

Building, Planning & Economic Development Service Review

## Final Report

June 2026

“My whole program will be that the people come first.”

*Hazel McCallion Mayor Of Mississauga 1978 acceptance speech*

“The goodwill of the governed will be starved if not fed by the good deeds of the governors.”

*Ben Franklin (1706-1790)*

## Table of Contents

1.0	Executive Summary .....	1
2.0	Service Review Context .....	1
3.0	Service Review Purpose .....	2
4.0	Service Review 2020.....	3
5.0	Building and Planning Department Overview .....	4
5.1.	Building, Bylaw and Septic Services .....	4
5.1.1.	Building Code Act .....	5
5.1.2.	Building By-law 2024-031 Code of Conduct .....	6
5.1.3.	Building Official Registration Requirements .....	6
5.1.4.	By-law Enforcement .....	7
5.2.	Planning Services .....	7
5.2.1.	Ontario Professional Planners Institute Act 1994 (OPPI) .....	7
5.2.2.	Ontario Planning Act RSO 1990 c.P.13 .....	8
5.3.	Economic Development Services .....	8
5.4.	Clerk’s Treasury, Police, & Fire Services .....	9
6.0	Service Review: 2026 Economic Context.....	9
7.0	Douro-Dummer Budget Summary, Application, & Permit Statistics .....	14
7.1.	Budget .....	14
7.2.	Permit Free Comparison .....	15
7.3.	Building Permit Statistics .....	15
7.4.	Planning Applications .....	16
7.5.	Customer Service Policies and Procedures .....	16
8.0	Questionnaire, Interviews, and Feedback.....	17
8.1.	Questionnaire Summary.....	17
8.2.	Interviews Summary .....	19
9.0	Critical Analysis.....	22
9.1.	Technical Compliance .....	22
9.2.	Council Staff Relationships .....	26
9.3.	Customer Service.....	27
9.4.	Communications.....	30
10.0	Conclusion and Recommendations.....	32
11.0	Appendix.....	35
11.1.	Fees and Charges .....	35
11.2.	Service Indicator Reports .....	41
11.3.	Questionnaire.....	50
11.4.	Interview Framework .....	53
11.5.	Public Forum Notes: May 4, 2026.....	53

## 1.0 Executive Summary

Triton Engineering examined the building and planning service in the Township starting with background review, permit fee analysis, 30 questionnaires, and 27 stakeholder interviews. The Township set up and maintained a [Study Website](#) for the review for direct email communication with Triton and posting the background report, consent agenda reports to Council, and other information. Triton hosted a public forum to facilitate open discussion on the review. The draft final report was posted and notice given through the website of the presentation to Committee of the Whole June 17. Comments could be filed through the summer of 2026 before final presentation and approval in August.

Public engagement resulted in considerable feedback on many sides of a variety of issues. Frustrations were clearly communicated by current staff, Council, consultants, locals, interest groups, associations and others. Much concern involved carry over from previous building staff performance, difficult approaches to septic re-inspection and unclosed permit liabilities, staff turn-over at all levels, constant change in legislation, customer service disagreements, the on-going Market at Stoney Lake issue, and information vacuums facilitated by public interest and social media campaigns. Triton determined that all parties want the service to be better and have good intentions toward improvements.

Most building permits and Planning Act applications in the Township are processed and approved without controversy. Those that result in frustration receive a lot of attention, some of which can be offset by more up-front communication by staff to applicant's, transparency about work levels within the Department, and streamlining some processes. Triton identified 28 recommendations around the areas of technical compliance, Council-staff relations, customer service and communications.

Technical compliance recommendations focus on training and functionality of Cloud Permit, on-site electronic note taking, separating CBO's role under the Building Code Act from Department Head, re-assigning zoning reviews, right sizing planning pre-consultations, re-visiting strict interpretations around non-complying uses, reassessing site plan control within 120 metres of wetlands and watercourses, increased use of Committee of Adjustment, scoping peer reviews, and streamlining approvals. When the Province finally approves the County (Township) Official Plan, then the zoning by-law can be updated and approved by Council to make regulations clearer. The longer staff and the public must work with these dated documents the less clarity there is of applicants, staff, consultants and Council.

Positive Council-staff relations are critical in providing responsive building and planning services. Recommendations include directing Council complaints through the Chief Administrative Officer (CAO), updating the Code of Conduct for Building Officials and integrating it with the Council Staff Relations Policy. Council should not be involved in legislative activities of the CBO under the Building Code Act, but as a Department Head the position must provide up-front information to communicate transparently when occasional issues arise with processing times, how septic re-inspection works, how unclosed building permit liability will be corrected, and how many applications are processed annually. Making this information available to Council will help them manage and better respond to public complaints.

Customer service initiatives focus on oversupplying up front information to the public and encouraging staff to proactively reach out to all clients through enhanced customer service and complaint policies. Recommendations include reconciling employment contracts to ensure customer service is maintained, considering limited Saturday inspections over summer, holding the line on building permit fees until rate review studies nearby are finished, moving to permit fees based on building floor area, dedicated office hours for the public, enhancing front of counter building and planning service, updating by-law enforcement policy to ensure tracking and follow up, Clarity from Council on the level of by-law enforcement in the Township is needed. Provincial legislation on Administrative Money Penalties (AMPs) may help streamline zoning enforcement. Staff membership in the Municipal Law Enforcement of Ontario (MLEO) could enhance enforcement practice if Council gives direction on this service.

Triton prepared the framework of Service Indicator Reports (Section 11.2) for building, planning, by-law enforcement, and economic development. These are recommended communication tools to detail to the public and Council the strategic importance of the service, budget information, annual initiatives and performance measures. The reports would be presented during budget discussions and could be considered for other Township services. Information on building and planning services must be enhanced on the website, newsletter, and in social media to improve trust and transparency. New communication standards could involve an early-stage business retention and expansion program. (BRE) and Mayor's Breakfast to enhance outreach.

Organizational structures in municipalities like Douro-Dummer emerge from the leadership in the community, Council direction, and staff attraction and retention. The service must evolve based on who is providing it and what the public demands. What occurs in the City of Peterborough is different than the County, or in other lower tiers. There is a tendency to equate successful service delivery in other municipalities to the Township that one works or lives in. While informative these comparisons must account for who is providing the service and what policies and circumstances impact the operation.

The CAO and Deputy CAO/Clerk must continue to work with Council to assess staff deployment to support website and social media communication, enhanced building and planning material, transparent by-law enforcement, and early stage economic development enterprises flowing from the County Economic Development Initiative. Triton's engagement with people involved in all sides of Township services confirmed everyone has the same goal of improvements with less conflict. Our discussions with all parties were respectful, steady, professional, and helpful. If everyone moves forward in this spirit, each should see improvements emerge from these recommendations so long as positive momentum is maintained.

## 2.0 Service Review Context

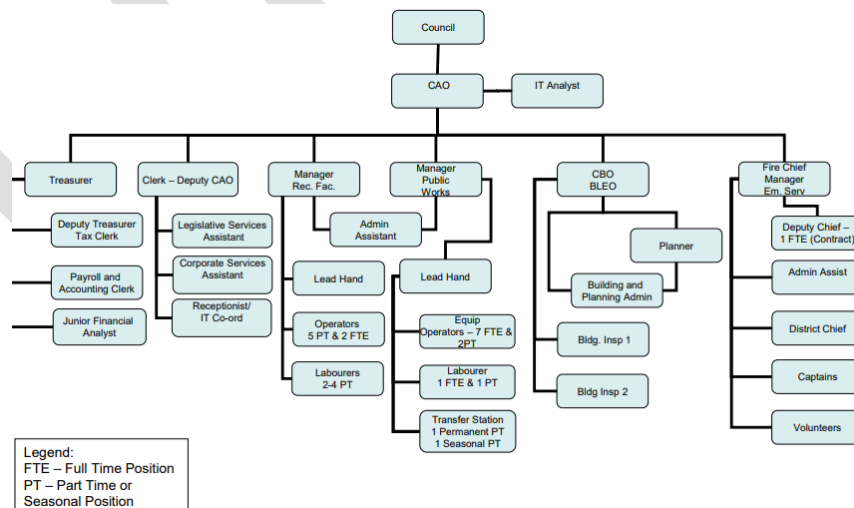
The [Township of Douro-Dummer](#) is located in central [Peterborough County](#), immediately northeast of the City of Peterborough. Amalgamated in 1998, the Township has grown to a population of 7,632 in the 2021 Census, representing growth of 13.8% since 2016, compared to the County-wide growth rate of 6.8%. The [2022 County Growth Analysis](#) projected a 2% growth rate, with a Township population of 7,950 by 2026, and continued growth to 8,410 by 2051.

