0%	92.0%	0%	0%	0%	0.0%	0.0%	0.0%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Development Engineering Technologist	8.0%	92.0%	0%	0%	0%	0.0%	0.0%	0.0%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Development Engineering Technologist	8.0%	92.0%	0%	0%	0%	0.0%	0.0%	0.0%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Development Inspector	8.0%	92.0%	0%	0%	0%	0.0%	0.0%	0.0%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Development Inspector	8.0%	92.0%	0%	0%	0%	0.0%	0.0%	0.0%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Development Inspector	8.0%	92.0%	0%	0%	0%	0.0%	0.0%	0.0%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Engineering Secretary	8.0%	92.0%	0%	0%	0%	0.0%	0.0%	0.0%	1%	0%	0%	0%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Operations and Infrastructure - Roads Administration																						
Manager of Operations & Infrastructure	10.50%	89.50%	2%	3%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Roads/Stormwater Superintendent	15.00%	85.00%	4%	5%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Operations Coordinator	15.00%	85.00%	3%	6%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Water Services																						
Water/Wastewater Supervisor	15.00%	85.00%	3%	6%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Fire Services																						
Fire Prevention Officer	15.0%	85.00%	1%	2%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%	0%	0%
Recreation and Parks - Recreation and Programming																						
Landscape Architectural Planner	50.0%	50.00%	12%	18%	0%	0.5%	0.0%	0.0%	0%	0%	0%	0%	10%	5%	0%	0%	0%	0%	0%	0%	0%	0%
Manager of Recreation Services	5.0%	95.00%	1%	2%	0%	0.0%	0.0%	0.0%	0%	0%	0%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%