The Corporation of the Town of LaSalle

Date:	May 09, 2018	**Report No:**	DS-35-2018
Directed To:	Mayor and Members of Council	**Attachments:**	Figure 1 and 2
Department:	Development & Strategic Initiatives		
Prepared By:	L. Silani, M.Pl, MCIP, RPP Director of Development & Strategic Initiatives A. Burgess, MCIP, RPP Supervisor of Planning Services	**Policy References:**	Council Adopted Strategic Plan
Subject:	LaSalle Official Plan Review -- *"Moving Forward Together"*		

RECOMMENDATION:

That Council pass a by-law adopting the new Official Plan, pursuant to subsection 17(22) of the Planning Act, and that it be forwarded to the County of Essex (to the attention of the Manager of Planning Services) for approval purposes.

That Notice of Adoption of the new Official be given in the manner prescribed in subsection 17(23) of the Planning Act.

REPORT:

On January 27, 2015 a special meeting of Council was held as the "initial kick-off" for the LaSalle Official Plan Review (OPR) project.

The Official Plan is LaSalle's long-term planning document. It provides a vision and policies to guide planning and development in LaSalle over the next 20 years. Under Ontario's Planning Act, municipalities are required to review their Official Plan, and to conform to the Upper-Tier Plan and to be consistent with the Provincial Policy Statement. LaSalle's existing Official Plan needs updating.

As part of the Town's new Official Plan, new policies are being introduced that will guide how this community addresses growth, affordable housing, urban structure, neighbourhood design, commercial and employment lands, infrastructure, waterfront development, community improvement, rural commercial development, natural heritage features, liveable and greenway initiatives, active transportation and roads, climate change and financial resources, over the next 20 year planning horizon (to the year 2038). New policies and designations are being introduced, pertaining to:

- How LaSalle should grow over the next two decades;
- Ways the Town can encourage a broader and more affordable range of housing to be built;
- Where new commercial business can build, expand and grow to meet the evolving needs of LaSalle residents, and to create new employment opportunities;
- Infrastructure and services that will be needed in the community to accommodate growth, and to ensure that the Town will continue to be a healthy, vibrant and caring community;
- Building and maintaining successful and resilient neighbourhoods and districts, that support active transportation, public transit, and are able to responsibly address emerging issues related to a changing climate.

A number of OPR background reports have been prepared and published on the Town's website, including: (i) December 2014 Background Report, *"Moving Forward Together"*; (ii) May 2015 Background Report, *"Great Neighbourhoods, Streets and Green Spaces"*; (iii) April 2016 *"Final Policy Options & Key Directions"* Report, and (iv) September 2017 Background Report, *"Demographic Challenges"*.

Public community engagement sessions were held in each phase of the OPR project, including: (i) Issues and Principles Workshop, October 21, 2015; (ii) Presentation of Policy Options and Key Directions, special meeting of LaSalle Council on May 17, 2016; and (iii) Public Information Centres and a Planning Advisory Committee Meeting, April 17 and April 18, 2018, to provide information and answer questions regarding the draft new Official Plan.

The Public Information Centres were well attended, with over 150 persons taking the time to attend one of the four sessions held over a two day period. More than twenty persons also took the time to attend the Planning Advisory Committee meeting, where a presentation was made by the Town's OP Consultant. As part of these information sessions, a number of comment sheets were received, and several emails were submitted. Staff are satisfied that the new Official Plan incorporates policies and designations which properly address the comments that have been received.

Attached, please find a copy of: (i) the Notice of the Statutory Public Meeting, dated April 23, 2018 (Figure 1); and (ii) the presentation slides that were used by the OP Consultant at the April 17th Planning Advisory Committee Meeting (Figure 2). This latter document provides a brief overview of the contents of the Town's proposed new Official Plan.

It should be noted that based on further consultation with Staff from the Essex Region Conservation Authority, a new Schedule (Schedule E) and policy section (subsection 6.4) were added to address hazard lands (i.e. areas susceptible to flooding) in the new Official Plan document.

A copy of the Final Draft of the Town of LaSalle's new Official Plan (dated April 2018) has been made available to the public on the Town's website, in keeping with statutory requirements.

The new Official Plan builds on the policy success of the existing Official Plan, and continues to promote fiscally, environmentally and socially responsible policy approaches to improve the overall health and well-being of existing and future residents of this community ---- in keeping with LaSalle's Strategic Vision of being "*an active, healthy, and caring waterfront community that values its unique heritage, vibrant residential neighbourhoods and business districts.*" It establishes a progressive, forward-thinking policy framework that is consistent with the Provincial Policy Statement, conforms to the Upper-Tier Official Plan, and meets the unique and evolving needs of this thriving/growing municipality.