The [Township Strategic Plan](#) recognizes the importance of protecting natural beauty, promoting sustainable environmental practices, attracting and retaining small businesses, fostering a sense of community and belonging, and actively communicating and collaborating with residents. Core Values include Fiscal Responsibility, Service Excellence, Transparency, and Environment, built upon the following Strategic Pillars:

- Service modernization and innovation (monitor and improve services and processes, website update, document management, online community engagement)
- Business attraction, expansion and retention (storytelling, community signage, zoning by-law, incentives to business), and
- Infrastructure renewal.

Douro-Dummer is served by a [Mayor, Deputy Mayor and three Councillors](#), including one member at large, one representing the former Douro Township Ward and another the Dummer Township Ward. The Township Mayor and Deputy Mayor are members of [Peterborough County Council](#). The Chief Administrative Officer (CAO) heads the Township Administration and serves as a liaison between Council and Staff.

The [2026 Budget Presentation](#), organized on the previous page, shows six Departments reporting to the CAO. Currently, the staff roster shows 34 full-time positions (including 8 FTE Operators in Public Works) and 10 part-time or seasonal employees (primarily in Recreation and Facilities).



### 3.0 Service Review Purpose

The Township requested a service delivery review of its current Building, By-law and Planning Services, and an assessment of whether an economic development service might be considered in the future. The Township Request for Proposal is for a quantifiable, forward-looking strategy for its building, by-law, planning, and economic development services, to be achieved by reviewing current service levels and delivery methods, evaluating internal processes and budget allocations, and assessing legislative obligations.

The service delivery review is informed by feedback from service users, citizens, cottage associations, and other stakeholders, as well as Township Staff and members of Council. The final report will include performance measures and assist staff and Council in making informed strategic decisions regarding how Building & By-law Services and Planning & Economic Development Departments will best serve the community. Triton Engineering Services is completing this review in the following phases:

#### 1. Background

- Review organization structure, base information, questionnaires, stakeholder interviews
- Launch web material and feedback loop
- Consent agenda report 1
- Survey Comparator Municipalities
- Draft background Report, Initial Council Presentation

#### 2. Public Engagement

- Public Open House, Initial Council Presentation
- Follow-up questionnaires and interviews
- Consent agenda report 2

#### 3. Analysis

- Strengths, Weaknesses, Opportunities, Threats and Risk Assessment
- Background report update
- Consent agenda report 3

#### 4. Reporting

- First draft Service Delivery Review Framework Report
- One service Analysis Report (Building, Planning, By-law, Economic Development)
  - i. current service delivery method, performance measures
  - ii. potential changes to the services
  - iii. new services, service delivery methods and/or service levels
  - iv. cost/budget implications
- recommendations to improve responsiveness, efficiency and effectiveness

- Final Public Meeting
- Second draft Service Delivery Review with Summary of Preliminary Recommendations
- Final Report, Presentation for Council Approval, June 30<sup>th</sup>

## 4.0 Service Review 2020

In 2020, WSCS Consulting completed a [Service Review](#) on behalf of the Township. It proposed 74 opportunities, suggesting a roadmap to sustainability, improved customer service, and better morale, to be achieved within 3 to 5 years with a \$1.1 million investment in technology and training. Funded by the Provincial Municipal Modernization Fund, the study noted that the Township was at a critical juncture due to the departure of long-serving managers. Similar to many studies at that time, it supported the creation of a shared service task force with the County and lower tiers, focusing on almost all Township services, including development/building/by-law.

The study provided recommendations to eliminate duplication, improve technology use, enhance service quality, and identify new revenue sources and cost savings. Opportunities were grouped into categories of Governance, Organization, Technology and Process, Management and Performance, Customer Service and Facilities Management. Below is a summary of recommendations.

### Service Delivery Review - Recommendations



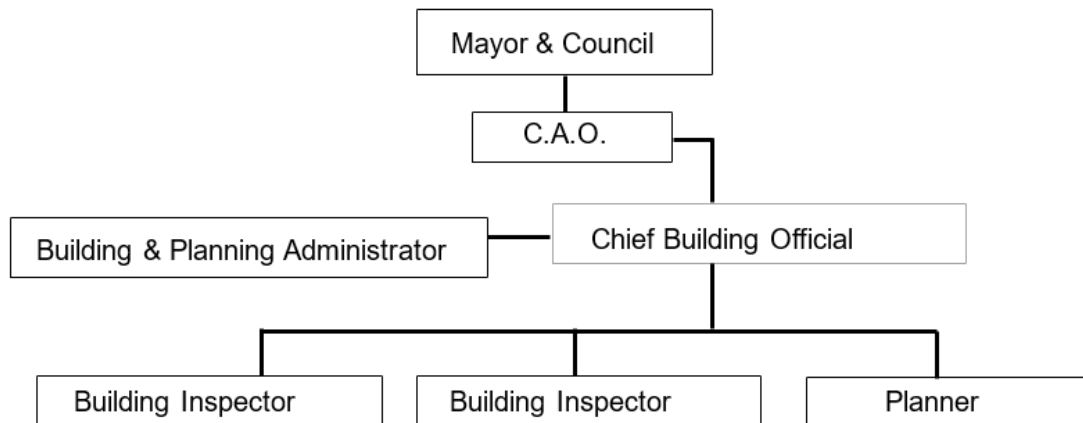
FIGURE 6: SUMMARY OF RECOMMENDATIONS

Among the recommendations, the study prioritized increased long-term planning through a new Strategic Plan with specific, measurable, achievable, relevant, and time-bound objectives. The study supported improved Council-staff relationships, updating the Procedural By-law, increasing Council training, better

agenda planning, and a focus on shared services with other lower tiers. For building, planning, and by-law services, the study suggests a shared-service review with nearby lower tiers for software and resources.

## 5.0 Building and Planning Department Overview

The Building and Planning Department structure has evolved due to changes to the Chief Building Official (CBO) and Planner positions over the last few years, as illustrated in the following Organizational Structure.



The CBO/Department Head manages two Building Inspectors, one Planner, and one Administrator, who assist with both building and planning work. In addition to building permits, the CBO and Inspectors cover plumbing inspections, septic permits and re-inspection (Source Water Management), by-law enforcement, and livestock evaluation.

A Planner, a part-time Building and Planning Administrator, and support from private consulting fulfil township planning work. The service includes zoning plan review for building permits, pre-consultations on proposed development applications, site plan approval, minor variances, re-zoning considered at the Township level, plus support for land division, Official Plan amendments, and subdivision/condominium applications in Peterborough County.

The following summarizes legislative and qualification obligations for the Building and Planning Service.

### 5.1. Building, Bylaw and Septic Services

Primary work areas for the building section include (Ontario Building Code, Building Code Act):

- Building permit intake, plan review, permit issuance, inspections, compliance, final
- Septic permit intake, plans review, permit issuance, inspections, including re-inspection related to Source Water Protection initiatives

- By-law enforcement, Property Standards and other municipal compliance issues, including livestock evaluation

The Township building service uses the [Cloud Permit](#) system. The following sections outline some of the legislative authority for building services work.

### 5.1.1. Building Code Act

Under Section 1.1 of the [Building Code Act](#), the roles of parties involved in the construction process include:

1. *Persons* constructing a building are to ensure their project meets the Code, to obtain a permit, and to ensure qualified, insured contractors carry out work.
2. *Designers* must submit plans that comply with the Code, provide documentation needed to allow plans to be reviewed, only do work they are qualified for, and monitor during construction.
3. *Builders* agree not to construct without a permit, to meet permit specifications, apply compliant construction “techniques”, and to notify inspectors and designers if issues arise.
4. *Manufacturers* must ensure products supplied for construction meet the Code
5. *Building Owners* are to maintain completed construction according to the Code and to keep any documents and records about the building.
6. *Building Condition Evaluators* are to conduct inspections on parts of a building that they are qualified to investigate.
7. *Registered Code Agencies* review plans, issue certificates, inspect and perform other functions according to the Code and are only to do work qualified to complete.
8. *Chief Building Officials* must set policies to enforce the Code, coordinate and oversee Code enforcement, perform duties assigned under the Building Code Act, and complete duties “in an independent manner” according to standards in the Code of Conduct.
9. *Inspectors* review plans, scrutinize construction, conduct maintenance inspections, and issue orders under the Code if they are qualified to do so, and to work “in an independent manner”.

Section 3(1) states that the Council of each municipality is to enforce the Building Code Act except where some other party is specifically responsible. Subsection (2) requires the Council to “appoint a CBO and Building Inspectors, which shall be verified by a certificate of appointment” issued by the Clerk. This part of the Act also allows local municipalities to do joint enforcement, including jointly with an upper-tier municipality. Municipalities must also retain all records. Sections 3.1(1) through (7) set out similar responsibilities and obligations for “sewage system” inspections. The Act also contains requirements for appointing “registered code agencies” to enforce the Code.

Section 6.1(1) of the Building Code Act outlines the responsibilities for plumbing inspections under the Building Code. Plumbing inspectors are appointed with the same powers regarding plumbing installations as a Chief Building Official, except for conditional permits.

### 5.1.2. Building By-law 2024-031 Code of Conduct

Section 10 of [Building By-law 2024-031](#) references the Code of Conduct for building officials as well as specific authorities and processes for plans and specifications, alternative solutions, fees, refunds, notices, permit revocation, sewage maintenance inspection, and enforcement.

The Chief Building Official, building and plumbing inspectors must operate under the Code Conduct under Section [7.1\(1\) of the Building Code Act](#). A Code of Conduct is to promote standards of behaviour, prevent abuse of power, and ensure honesty and integrity in exercising power under the Act. A Code of Conduct is to be made available to the public (7.1(4)). Some municipalities refer to the overall code of conduct for building officials. [North Kawartha](#) has a specific code of conduct for building officials.

Douro-Dummer's Code of Conduct, noted in Section 10 of the [Township Building By-law](#), refers to [Policy P4](#). Policy P4 is separate from the Township Code of Conduct for Council and other staff and applies only to the CBO and inspectors appointed under the Act. These officials must also comply with any other Municipal Code of Conduct. Policy P4 contains the investigation and disciplinary process applicable to complaints against Building Officials who are to conduct their work according to the following principles:

1. Act in Public Interest regarding the safety of building works & structures
2. Not to act if there may “reasonably appear” to be a conflict between duties to employer, profession, peers, and public in their personal issues.
3. Apply by-laws, codes, and standards equally and “without favour.”
4. Examine plans and conduct inspections impartially according to professional standards.
5. Abide by moral and ethical standards, avoiding disreputable conduct
6. Comply with the Building Code Act, Ontario Building Code, and other applicable law.
7. Act within their area of expertise.
8. Maintain accreditations to act as a Building Official.
9. Continuously update knowledge and understanding related to by-laws, codes, practices, etc.
10. Extend professional courtesy.

### 5.1.3. Building Official Registration Requirements

Unlike almost every other municipal administrative position, the Building Official position has a provincially mandated registration and qualification system that includes exams and registration in the [QuARTS](#) (Qualification and Registration Tracking System). The [Ontario Building Code Summary](#) contains links to the 2024 Building Code, guidance on obtaining compliance with qualification requirements, study guides for required exams, and information on the [Building Inspector Internship Program](#).

To qualify and practice in the building and development sector, a building practitioner must:

1. [Pass examinations](#) for each of their practices

2. [Register with the Ministry](#) of Municipal Affairs and Housing through the Qualification and Registration Tracking System (QuARTS)
3. Pay the [annual fees](#)

All registered practitioners and their qualifications are listed in the [QuARTS Public Search Registry](#). This process not only applies to municipal building officials but also to designers, other professionals, and firms in the building industry. The Chief Building Official and two Building Inspectors each have the required qualifications in their respective areas of expertise and are listed in the [QuARTS](#) registry.

#### **5.1.4. By-law Enforcement**

The Township Strategic Plan does not reference by-law enforcement as a core value or even part of the strategic pillar. No staff member is identified as the By-law Enforcement Officer. The CBO and two inspectors have all enforced bylaws from time to time.

The Township complaint-based enforcement system is primarily initiated through a [Complaint Form](#) on the [Township Website](#). The website refers to its [Complaint Handling Policy](#), which focuses on service-related complaints about municipal services or staff issues under Public Sector Accountability legislation from 2014-15. The website also references the Ontario Provincial Police for after-hours enforcement of the [Noise By-law](#). The Township [Property Standards By-law](#) was adopted in 1999. It is also enforced through a complaint-based system.

The Municipal Law Enforcement of Ontario ([MLEO](#)) is a non-profit organization that certifies professionals involved in by-law enforcement. No staff members are members of [MLEO](#).

## **5.2. Planning Services**

Primary work areas for the land use planning services include (Ontario Planning Act):

- Pre-consultation on proposed new development, all types of Planning Act applications
- Zoning By-law interpretation, plan review, amendment processes and recommendation
- Committee of Adjustment application processes and recommendations
- Site Plan Approval plan review, processing, and implementation
- County Land Division Committee application review, support, and recommendation
- Official Plan Amendment application review, support, and recommendation
- County Draft Plan of Subdivision application review, support, and recommendation

### **5.2.1. Ontario Professional Planners Institute Act 1994 (OPPI)**

The Act established the legislative framework for the Ontario Professional Planners Institute (OPPI) and the Registered Professional Planner (RPP) designation. This designation is not a legal requirement to do

planning work in Ontario, but to use the RPP designation, you must meet the minimum education and experience requirements of the Planners Institute and pass an exam. The current planning staff member is close to obtaining the RPP designation. The MCIP initials that appear before the RPP designation are an acknowledgment of membership in the Canadian Planners' Institute.

Although based on legislation, the RPP designation is not legally mandated, unlike the BCIN numbers issued to the CBO and Building Inspectors, who must by law carry their designation to perform work in their area of expertise. However, most municipalities require the RPP designation as part of their job requirements; young planners are encouraged to obtain it, and once they do, they gain access to insurance, support, and other benefits from the Professional Institute.

Once the RPP designation is obtained, registered professional planners must maintain their designation by reporting 36 annual learning units certified by the organization.

### **5.2.2. Ontario Planning Act RSO 1990 c.P.13**

This Act and associated regulations specify legal practices and procedures that must be followed with all work completed on zoning by-laws, minor variances, official plan amendments, subdivisions, consents, and other activities. The approval authority for Planning Act applications processed in the Department is as follows:

- Peterborough County (Council, Senior Staff) Official Plan Amendments, Subdivisions, Consents (Land Division Committee)
- Township Council Zoning By-law Amendments, minor variances (Committee of Adjustment), [Site Plan Approvals By-law 2025-09](#) Chief Administrative Officer or Chief Building Official

## **5.3. Economic Development Services**

[Ontario Municipal Act Section 11\(3\)](#) places economic development services within the lower-tier sphere of jurisdiction, which permits local municipalities like Douro-Dummer to offer economic development services at Council's discretion. Section 11(2) assigns "Economic, social and environmental well-being of the municipality, including respecting climate change" to the upper tiers. The Act defines "economic development services" as promoting the municipality for any purpose by disseminating information on the municipality by the municipality for any purpose by the collection and dissemination, as well as "the acquisition, development and disposal of sites" for "industrial, commercial and institutional uses."

The Township does not have a staff member dedicated to economic development services. The Township Chief Administrative Officer and Clerk/Deputy Chief Administrative Officer provide that function as it stands. The CAO has qualifications in economic development and prior professional experience. At the same time, the CAO's office oversees community development initiatives, including administering the community grants program and providing administrative and organizational support for events, parades,

and similar citizen-supported activities. Similarly, Otonabee-South Monaghan and Trent Lakes also assign economic development work to the CAO/Clerk or CAO.

The Peterborough County Report, October 2025, described the formation of the in-house economic development team and the proposed [GROW Economic Development Plan](#). The Plan notes the importance of working with local lower-tier economic development staff, where they exist. Only Cavan Monahan, Havelock-Belmont-Methuen, North Kawartha, and Selwyn have a dedicated position for economic development services.

Economic development staff employed by municipalities are not subject to legally mandated testing and certification, as Building Officials are, and do not have the legislative status afforded to planning staff by the RPP designation. However, most municipal economic development staff are members of the [Economic Development Council of Ontario \(EDCO\)](#), which provides professional development opportunities, awards, conferences, and other support for staff and member municipalities that offer this service. The current Township CAO has been a long-standing member of EDCO.