Extensive community/landowner/stakeholder consultation has taken place during the last three years, and the new Official Plan incorporates various designations and policies that reflect the input and comments that have been received to date. Subject to any further input received at the Statutory Public Meeting, it is recommended that Council pass a by-law adopting the new Official Plan, pursuant to subsection 17(22) of the Planning Act, and that it be forwarded to the County of Essex (to the attention of the Manager of Planning Services) for approval purposes. It is also recommended that Notice of Adoption of the new Official be given in the manner prescribed in subsection 17(23) of the Planning Act.

Mr. Palmer (from the Town's OP Consultant team) and Town Staff will be in attendance at the May 22nd Statutory Public Meeting, to provide an overview of the contents of the new Official Plan and to answer any questions.

Respectfully,

L. Silani, M.Pl., MCIP, RPP
Director of Development &
Strategic Initiatives

A. Burgess, MCIP, RPP
Supervisor of Planning Services

Attachment

Reviewed by:						
CAO	*Finance*	*Council Services*	*Environmental Services*	*Development & Strategic Initiatives*	*Culture & Recreation*	*Fire*

FIGURE 1

OFFICIAL PLAN REVIEW
Moving Forward Together

Town of LaSalle

Notice of Public Meeting

New Official Plan

Public Meeting: Tuesday May 22nd, 2018 at 7:00 pm
Council Chambers, LaSalle Civic Centre
5950 Malden Road, LaSalle

TAKE NOTICE that the Council of the Corporation of the Town of LaSalle will be holding a pubic meeting to consider a proposed new Official Plan. The new Official Plan is LaSalle's long-term planning document. It provides a vision and policies to guide planning and development in LaSalle over the next 20 years, and it introduces policies and designations that are consistent with the Provincial Policy Statement and conform to the approved Upper-Tier County of Essex Official Plan.

As part of the Town's new Official Plan, new policies are being introduced that will guide how this community addresses growth, affordable housing, urban structure, neighbourhood design, commercial and employment lands, infrastructure, waterfront development, community improvement, rural commercial development, roads, natural heritage features, liveable and greenway initiatives, active transportation, climate change and financial resources. The new Official Plan will replace the existing approved Plan, and it will apply to the entire municipality.

ANY PERSON may attend the Public Meeting, and/or make written or verbal representation either in support of or in opposition to the proposed official plan. The County of Essex is the approval authority for the Town's new Official Plan. If a person or public body that files an appeal of a decision of the County of Essex in respect of the proposed Official Plan does not make oral submissions at a public meeting or does not make written submissions to the Town of LaSalle before the proposed new Official Plan is adopted, the Local Planning Appeal Tribunal may dismiss all or part of the appeal. If you wish to be notified of the adoption of the proposed new Official Plan, you must make a written request to the Clerk of the Town of LaSalle, 5950 Malden Road, LaSalle, Ontario. If you wish to be notified of the decision of the County of Essex in respect of the proposed new Official Plan, you must make a written request to the County of Essex (Att: B. King, Manager of Planning Services), 360 Fairview Avenue West, Essex, Ontario, N8M 1Y6.

ADDITIONAL INFORMATION relating to the proposed new Official Plan is available for inspection between 8:30 and 4:00 in the **Municipal Planning Office at the LaSalle Civic Centre, 5950 Malden Road** or you may contact the Planning Division at (519) 969-7770.Ext 1252. You can also visit the Town of LaSalle website to view a copy of the new Official Plan --- www.lasalle.ca and click on the Quick Links tab -- Official Plan.