#### 5.4. Clerk's Treasury, Police, & Fire Services

Examples of some interactions between the Building and Planning Department and other corporate services include:

- Mailing of notices,
- Website updates
- By-law enforcement noise after hours (OPP)
- Livestock evaluations (confirm)
- Line Fences Act
- Exotic animal by-law
- Financial Reporting, Treasury Department

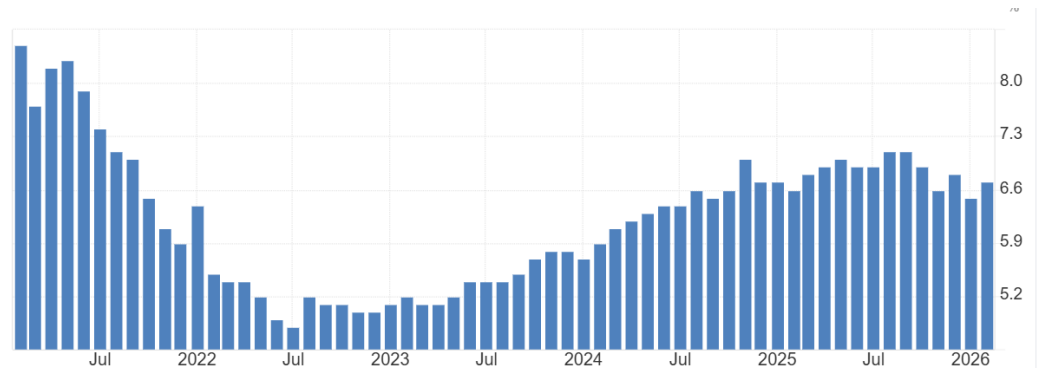
Building, By-law and Planning services personnel have significant interactions with the Fire Chief to enforce the [Fire Protection and Prevention Act](#). The interaction is facilitated through the Chief's comments on planning applications, building permit applications, and, in particular, through the site plan control process. Their input is also mandatory for Part 3 Commercial and Industrial buildings and for some Part 9 buildings that could benefit from additional fire safety protections, such as water storage. The Fire Department operates using the [FirePro2 Software](#).

### 6.0 Service Review: 2026 Economic Context

The Building, Planning and By-law Service Review is being completed in an economic context that differs significantly from the conditions that existed in 2020. International, national, provincial, regional, and local

conditions provide the background against which the Council must make decisions regarding the Building, Planning, and By-law Services and the extent to which economic development services might be expanded.

According to various sources, Canada's unemployment as of February 2026 is 6.7% ([Trading Economics](#)). [The Trading Economics](#) chart below shows the change in Canada's unemployment rates since the last service review in 2020.



[Statistics Canada](#) reports an Ontario unemployment rate of 7.6% in February 2026, up 0.3 percentage points from January. Peterborough County's unemployment rate is reported to be closer to the national rate of 6.7%. Unemployment rates of up to 4% are considered "full employment," in which all who can participate in the workforce are employed. A rate below 4% is considered a labour shortage.

The Canadian Mortgage and Housing [CMHC 2026 Ontario Forecast](#) regional overview suggests the following market trends:

- Slow positive economic growth, declining unemployment, improved affordability
- International trade tensions create uncertainty, making homebuyers cautious
- Existing home sales to rise with income growth, lower prices and lower mortgage costs
- High resale inventory is predicted to weaken housing prices in 2027 and 2028
- Rental supply increased, and the reduced temporary population led to higher vacancy rates

[Ontario's Building More Homes Initiative](#) aimed to increase housing unit creation to build 1.5 million homes in 10 years. The website notes that housing starts province-wide had fallen below annual targets despite numerous legislative initiatives such as stronger mayor powers, Build Faster Fund, grants to modernize and streamline processes, increasing Ontario Land Tribunal support, infrastructure investment, standardized housing designs, additional unit requirements, and changes to the Planning Act to streamline appeals and procedures.

Provincial initiatives have changed the legislative landscape within which staff in Building, By-law, and Planning operate. All municipal staff across Ontario have had to adjust processes to keep up with legislative changes, taking away from day-to-day activities in Departments. The following summarizes the changes to legislation, past and ongoing.

## Key Planning Act Bills Since 2022

- [Bill 109, More Homes for Everyone Act, 2022](#): Introduced mandatory training for municipal planners, allowed for the refund of application fees if decisions are delayed, and amended site plan control processes.
- [Bill 23, More Homes Built Faster Act, 2022](#): A major overhaul aimed at building 1.5 million homes by 2031. It allowed up to three units "as-of-right" on many residential lots, reduced parkland dedication requirements, changed development charges, and restricted conservation authorities' input on planning applications.
- [Bill 112, Hazel McCallion Act \(Peel Dissolution\), 2023](#): Initiated the restructuring of the Region of Peel into single-tier municipalities, affecting regional planning oversight.
- [Bill 185, Cutting Red Tape to Build More Homes Act, 2024](#): Introduced to further streamline approvals by limiting third-party appeal rights, removing parking minimums near transit, and modifying how development charges are applied.
- [Bill 17, Protect Ontario by Building Faster and Smarter Act, 2025](#): Aims to accelerate transit-oriented development and infrastructure, expanding Ministerial authority over planning, development charges, and construction.

## Environmental Registry of Ontario (ERO) with Planning Act Focus

As of April 2026, the ERO has several active, open, and recently updated proposals concerning the *Planning Act*, largely focused on housing, infrastructure, and streamlining approvals.

- [ERO #025-0461: Protect Ontario by Building Faster and Smarter Act, 2025 \(Decision Posted June 25, 2025\)](#): Implements changes allowing for minor variances (as-of-right) for 10% setback variations on specific urban residential lands.
- [ERO #026-0310: Proposal to reform site plan control \(March 30, 2026 – May 14, 2026\)](#): Seeks to reform site plan control under the *Planning Act* and the *City of Toronto Act, 2006*, to streamline development.
- [ERO #026-0311 Proposed Regulatory Approach to Establish a Minimum Residential Lot Size in Urban Areas](#): Mandate a 175 square metre minimum lot area for one-family dwellings where municipal water and sewer are available.
- [ERO 026-0312 Proposed Changes to Support Standardizing of Parkland Requirements Under the Planning Act](#): Permit developers to include privately owned public space and appeal to the OLT if the municipality does not accept the developer's suggested land.
- [ERO #026-0313: Streamlining planning information requirements \(March 30, 2026\)](#): Seeks feedback on a proposed list of information/material that planning authorities can require for applications to ensure consistency. ERO 026-0314 Proposed Changes to Various Regulations Under the *Planning Act* to Specify Additional "Prescribed Professions" for the Complete Application. **Prescribes professions that** municipalities must accept technical studies and reports as part of a complete application.

- [ERO #026-0315: Consultation on upper-tier official plans, secondary plans, and site and area-specific policies \(March 30, 2026 – May 14, 2026\)](#): Proposes changes to support housing, economic development, and transportation priorities under the *Building Homes and Improving Transportation Infrastructure Act, 2026*.
- [ERO 026-0426 Proposed Regulation: K-12 School Planning \(Closing June 5, 2026\)](#): Proposed regulation to streamline planning approvals for publicly funded schools under the *Planning Act*.
- [ERO# 026-0558 Administrative Monetary Penalty \(AMP\) system for zoning by-law contraventions](#) Proposed Planning Act Changes to enable municipalities to use an AMP system to enforce zoning by-laws under Schedule 7 of Bill 119, *Proposed Protecting Ontario's Streets & Communities Act, 2026*.

These changes have required, and continue to require, significant investment in staff resources to review, understand, and implement. Many changes are small but impactful, affecting application processing times, fees, and the timing of certain approvals. Some changes to legislation have been made and implemented only to be retracted in a subsequent bill.

[Bill 68](#), amending the Conservation Authorities Act, could increase approval times and require additional follow-up by Building and Planning staff to get comments and permits. The Province's reduction of Conservation Authorities mandates removed the authority to assess and comment on Environmental Impact Assessments, prompting many municipalities to increase peer-review requirements.

This service review assumes that housing renovations and construction will be moderate in 2026, then begin to recover and increase in 2027 and in the following years. Also, major legislative changes to the Planning Act or Building Code are assumed to have peaked, so there is less demand on staff resources to implement new Planning Act requirements.

## 6.1. Permit Fee Comparison

Triton Engineering reviewed building, septic and planning fees in the eight lower-tier municipalities in the County, which are reflected in the summary chart in the Appendix Section 11.1.

Douro Dummer is the only lower-tier municipality charging permit fees based on the cost of construction for new residential and commercial buildings, as well as accessory buildings and structures. Township staff supplied sample residential and commercial permit costs and building floor area so Triton could convert these samples to a cost per square metre. This generated permit fees well above the typical residential permit fee in other lower tiers, except the City of Peterborough, where the permit fee was close to the lowest residential permit fee comparator in Douro Dummer.

Converting commercial permit fees in Douro Dummer from construction value to cost per square metre created a range between \$9.89 to \$47.15 per square metre. Lower-tier municipalities have commercial fees within the lower end of this range.

For agricultural permits, Otonabee South-Monaghan charges \$21.15 per thousand dollars cost of construction, higher than Douro Dummer's fee of \$14.50 per thousand dollars cost of construction. Other lower tiers charge based on the agricultural building's floor area.

Fees for plumbing permits, change of use, administrative fees, additional inspections, order to uncover and similar charges vary considerably or are not charged at all in other lower tiers. The most comparable fees between Douro Dummer and other local municipalities are Class 2 to 5 septic inspections and re-inspections. The Township's charge for septic inspections is lower than most other lower tiers.

Otonabee South-Monaghan, City of Peterborough, Selwyn, and Havelock-Belmont-Bethune reported they are reviewing or conducting a building permit rate study. According to Township budget documents, building permit and septic fees in other municipalities were reviewed in 2023, resulting in a 12.5% increase in building permit renewal and re-inspection fees, and a 10% increase in septic inspection charges in Douro-Dummer.

Triton was asked to compare fees across local municipalities in the Building Services review, but not to conduct a full rate study. The following fee related issues inform report conclusions and recommendations:

- Legislation requires that fees collected only cover the cost of the service, with balances placed in a building reserve. The Treasurer has regulated responsibilities on reporting fees..
- Charging permit fees based on construction cost is unique in the County and not the closest representation of the cost of the service (a higher construction cost does not normally increase the cost of providing the service).
- Township residential building permit fees are high, but the difference from other lower-tier fees will decrease as four municipalities review their fees.
- Fees for septic inspections are on the low end by comparison, but in part offset higher residential permit fees.
- Agricultural building, plumbing permits, and other miscellaneous fees in the Township do not stand out as requiring change.
- Douro Dummer should not change its building permit fees until the four rate studies are completed and should first move to building permit fees based on building floor area to remain fair and competitive.
- Services such as by-law enforcement that building permit fees may cover should be identified and separated as a budget item.
- A public meeting is required under the Building Code Act before fees can be increased.

## 7.0 Douro-Dummer Budget Summary, Application, & Permit Statistics

### 7.1. Budget

The spreadsheet below summarizes budgeted and actual costs for Building, By-law, and Planning Services over the five years preceding the 2026 budget.

<b>Budget Summary</b>												
<b>Planning</b>	<b>2026</b>		<b>2025</b>		<b>2024</b>		<b>2023</b>		<b>2022</b>		<b>2021</b>	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
<b>Wages Benefits</b>	99335	96498	102026	113975	105340	114582	89216	71925	107773	60886	135515	
<b>Contracted Service</b>	14000	47039	9000	6744	9000	3467	4000	3864	35700	4869	35700	
<b>Conservation Authority</b>	123982	116221	116221	108030	108030	104563	104,453	102657	102657	99313	99313	
<b>Other</b>	12700	8308	11800	7601	11200	-1432	9228	-31294	20520	1842	56108	
<b>Total Expense</b>	250017	268066	239047	236350	233570	221180	206,897	147152	266650	166910	326636	
<b>Total Revenue</b>	-39500	-63541	-39500	-46380	-35292	-32036	-40200	-22752	-40350	-46497	-36950	
<b>Balance</b>	210517	204525	199547	189970	198278	189144	166697	124400	226300	120413	289686	
<b>Building &amp; Bylaw</b>												
	<b>2026</b>		<b>2025</b>		<b>2024</b>		<b>2023</b>		<b>2022</b>		<b>2021</b>	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
<b>Wages Benefits</b>	414750	372680	437515	413278	417807	407776	556493	311623	315514	247630	245688	
<b>Contracted Service</b>	50600	6781	50600	27377	43000	33811	55000	61013	60000	27183	53150	
<b>Professional Development</b>	20064	2854	20064	11284	11575	4207	7075	6238	7000	5991	8200	
<b>Other</b>	82457	27077	75598	59467	70550	37344	57753	3121	51040	18548	49632	
<b>Total Expense</b>	567871	409392	583777	511406	542932	483138	676321	381995	433554	299352	356670	
<b>Total Revenue</b>	-624211	-405458	-641708	-523218	-596779	-605271	-743507	-616402	-468719	-666119	-364393	
<b>Balance</b>	0	0	0	0	0	0	0	0	0	0	0	
<b>To (-) From (+) Reserve</b>	-56340	3934	-57931	-11812	-53847	-122133	-67186	-234407	-35165	-366767	-7723	

The Planning Department 2026 budget covers 1.5 Full-Time Equivalent Staff. Half of the planning service expense is the Otonabee Conservation Authority levy (\$123,982 budgeted for 2026). The Authority's levy has increased by over \$24,000 in five years, representing a 24% increase.

Budgeted planning revenue is \$39,500 in 2026; the same amount was budgeted in 2025 and 2021. Actual revenue exceeded the budget in three of the five years budgeted. Wages and benefits expenses have decreased annually since 2021, while contracted services over the last five years are partially offset by increased contracted services, resulting in \$21,700 less than in 2021.

The 2026 Building and Bylaw budget has \$414,750 for wages and benefits covering 3.5 full-time equivalent staff, up \$169,000 from 2021, when two full-time equivalent positions were covered. Professional development budgets have doubled, while contracted services are slightly lower than in 2021. Total budgeted revenue has increased from \$354,393 to \$624,211 in 2026. 2025 was the only year a reserve contribution did not occur at year's end. Since 2021, over \$730,000 has been allocated to building reserves, while less than \$4,000 was drawn from the reserve in 2025 to offset expenses.

Building services operate on a net-zero budget as required by Provincial legislation. Major expenses are Wages and Benefits for 3.5 full-time equivalent employees (\$414,750 budget 2026), contracted services of \$50,600 budgeted in 2026 (Cloud Permit), up from just over \$9,000 in 2021, and professional development of just over \$20,000 budgeted in 2026 (certification and training of CBO and Inspectors).

Annual revenue is budgeted at \$624,211 in 2026, up from \$595,000 in 2021. In all five years, revenue has exceeded budget, resulting in a net increase to the building reserve every year except 2025. By legislation, the cost of the building service is to be recovered through charges, with any surplus placed in a building reserve. The Finance Department is required to maintain and report on the building reserve in accordance with Provincial Legislation. The basic premise is that building permit revenue cannot be used to fund other areas of the municipality. The reserve contribution budgeted for in 2026 is \$56,340.

## 7.2. Permit Free Comparison

According to Township budget documents, building permit and septic fees in other municipalities were reviewed in 2023, resulting in a 12.5% increase in building permit renewal and re-inspection fees, and a 10% increase in septic inspection charges in Douro-Dummer. A public meeting is required under the Building Code Act before fees can be increased. Fees can only cover the actual cost of the service.

Triton Engineering reviewed building, septic and planning fees in the eight lower-tier municipalities in the County. Some lower-tier municipalities charge permit fees based on construction costs, while others charge based on the building's or structure's square footage. Otonabee South-Monaghan, City of Peterborough, Selwyn, and Havelock-Belmont-Bethune reported that they are reviewing or conducting a building permit rate study. Triton's final report will review Township fees relative to those of nearby municipalities.

## 7.3. Building Permit Statistics

Township building and planning staff helped Triton compile the following building permit statistics.

<u>Permit Type</u>	<u>Year</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Agriculture		8	7	4	8
Single Detached Dwelling		27	30	13	19
Semi Detached or Multiple Dwelling		1	0	0	0
Additional Residential Unit		3	2	1	2
Residential Alteration, Addition		26	27	19	22
Commercial Building		2	2	2	2
Demolition		12	15	11	11
Institutional		4	1	3	2
Sewage System		50	65	38	46
Pools		6	2	7	3
Change of Use		2	1	1	2
Accessory Structures		36	39	32	27
Signs		2	2	1	2
Miscellaneous		17	13	17	25
<b>Total Permits</b>		<b>196</b>	<b>206</b>	<b>149</b>	<b>171</b>
<i>Total Construction Value</i>		\$ 31,260,729	\$ 35,798,274	\$ 41,586,616	\$ 20,681,504

In municipalities the size of Douro-Dummer, the number and value of building permits can vary significantly from year to year. One large project, such as the Lakefield College School expansion, can skew construction values, making it difficult to track construction activity. Inflation, driven by higher material costs, also influences construction value.

## 7.4. Planning Applications

The following summarizes planning applications at the County, Township, and other lower-tier municipalities.