Dated at the Town of LaSalle
April 23, 2018

Brenda Andreatta

Clerk
Town of LaSalle
5950 Malden Road
LaSalle, Ontario
N9H1S4

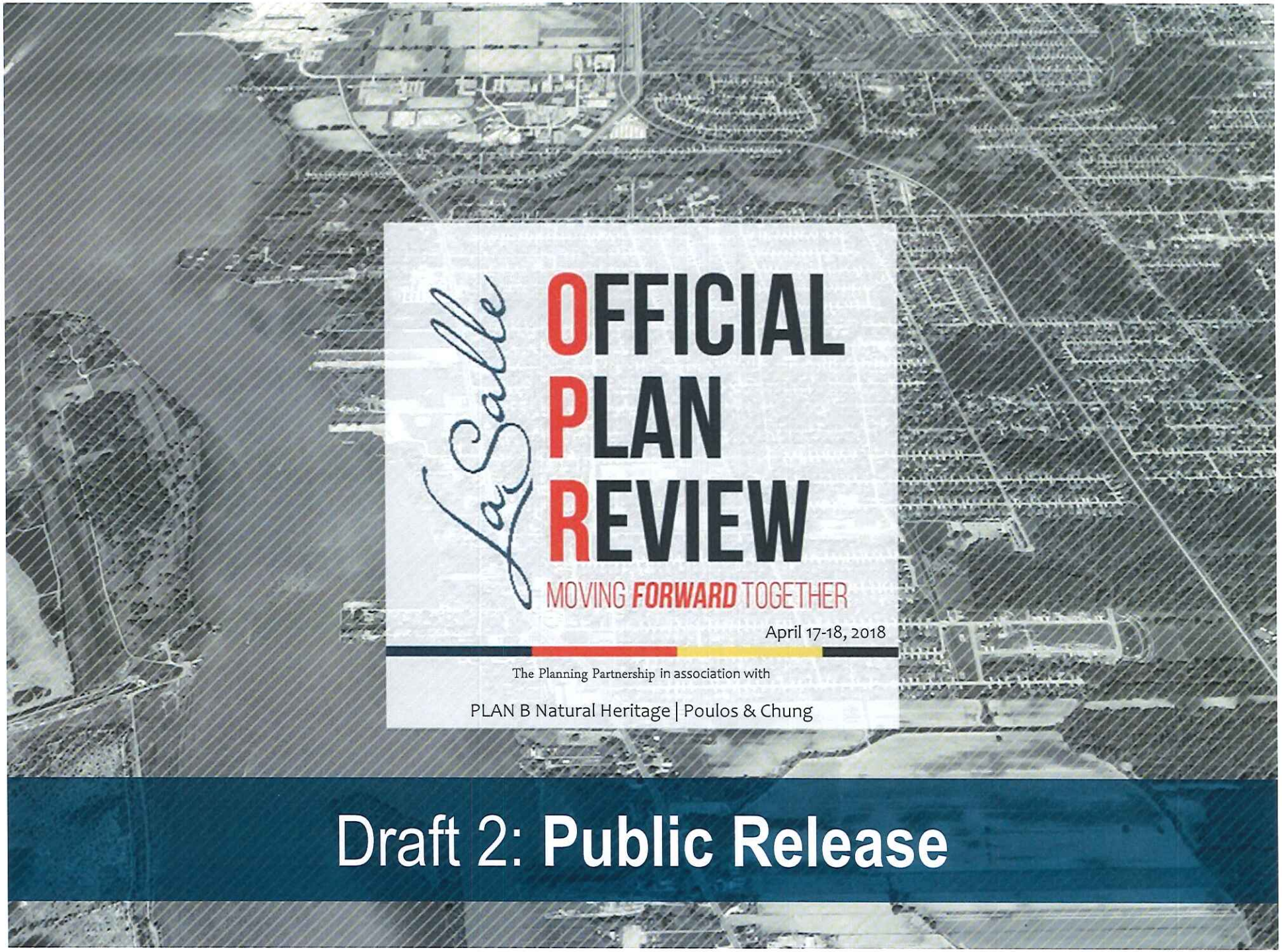
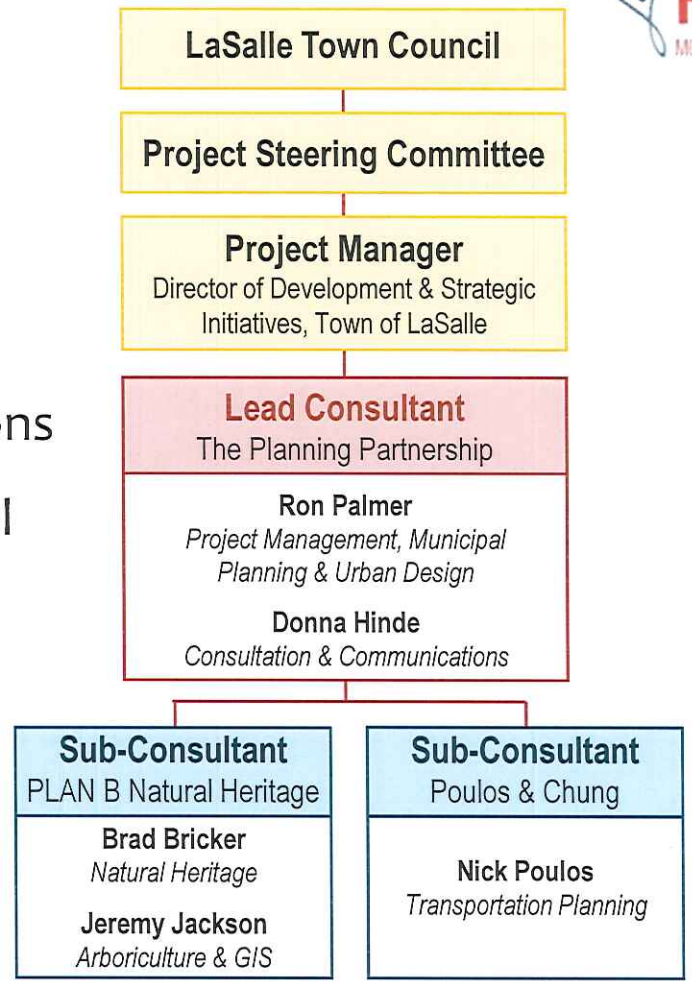