### **Township of Douro Dummer Planning Applications**

	<b>Authority</b>	<b>2026 so f</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
<b>Official Plan Amendment</b>	County	0	4	1	0	2	1
<b>Subdivision</b>	County	0	0	0	1	0	1
<b>Zoning By-law Amendment</b>	Township	6	8	15	8	5	17
<b>Minor Variance</b>	Township	4	4	4	6	2	7
<b>Consent</b>	County	5	23	32	17	35	21
<b>Site Plan</b>	Township	2	3	1	0	3	1
<b>Total</b>		<b>17</b>	<b>42</b>	<b>53</b>	<b>32</b>	<b>47</b>	<b>48</b>

This represents part of the daily activities in Planning, which would also include plan review of building permit applications, pre-consultations on proposed developments, monitoring of legislative changes to the Planning Act, and public inquiries.

## 7.5. Customer Service Policies and Procedures

In addition to [Building By-law 2024-31](#) and the Building Department Code of Conduct noted in Section 10 (see section 4.1 of this report), the Township has the following policies and procedures posted regarding customer service, Council staff relations, and other matters that directly relate to how building and planning services are provided:

- [Building Department – Customer Service Policy P9](#)
- [Complaint Handling Policy A23](#)
- [Customer Service Standards Policy A30](#)
- [Customer Service Standard Procedure](#)
- [Routine Disclosure Policy A31](#)
- [Public Conduct Policy A32](#)
- [Code of Conduct Staff](#)
- [Council-Staff Relations Policy C7](#)

It is understood that some of these policies directly relate to the level of scrutiny and concern dating back well before the current staff were in their positions. These policies also appear to respond to a level of

public scrutiny, particularly on social media and other forums that at times became personal, leading to a lack of trust on all sides of the service. Customer service was the primary issue, as made clear in questionnaires, interviews, and emails received by Triton during this process. This feedback is summarized in Section 7.0 and then evaluated in Section 8.0 of this report. Many of the recommendations in Section 9.0 suggest customer service improvements for Council to consider.

## 8.0 Questionnaire, Interviews, and Feedback

The Background and Public Engagement stage of the Service Review yielded substantial feedback, which was integral to determining the overall direction of this report. Feedback included a questionnaire (Section 11.3) with 30 responses; 26 in-person and remote one-on-one interviews (Section 11.4); and a stakeholder and resident open forum held on May 7, 2026, in the Township Council Chambers. The Township website for the Service Review also provided a direct email link to Triton's Senior Planner for comments. Fifteen emails were received following interviews or as direct feedback. The following summarizes feedback received through questionnaires.

### 8.1. Questionnaire Summary

Triton received 30 questionnaire responses related to the Building and Planning Service Review. The questionnaire is found in Section 11.2. More detailed analysis will be conducted and included in the final report, but the following provides a summary of some general trends:

- 8 responders reported hearing about the building service review from word of mouth, 6 had obtained a building permit before, and 7 reported having worked directly with the Department
- 21 responders were familiar or very familiar with building staff
- 12 of 30 responded neutral on satisfaction with the service, while 9 were dissatisfied or very dissatisfied with the service; 6 were satisfied or very satisfied
- Comments noted constant change over in staff, challenging permit experiences, lengthy permit processes, customer service concerns, and accountability were some issues of note
- 11 responders reported hearing about the planning service through word of mouth, 11 read about it in the paper or on social media, 8 worked closely with the Department, while 6 had filed planning applications, and 6 had pre-consultations
- 21 responders were partly or very familiar with the planning service
- Comments noted a change over in the planning service, issues with required reports and testing, duplication with County Planning, and service delays to obtain approvals
- 17 of 30 responded neutral on satisfaction with the service, while 5 were dissatisfied or very dissatisfied with the service; 6 were satisfied or very satisfied
- Responders indicated the top five services for Community Economic Development are:
  1. Encouraging investment in the Township (24)
  2. Support for Agriculture (22)

3. Promoting the Township (21)
4. Attracting new business (20)
5. Reducing red tape (20)

- 24 of 30 responders indicated they believed faster planning and building approvals had an impact on the Township's economic development
- 9 of those who responded were familiar or very familiar with County Economic Development initiatives, while 16 were slightly familiar or not familiar at all
- 17 respondents were neutral on Township support for tourism promotion, while 10 were dissatisfied or very dissatisfied
- 12 respondents indicated planning and building services should be provided by Township Staff, while 12 supported some form of partnership with the County, other Townships or with private contractors to provide the services;
- In terms of the future economic development services, there was a suggestion that a proper plan was needed, concern about expanding government, the Township is behind other municipalities, money should be spent on roads, permit approval times should be reduced, and there is no need for septic re-inspection
- 19 responders felt Council only or Council with some delegation to staff should be making decisions on planning applications, other respondents supported full delegation to staff, complete or some delegation to the County
- Responders indicated the top five sources for information about building and planning are:
  1. Township website
  2. Local news or social media (12)
  3. Word of mouth (11)
  4. Attending or watching Council meetings (11)
  5. Township social media (8)
- For future economic development services, concern about expanding government, the Township is behind others, and money should be spent on roads; permit approvals are too slow
- 18 respondents indicated they were very interested in more information about the building and planning services if it was easy to find, 5 already had enough information
- Almost half of the respondents supported customer service training or increased training for staff
- Most survey respondents hear about the survey from the Township website, heard about it from someone they know or saw at a Council meeting
- Most respondents were directly involved in the field, with 9 identifying as contractors, 3 as developers, 9 working in the field and 6 with a college degree
- Final comments were numerous, related to the operation, but much interest was shown in the results of the review, making permit processes clear, service to taxpayers, consistency in applying the rules, regulation of seasonal rentals, eliminating red tape, investing in arenas, and the need for Council oversight

Questionnaires identified general issues with the building and planning service, interest in or support for expanding economic development services, and opportunities for improvement. The results are not scientific but were considered alongside interviews and emails to develop a view of the building and planning service and its perceptions among a variety of groups.

## 8.2. Interview Summary

Triton conducted 27 interviews, including five members of the Building and Planning Department, Township staff in related areas, the Mayor and Members of Council, local Association reps, Cottage Association, a First Nation agent, consultants, contractors and other stakeholders.

The interview framework in Section 11.3 was generally followed. However, depending on an interviewee's experience with building or planning services, some technical questions were not considered, and the discussion was much more general. Interviews ranged from 30 minutes to over one hour long. It should be noted that there was feedback on both sides of the issues raised and listed below.

### 1. Customer Service

- Need for follow-up phone calls
- Shorter block of time for inspections
- Office hours for building inquiries: impact on other Departments
- CBO role and Part 3 Building permits
- By-law and Property Standards enforcement
- Approving versus processing development

### 2. Cloud Permit

- Limited access to technology for some applicants
- Need for help to use Cloud Permit
- Receive paper permits
- Yellow card permit versus remote access
- Duplication of field notes, record keeping
- Remote access using phone or iPad app
- Communication with Financial System

### 3. Outstanding Building Permits

- Several hundred permits were not properly closed
- Previous process with letter and service fee
- Insurance Liability

### 4. Staffing and Turnover

- Issues with previous Chief Building Officials

- Changeover at CAO, CBO, and Planner
- Five-position department
- Consistency inspectors and inspections
- County-level service
- Consulting advice (RSM for building) or (Planning Consultant)
- Qualifications under QuARTS

#### **5. Pre-consultation Process**

- Limited monthly availability
- Format and frequency of pre-consultation meetings
- Length of pre-consultation reports
- Pre-consultation response delays

#### **6. Technical Study Overreach and Peer Reviews**

- Number of studies required
- Peer review process

#### **7. Official Plan Policy**

- Length of time to replace the 1994 Plan
- Technical justification

#### **8. Zoning By-law Interpretation**

- Dated by-law
- Interpretation of Non-conforming and non-complying uses

#### **9. Site Plan Control**

- [Site Plan Control By-law 2025-09](#)
- Site Plan agreements on cottage properties

#### **10. Council Accountability**

- Performance measures for staff
- Structure and succession plan
- Council communication protocol
- Budget information

#### **11. Public Input and Code of Conduct**

- Need for mutual respect
- Specific interest versus general interest
- Social Media

- Township website

## **12. Stoney Lake Market**

- Loss of needed service for the area
- Part 3 Building Permit compliance
- Finding resolution

## **13. By-law Enforcement and Property Standards**

- Lack of direction
- Consistency in enforcement

## **14. Building Permit Fees**

- Comparison with lower tiers
- Public Reporting
- Financial System

## **15. Township Communication**

- Code of Conduct for Building Officials
- Building permit statistics are not online
- Planning Applications not online
- The need for oversight of operations
- Social media posts becoming person.
- Over use the freedom of information process
- Website maintenance, accuracy and updates

## **16. Economic Development**

- County Plan considered
- Current Township staff experienced with economic development
- Role of reduced red tape in economic development
- Business retention and expansion efforts
- Township online newsletter

Feedback from questionnaires, interviews, and the open forum provided an overall sense of building and planning service, both internally and externally, from the perspectives of service users, the public, and agencies. This feedback informs the analysis, which is coupled with budget and activity helps identify strengths, weaknesses, opportunities, and threats to the service, and to formulate recommendations to improve the overall service.

## 9.0 Critical Analysis

This section will provide background information, contextualize feedback from 30 questionnaires and 27 interviews, and editorialize on the issues with the Township building and planning service and the potential future economic development service. This analysis leads to the conclusions and recommendations made in Section 9.0 and focuses on key areas:

1. Technical Compliance
2. Council Staff Relationships
3. Customer Service
4. Communications

In the analysis, italics are used to identify issues which result in recommendations in Section 9.

### 9.1. Technical Compliance

The Chief Building Official, two Building Inspectors, and one-half-time support staff supporting the building service portion of the Department inherited hundreds of permits that were never formally given a final inspection or were not recorded. The Township has made efforts over to correct this to reduce potential legal exposure. Students were hired, and blanket letters were sent to landowners who may not have been involved in the original permit. Triton did not investigate the detailed mechanics of previous outreach efforts but believes that some negative feedback on the current building service relates to those efforts.

The Township should continue its efforts to clear outstanding permits using a systematic, service-oriented approach. This would involve inspectors during slower winter periods examining files, prioritizing the most recent that have not been closed, and reaching out by phone to landowners and contractors to work out a means of clearing the file. Each party has an interest in closing out permits, given that each has responsibilities under the Building Code Act for any construction project, and a lack of close-out can impact future property resale or contractor liability. It is not unusual for a municipality to have unclosed building permit files. *A consistent consultative program to close these files should be adopted and implemented, beginning with a report to Council explaining how the work will proceed.*

The mechanics of issuing building permits for the vast majority of construction projects in the Township proceed according to the Building Code Act. It is understood that some permit applications may be delayed at the front end where the two-day response period or ten-day issuance period is not met. In most building departments, staff are sometimes unable to meet these time frames when permit volumes are high. Although the service review terms did not involve an audit of the more than 750 permits issued since 2021, Triton believes instances where time periods are not met are the exception rather than the rule.

Applicants, contractors, designers, and building officials all have roles under the Building Code Act during the permit process. The Chief Building Official is required by law to issue a permit if compliance with the building code is achieved and other applicable law is met. In cases where the two-day or ten-day time

frame is not met, staff must be clear with applicants about the reasons for the delay and “over-communicate” to ensure these delays are rectified. If an application is not complete, pro-active communication is needed as soon as possible. This be communication by inspection staff should comply with the Township's customer service protocol. If permit volume and inspector availability cause a delay, staff needs to advise landowners and contractors by email upon application submission that a delay is expected, the reason for the delay, and a clear, reasonable deadline *for permit issuance*. Email notification in this case documents the time and nature of the delay.

The use of Cloud Permit software has caused concern among the public, staff, and Council. Cloud is widely used by many municipalities to receive, process, document and maintain building permit and planning files. If Cloud Permit is not used, municipalities use other systems such as Amanda (City of Peterborough). Cloud Permit does not yet communicate with the Township’s financial system, which is due to be replaced. The Township Treasurer is assessing new financial software ([CityView](#), [Keystone](#) and others), and compatibility with Cloud Permit should be a priority. Permit fee payments received electronically through finance software can then be placed in the proper G/L account, linked to the Cloud permit as paid, and reconcilable so the Treasurer can report the permits as required by legislation. *This will enhance customer service for applicants and eliminate the dual-entry paper system required to enter permits into the current electronic financial system.*

Triton suggests there is unused functionality in Cloud that could benefit all involved in the permit process. Township staff have varied expertise in Cloud permit, and there was limited staff training for the system. *Training could require Cloud Permit staff address staff functionality concerns, such as linking web-based permit applications into Cloud, links to Township financial software, and the use/benefit of the system for by-law enforcement and planning applications.* Cloud is discussed further in the Customer Service section of this report as it pertains to receiving paper building permit applications, helping applicants use the system, eliminating duplicate notetaking, and following up on emails with phone calls.

Over 230 applications have proceeded through the planning process in five years, whether the approval authority is the Township Council, Committee of Adjustment, staff delegated, or the County. Like building permits, issues with individual applications are mostly exceptions. Unlike building permits, planning matters are subject to legislated public feedback and decision-making mostly by political bodies. The planning process very different from the building permit process. Concerns identified included the pre-consultation process, peer reviews, and interpretation of Duoro Dummer’s dated Zoning By-law.

Ontario has made many changes to the planning process since 2022, including nine current changes out for comment on the Environmental Registry of Ontario. The Township Planner, relatively new to the position, has part-time administrative support and private consulting to call upon, and must monitor the many legislative changes to ensure the planning process remains compliant. All Township staff, including the Clerk/Deputy CAO, have been tasked with implementing legislative changes to the planning process, often diverting resources from permit and planning application processing.

The Planner is asked to sign off on the zoning analysis during the building permit plan review process. Building officials can do a zoning analysis as part of their plan review. Inspectors can ask for planning advice if there are zoning interpretation issues. Requiring planning staff to sign off on zoning compliance on all building permits is redundant. *The CBO has a final review of all permits before issuance and can confer with the planner on zoning issues that require a second opinion.*

Triton did not investigate details of pre-consultation practices on individual files, instances where peer reviews of technical studies were required, or where specific interpretations of the zoning by-law caused project delays, but much of the negative feedback on the planning service relates to pre-consultations, peer reviews, and zoning interpretation.

The Province eliminated mandatory pre-consultations for planning applications. Some municipalities used the process to delay deeming applications complete. The Township addressed this by allowing either an informal land-use inquiry or a more detailed pre-consultation process. A Township's pre-consultation costs \$229 under the current fee by-law. Some of the technical reports issued by staff at pre-consultation seem to involve considerably more staff time than the fee covers. Pre-consultation time slots are limited monthly. A handful of applications are considered during scheduled Teams/Zoom meetings with participating agencies. This requires pre-circulation of submitted materials, coordination of schedules and recording of meeting minutes. If there is a backlog of applications that miss a pre-consultation day, matters are delayed by another month. The pre-consultation report supplied by planning staff is very comprehensive, including meeting notes and analysis. Planning staff cannot commit to supporting any application at this early stage, as the full analysis is not yet complete and technical studies must be reviewed.

*To reduce resource allocation early in the planning process, it is suggested planning staff place the onus of consulting with agencies on applicants rather than coordinating participation in a pre-consultation meeting. The planning staff pre-consultation report could be much less detailed, with point-form issue identification, recommendations on any needed studies, and identifying agencies for applicants to consult.*

Through changes to the Planning Act and associated regulations, the Province will eliminate or significantly curtail peer reviews paid for by applicants if a qualified professional (to be defined in regulation) submits a technical study. This manifests in the Township, where Environmental Impact Statements required to support most shoreline developments are usually peer-reviewed by a Township consultant. This may also affect the practice of requiring planning justification reports for minor applications, such as rezonings or variances leaving the Township Planner to provide recommendations on straight forward matters.

Previously, EISs were reviewed by Conservation Authority staff who charged a small fee as part of their comments through the Planning Act procedure. When the Province removed natural heritage responsibilities from Authorities, the technical review on environmental matters was subject to peer review. *Triton suggests that the scope of peer reviews should be limited to the Township's consultant, so that only major issues are identified in the analysis.* To minimize the cost of peer reviews for applicants, the Township consultant should provide a scoped technical brief stating whether key issues are addressed in an EIS and whether a qualified firm performed the work.

Triton has not reviewed the entirety of Township Zoning By-law, but is aware that it is dated, slated for replacement, and has been delayed since the new County Official Plan has yet to received Provincial approval. Sections 3.28 and 3.29 regarding non-complying and non-conforming uses are written in a way that allows for open interpretation. Triton was advised that these sections have been interpreted differently and more broadly by previous staff. In the case of non-complying uses, developments under this section are permitted uses in a particular zone. Expansion, repair, or replacement for larger cottages would often not comply with certain site-specific setbacks or shoreline separation requirements.