La Salle
OFFICIAL
PLAN
REVIEW
MOVING FORWARD TOGETHER
April 17-18, 2018
The Planning Partnership in association with
PLAN B Natural Heritage | Poulos & Chung
Draft 2: Public Release

Figure 2

The Team

Consultant Team

- **The Planning Partnership** – Municipal Planning, Urban Design and Consultation & Communications
- **PLAN B Natural Heritage** – Natural Heritage and Arboriculture
- **Poulos & Chung** – Transportation Planning



Process to Date

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Phase 1: Project Initiation + Background Review

- Project Start-up
- Issues + Principles Workshop
- Issues and Principles Report
- Council Presentation

Phase 2: Policy Options + Key Directions

- Policy Options Workshop
- Policy Options + Key Direction Report
- Council Presentation

Phase 3: The Official Plan

- Project Team Roundtable
- Official Plan Draft 1a + 1b
- Official Plan Draft 2: Release for review
- Meet with public agencies and Community Focus Group
- We are here → Public Information Sessions
- Official Plan Draft 3
- Statutory Public Meeting/Council Presentation
- Forward to Manager of County Planning

Phase 3 had been put on hold while the Class EA Addendum was prepared for the Bouffard and Howard Planning District.

Summary of Key Changes

OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

- Extending the planning horizon and growth projections to 2038;
- Introduction of an Urban Structure focused on centres and corridors and establishment of a dedicated Growth Management section;
- Elimination of the "Planning District" system with maximum district populations, in favour of a "reaction to opportunity" approach;
- Builds on the success of Malden Town Centre while reducing amount of surplus commercial land and employment land elsewhere in the Town;
- Elimination of duplication with County Official Plan (i.e. Natural Heritage System policies);
- Incorporation of Secondary Plan areas and policies;

Summary of Key Changes

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

- A concentrated Waterfront District to focus investment and revitalization;
- Introducing as-of-right permissions for second units in single and semi-detach dwellings and ancillary buildings in the Urban Area
- Including policies to implement AODA, healthy communities, CPTED principles and green building design;
- Introducing policies relating to climate change mitigation and achieving sustainability goals;
- Introducing an affordable target of 20% of new units;
- Providing more comprehensive community design policies which apply to the whole Town;

Summary of Key Changes

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

- Providing stronger guidance with respect to how built form can support the efficient use of infrastructure and alternative transportation modes;
- Providing stronger policy guidance and support for transit and active transportation as a viable transportation modes;
- Introducing broader land use permissions in the Rural/Agricultural District such as agri-tourism, recreational uses and compatible farm-related commercial/industrial uses; and
- Substantially updating the schedules.

Overview of the Draft Official Plan

The Planning Partnership

Overview of the Draft OP

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Chapter 1: Introducing the plan - the purpose and how to read the Plan

Chapter 2: Growth management - details of where and how to grow over the next 20 years and outlining the Urban Structure

Chapter 3: A successful community - principles and policies for planning and development in the Town, addressing economic development, urban design, cultural heritage and housing

Chapter 4: Land use designations - planning policy framework for all land use designations across the Town

Overview of the Draft OP

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Chapter 5: Land use specific policies - policy framework for land uses which may occur in multiple land use designations

Chapter 6: Infrastructure – includes water, sanitary sewers, stormwater management, mobility and active transportation, energy generation and transmission & utilities

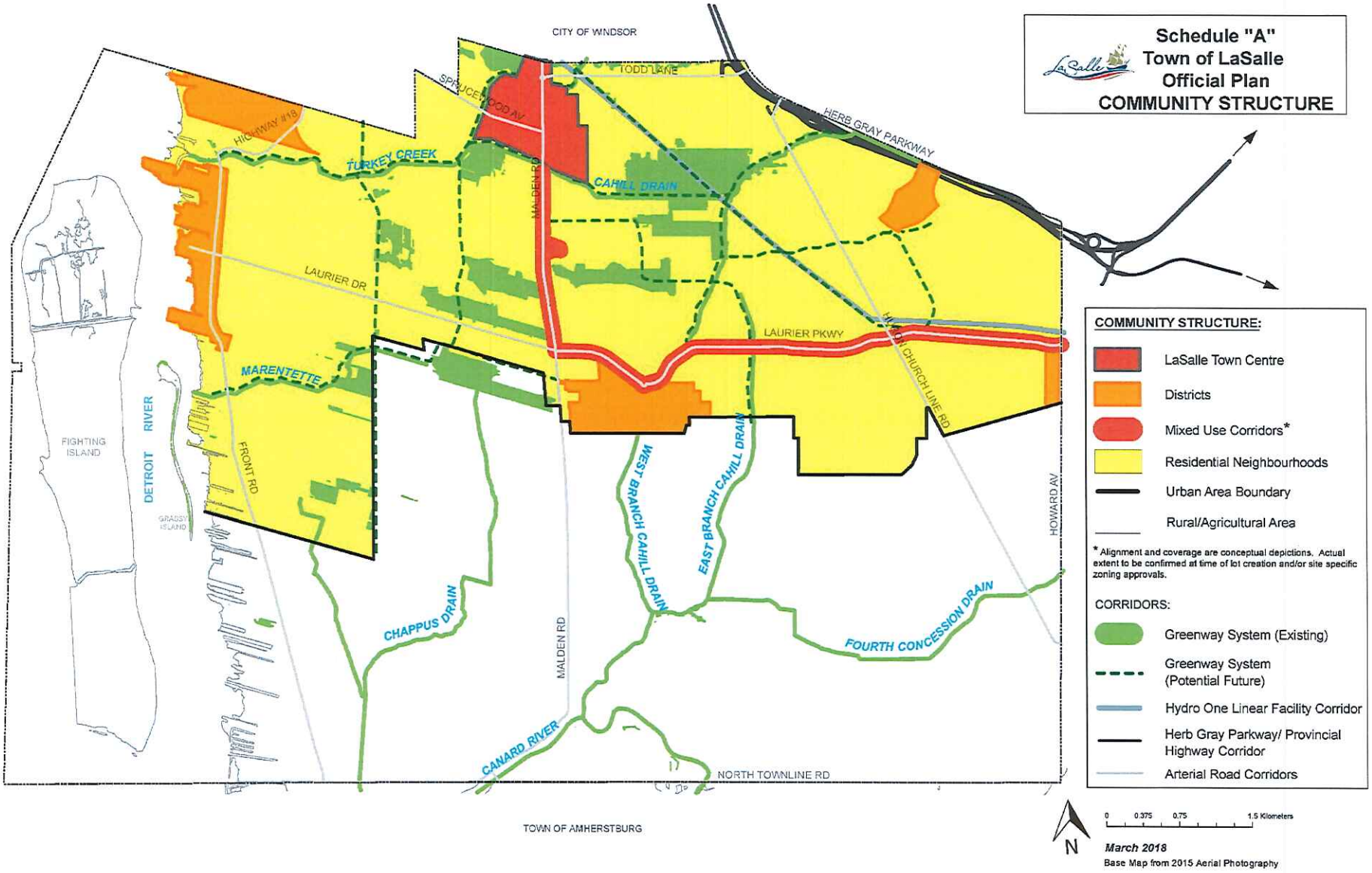
Chapter 7: Implementation/administration - establishes the tools and processes through which the policies of this Plan will be achieved

Growth Management

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

The Town of LaSalle's long-term prosperity, environmental health and social well-being depend on wisely managing change and promoting economic growth within a well-defined community structure.

- Establishes a Community Structure based on Corridors, the Urban Area and the Rural/Agricultural Area (Schedule A).
- Combination of modest growth, and significant development potential makes it difficult to predict future growth patterns.
- "Reaction to opportunity" approach - provide flexibility to respond to development proposals.
- The Urban Area shall be the focus of growth and public/private investment and accommodate all significant development.



The Planning Partnership

Fundamental Principles

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

A complete community

- Support the creation of a complete community with **easy access for all residents to a wide range of uses**; and
- Include higher density built forms and higher intensity land uses to **enhance life-cycle and affordable housing options**, reduce land consumption, and maximize the efficiency and **cost effectiveness of municipal service infrastructure**.

Fundamental Principles

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

A viable community

- Protect key employment areas;
- Become a leader in attracting **new economic drivers and innovative businesses**;
- Preserve agricultural lands for **local food production opportunities**, agri-tourism and on-farm diversified uses; and
- Ensure that **new development supports a full range of mobility options**, including active transportation and public transit.

Fundamental Principles

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MOVING FORWARD TOGETHER

A beautiful and high quality community

- Develop **a welcoming community** that encourages and supports active living, social engagement, civic pride and a sense of place;
- Include **landmarks and gateways that clearly identify where you are**;
- Build **beautiful streets and streetscapes** which accommodate all modes of transportation and which are defined by animated building facades;
- Ensure that parks and open spaces are **beautiful, accessible and linked**; and
- Encourage **high quality architecture** that transcends a theme or a specific period in time.

Fundamental Principles

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

A healthy community

- Plan, build and maintain an **active transportation** system which is **highly integrated and connected**;
- **Design the community around pedestrian/cycling activity** with a substantial number of destinations within walking/cycling distance to encourage daily physical activity and a lessening of the dependence on automobiles;
- Ensure that the appropriate level of infrastructure and amenities are provided along active transportation routes; and
- Plan for **age-in-place facilities** within the community that anticipate changing housing needs.

Fundamental Principles

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

A sustainable community

- Protect and enhance **local and regional ecosystems and biological diversity**;
- Promote the **responsible use of resources** to ensure long-term sustainability;
- Demonstrate **leadership in sustainable forms of green building design** and technology and incorporate low impact development and other site design strategies; and
- Require a transportation system that **reduces the reliance on the automobile** for all trips and promotes active transportation.

Fundamental Principles

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

A resilient community

- Ensure access to power, food, water and health care services **during and immediately following a disaster event**; and
- **Establish and maintain emergency services** within the community that are adequately equipped to operate and provide assistance in all conditions.

Economic Development

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MOVING FORWARD TOGETHER

- Support increased density, storefront improvements, public art installations, special events, and the availability of enhanced amenities/services at **key locations in the LaSalle Town Centre and Waterfront Districts**.
- Support initiatives such as innovative marketing for local agricultural products, tourism activities on-site that **contribute to farm incomes** and gleaning and food waste recovery programs.
- Promote the development of small and medium format commercial uses, multi-tenanted commercial facilities, and flexible use space options.
- **Partner with neighbouring post-secondary educational institutions**, industry organizations and technology based firms and start-ups in the Town.
- Work with public and private partners to enhance the **Town of LaSalle's role as a centre for arts and culture**.

Urban Design

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MOVING FORWARD TOGETHER

- Compatible development
- Mix of uses
- Street network
- Parks and open spaces
- Greenway system
- The urban forest
- Local food production
- CPTED & AODA
- Green buildings/landscapes

Cultural Heritage

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

- In partnership with community organizations, the Town will identify cultural heritage resources and encourage their **conservation, restoration, maintenance and enhancement**.
- The Town may **designate properties**, including built heritage resources, heritage conservation districts, cultural heritage landscapes, archaeological resources and other heritage elements.
- It is the intent of the Town to **conserve and enhance designated cultural heritage resources in situ**, wherever possible.

Housing

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Housing is vital to the creation of healthy, sustainable, and complete communities. Residents of all ages, income levels and abilities rely on a range and mix of housing types to offer a meaningful place to grow and a safe and secure place to live.

- Town shall work with appropriate agencies to encourage the creation and maintenance of an adequate supply of appropriately scaled, accessible housing forms, focused where community services and amenities are easily accessible.
- Establishes a Town-wide target for the provision of affordable housing at 20 percent of all new housing units, primarily in the Urban Area.
- The Town shall monitor, evaluate and report on changes within the housing market as well as the Town's progress in achieving its housing objectives.

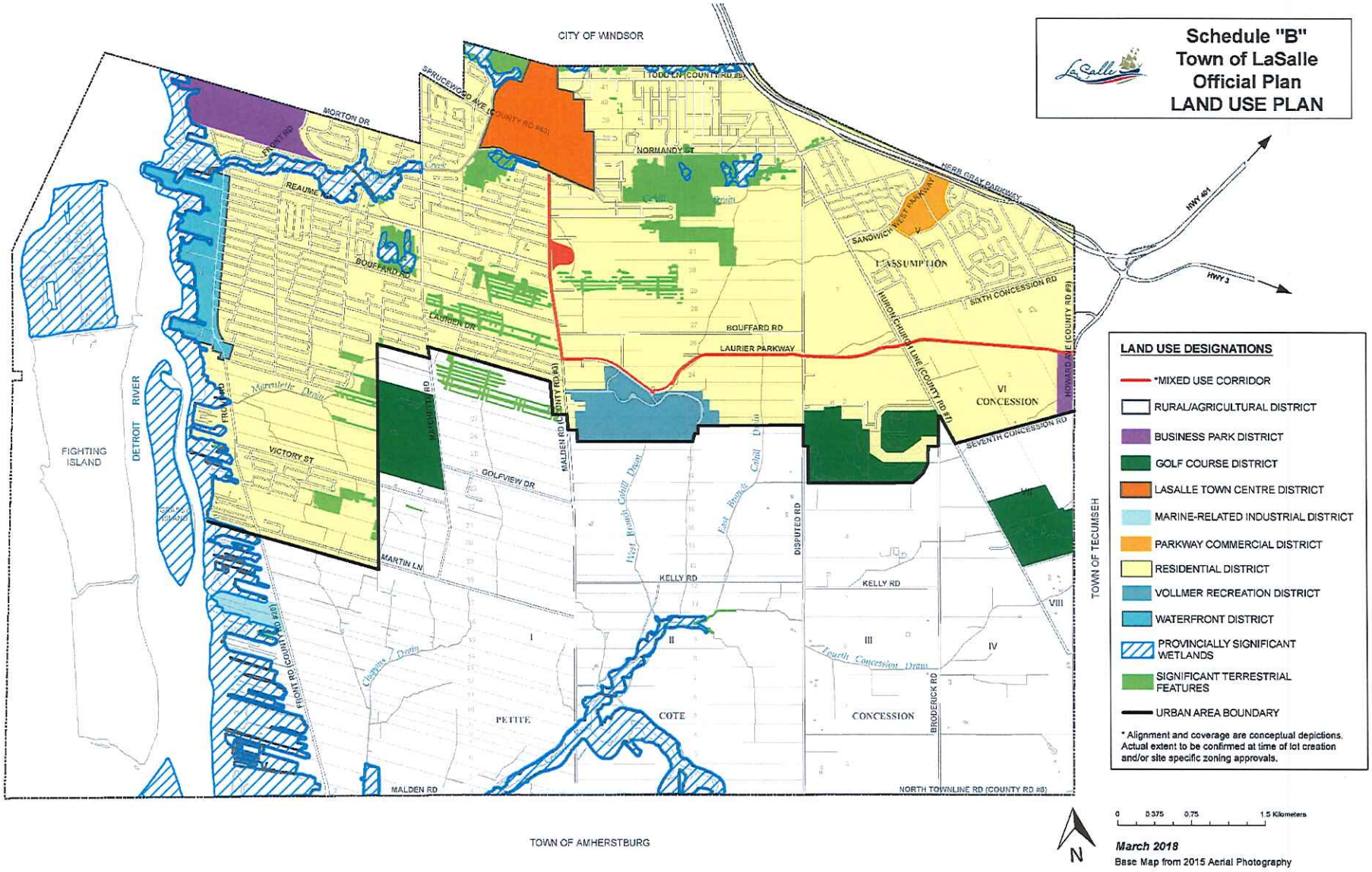
Land Use Designations

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

A mixture of land uses with a range of densities and housing options, commercial and industrial opportunities, and passive and active recreational opportunities.

Illustrated on Schedule B

Schedule "B"
Town of LaSalle
Official Plan
LAND USE PLAN



LAND USE DESIGNATIONS

- *MIXED USE CORRIDOR
- RURAL/AGRICULTURAL DISTRICT
- BUSINESS PARK DISTRICT
- GOLF COURSE DISTRICT
- LASALLE TOWN CENTRE DISTRICT
- MARINE-RELATED INDUSTRIAL DISTRICT
- PARKWAY COMMERCIAL DISTRICT
- RESIDENTIAL DISTRICT
- VOLLMER RECREATION DISTRICT
- WATERFRONT DISTRICT
- PROVINCIALLY SIGNIFICANT WETLANDS
- SIGNIFICANT TERRESTRIAL FEATURES
- URBAN AREA BOUNDARY

* Alignment and coverage are conceptual depictions. Actual extent to be confirmed at time of lot creation and/or site specific zoning approvals.

March 2018

Base Map from 2015 Aerial Photography

The Planning Partnership

LaSalle Town Centre District Designation

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Allow the ongoing evolution of the retail sector in LaSalle's "Downtown" to occur with a minimum of policy interventions for amount and type of space/facilities.

- Focal point for major retail and other associated institutional and commercial development.
- Focus on broadening the mixture of land uses.
- Promoting good urban design and high quality architecture and landscapes.
- Key destinations for the evolving transit system.
- Create a compact, walkable and mixed use town centre that promotes street-edge buildings.

Parkway Commercial District Designation

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Provides a broad range of community goods and services to LaSalle residents and the broader travelling public.

- A focal point for major retail and other associated office and service commercial development.
- Allow the ongoing evolution of the retail sector to occur with a minimum of policy interventions.
- Promoting good urban design and high quality architecture and landscapes.
- Key destinations for the evolving transit system.

Vollmer Recreation District Designation

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Designed as a focal point for major indoor and outdoor recreational facilities.

- Broadening the attractiveness of this amenity.
- Promoting good urban design and high quality architecture and landscapes.
- Key destination for the evolving transit system.

Mixed-Use Corridor Designation

La Salle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Functions as the connective spine of the Town and destinations for the surrounding neighbourhoods.

- Provides a significant opportunity for creating vibrant, pedestrian and transit oriented places through investment in infrastructure.
- Incorporates an array of compatible land uses including retail and service commercial uses, mid-rise and high-rise residential uses, as well as institutional and community uses.
- Expected to provide people-oriented employment and to accommodate higher density/intensity development, while maintaining a broad mix of land uses that support investment in transit and the achievement of complete communities.

Waterfront District Designation

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MOVING FORWARD TOGETHER

Recognized as an area that requires revitalization.

- Promote the re-creation of a vibrant, pedestrian and transit oriented place through targeted investment in infrastructure, with particular attention to urban design, parking and waterfront access along Front Road.
- Will be redeveloped with an array of compatible land uses and higher density/intensity development that supports investment in transit and the achievement of complete communities.
- Gil Maure Park should continue to be developed as a major destination and gateway to the waterfront.

Residential District Designation

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

An array of housing and building types, as well as uses that support neighbourhood living.

- Development will contribute to the creation of compact, connected and walkable/bikeable neighbourhoods, where a wide range of community assets, such as schools, parks, mixed use corridors, the town centre and the waterfront, are within a five minute walk.

Business Park District Designation

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Provides employment and economic development opportunities in locations which have appropriate access and servicing for light manufacturing, warehousing and other complimentary non-residential uses.

- Development within the Business Park District Designation will exhibit a high standard of building design and landscaping.

Rural/Agricultural District Designation

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MOVING FORWARD TOGETHER

Home to a diverse, vibrant community comprised of prosperous, innovative agricultural and agriculture-related operations, rural residences, rural-based businesses, open spaces, and resource-based recreational amenities. The intent of this Plan is to:

- Maintain the natural, scenic and cultural heritage attributes and promote the rural character, lifestyle and open landscape, while supporting an array of compatible activities.
- Protect and support agricultural activities as the predominant land use, and to avoid conflicting uses or incompatible development, while encouraging a range of resource-based and appropriate non-agricultural economic activities.

Golf Course District Designation

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Recognizes a number of existing golf courses within the Town.

- It is the intent of this Plan to promote the long-term functionality and viability of these resources.

Natural Heritage System Designation

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

The Town encourages and supports the enhancement of the Natural Heritage System.

- Established in the Essex Region Natural Heritage System Strategy (ERNHSS) prepared by the Essex Region Conservation Authority, and is included as part of the Natural Environment Designation and Policies contained within the upper-tier (County of Essex) Official Plan.

Marine-Related Industrial District Designation

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Recognizes the existing commercial marine facility.

- It is the intent of this Plan to permit the expansion and improvement of this facility in consideration of its special needs for a waterfront location.

Land Use Specific Policies

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Rural/Agricultural Area Land Use Specific Policies

- Farm-Related Commercial and Industrial Uses
- Home Occupations
- Home Industries
- Cemeteries

Urban Area Land Use Specific Policies

- Second Units and Garden Suites
- Low/Mid/High-Rise Residential Development
- Communal Housing
- Live-Work Units
- Secondary and Elementary Schools
- Home Occupations
- Bed and Breakfast Establishments
- Non-Residential, Neighbourhood Supporting Uses
- Parks and Open Spaces

Infrastructure

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Infrastructure plays a key role in shaping the future growth and development of the Town. Infrastructure must be provided in a responsible, efficient and cost-effective manner to ensure long-term fiscal and environmental sustainability.

- Provide infrastructure in a coordinated, efficient and cost-effective manner that is integrated with planning for growth.
- Optimize the use of existing infrastructure, wherever feasible, before considering developing new infrastructure.
- Strategically locate infrastructure to support the effective and efficient delivery of emergency services.
- Work co-operatively with other agencies, jurisdictions and private developers.

Implementation/ Administration

LaSalle OFFICIAL PLAN REVIEW
MOVING FORWARD TOGETHER

Utilize tools provided by the *Planning Act, Municipal Act, Heritage Act* and other provincial policies/legislation, including:

- Zoning By-Laws
- Consents
- Plans of Subdivision/Condominium
- Site Plan Control
- Parkland Dedication
- Requirements for Development Applications
- Associated Studies/Reports
- Development Permits
- Non Conforming/Non Complying Land Uses
- Property Standards
- Community Improvement
- Official Plan Amendments
- Official Plan Review

Outstanding Tasks

- Receive comments
- Official Plan Draft 3
- Statutory Public Meeting/Council Presentation
- Council adoption of Final Draft of the New Official Plan
- Forward to Manager of County Planning

Thank You

The Planning Partnership