*Staff should assess whether there is room to interpret section 3.28 more broadly to reduce some of the planning administration associated with applications, particularly those involving the replacement of old cottages with new, more compliant dwellings already allowed in the zone. A strict interpretation will require additional applications (an Official Plan amendment and a Zoning by-law amendment), as well as technical studies and peer reviews. Use of the Committee of Adjustment to interpret zoning regulations that are defined in general terms ([Section 45\(2\)\(b\) of the Planning Act](#)), or to expand a non-conforming use, can keep decision-making at the Township level and still allow for technical studies and agency input. All of which creates less demand for planning staff.*

If applications could be directed through the Committee of Adjustment, scoped EIS and archeological reports may be possible, or the need may be eliminated. Independent planning justification may also become unnecessary, particularly where Conservation Authority permits are required in a regulated area, or a [Trent-Severn Waterway National Historic Site](#) land use permit is needed. When the new by-law is written and if staff recommends a stricter interpretation, Section 3.28 could be rewritten for adoption by Council.

Finding and retaining fully qualified professionals in building and planning is an ongoing challenge across Ontario. Triton verified the qualifications of the Chief Building Official and Building Inspectors using the Provincial [QuARTS](#) system. These qualifications are required to issue permits, conduct inspections and apply the Building Code. The Planner is working toward becoming a member of the [Canadian Institute of Planners](#) and achieving designation as a [Registered Professional Planner](#) in Ontario. While the MCIP RPP designation is a requirement for planning positions with most municipalities, it is not legally required to practice in the same manner as building officials. Once designation is achieved, the Planner must maintain and report annually under the [Continuous Learning Program](#). *The Township should support ongoing training and maintenance of building and planning qualifications.*

The Township has delegated authority for site plan approval to the Chief Administrative Officer, as required by the Planning Act, who relies on advice from Department Staff, Public Works and the Fire Chief before signing plans. Triton did not review the [Site Plan Control By-law 2025-09](#), but such a review may be warranted in 2027, as it pertains to exemptions being considered through the environmental registry. Averaging only two applications per year, site plan approvals are relatively rare.

Site Plan Control usually applies to commercial and industrial uses and residential developments of over 10 units. Applying site plan approval to single-family dwellings is only allowed by virtue of a Council approved addition to the [By-law 2025-09](#). Section 5.6 allows site plan control to apply within 120 metres of

a wetland, inland lake or river/stream. This requirement for single family homes is enabled by Provincial regulation. Site plan agreements typically enforce stormwater management, shoreline vegetation restoration, and tree planting. The Township could remove section 5.6 from its site plan control by-law and regulated stormwater, shoreline restoration and tree planting through other by-laws.

Conservation Authority permits within regulated areas, and Trent-Severn land use permits appear to be limited to priority locations near waterway facilities and dockage. County official plan policies to protect and restore shorelines are not necessarily met without site plan agreement. If an application involves complex shoreline work or tree removal a site plan agreement could be required as a condition of a minor variance, or as a requirement to remove a holding symbol. *Shoreline cottage replacements that can be approved by minor variance through the Committee of Adjustment reduces approvals (official plan and zoning by-law amendments) at the front end making site plan approval less onerous as a condition of minor variance.*

From the start of this project, Triton received considerable feedback from all sites involved in the Stoney Lake Market issue. Triton has not conducted a detailed evaluation of all the issues that left the project incomplete and financially in doubt. Interpretation of the non-complying non-conforming sections of the zoning by-laws and the restriction on site plan control may facilitate development, so long as Building Code requirements for Part 3 building permits are met.

## 9.2. Council Staff Relationships

The function of the building and planning service relies on a healthy relationship between staff and Council. Questionnaires and interviews identified strain and frustration from the Council, staff, and the public around this relationship. Council's decision to fund this study was an excellent step toward a better building and planning service and a strong relationship with Council staff.

Council often receives public complaints in the absence of complete information about the circumstances of individual files. Staff should not be in a position to supply that information directly to members of Council. *Triton believes the Chief Administrative Officer (CAO) structure will facilitate the resolution of public complaints, with much of the information available in this report.*

The Council's relationship with the Chief Building Official under the Building Code Act is unique. The CBO's authority under the Act is beyond the "control" of the Council, which is why the Act compels a separate [Code of Conduct for Building Officials](#). The CBO's experience and approach to his responsibilities under the Building Code Act will continue to improve, aided by some of the communication issues recommended in the Service Review. The Code of Conduct for Building Officials should not exempt building services staff from policies in the Township's customer service standard. The CBO must legally meet customer service obligations under the Building Code Act, but ensuring communication occurs according to the staff customer service standard is also important.

Public scrutiny and Council frustration with the building service has been unusually high in the Township, some of which was inherited from previous staff actions. Triton believes this has led to some entrenchment

and control over the flow of information from staff to Council. Recommendations seek to substantially remove Council from the CBO's mandated role under the Building Code Act, but mandate improved communication upwards with key information supplied to Council to fulfill its role as elected officers. [Council Staff Relations Policy C7](#) should be reviewed in light of the Council's relationship with the CBO.

In managing the Building and Planning Service, the CBO provides guidance and support to the Planner, including interpretations the zoning by-law. Staff can also draw upon the experience of contracted consultant planning support that also provide a mentor role. The skill of interpreting zoning regulations is different from interpreting the Building Code and is as much an art as a science. Zoning can be applied in a prohibitive way to restrict development, resulting in Planning Act applications that increase the cost of development and create demand on Township and agency staffing. Care is required to ensure zoning interpretation is collaborative, consistent and communicative. The CBO's authority related to interpreting zoning is not the same as the Building Code.

Feedback to Triton on the planning service, including interpretations of the zoning by-law, processing pre-consultations, technical study requirements, and other elements, sometimes has a prescriptive approach similar to the CBO's actions under the Building Code Act. The planning service is subject to political input and decision-making, and staff within the Department must provide information and make recommendations to support Council decision-making. Once the Council decides on a planning application, whether or not this meets staff's recommendation, staff are compelled to implement that direction by Council. This traditional relationship between the technical planning review and political decision-making requires both staff and Council to remain clear on their roles.

Fire prevention practices under the Fire Prevention and Protection Act are administered in the Township by the Fire Chief, with support from the CBO and Planner. Triton believes this service is functioning well based on stakeholder interviews. Triton has not completed a review of the fire separation issues at the Stoney Lake Market, which is only one of the unresolved areas that have stalled this project. The Market is discussed in the economic development analysis in the communication section of this report.

Despite their authority under the Building Code Act, the CBO cannot act independent of the direction of the CAO and Council as a Department Head and representative of the Township. Council's relationship with the CBO, as Department Head, is subject to greater scrutiny and oversight. Any Council concerns on the function of the Building and Planning Department should be directed through the CAO first. As Manager of the Department, the CBO is fully accountable to Council. *Care is required to differentiate this role and run the Department, recognizing the value of the Council's oversight role on non-Building Code matters.*

### 9.3. Customer Service

What is clear in questionnaires, interviews and email feedback is that improved customer service would benefit Building and Planning Department relations with the public. Triton believes that staff in the Department work hard to provide high-quality service to residents and developers. Triton notes public concern and Council frustration with the service are high in Douro-Dummer in part due in part to actions by

past staff, excessive social media monitoring to influence change, perceptions of the Market at Stoney Lake, the septic re-inspection program, actions to rectify uncleared permits, and other service issues.

This has led to the entrenchment of staff and Council in much of the public feedback, in an effort to continue the municipality's business, and to numerous Freedom of Information Requests to the Township. *Triton supports enhancing customer service and providing the public with comprehensive information about all activities within the Department.* Transparency on the front end regarding all services in the Department will require additional work. Still, it will reduce the energy staff dedicate to back-end FOI requests and reactive evaluations for Council.

Policies/procedures to govern staff customer service include [Customer Service Standards and Customer Conduct Policy A30](#), [Customer Service Standard Procedure](#), and [Customer Service Standards Procedure A31-A](#). These policies are related and, to some degree, overlap [Building Department – Customer Service Policy P9](#), [Complaint Handling Policy A23](#), [Routine Disclosure Policy A31](#), [Public Conduct Policy A32](#), and [Code of Conduct Staff](#). Building Officials are also subject to a mandated Code of Conduct under the Building Code Act, which is summarized in Section 4.1 of this report.

*Triton recommends a complete review of customer service and complaint policies and consolidation into a single customer service standard, with the following general principles reinforced:*

- Staff achieve compliance with mandated time frames under the Building Code Act, Planning Act and other legislation.
- If circumstances arise impacting compliance, staff will immediately communicate with applicants by email and one other method (in-person or phone call) as to why timelines may not be met and set an alternate schedule to achieve the earliest possible time frame
- Emails will be answered within two business days. If a response takes longer, staff will provide a return email to clients within two days, setting a mutually acceptable schedule for full response.
- Building inspections that are cancelled or rescheduled will be done through the Cloud Permit system by email, and one other method (phone call or text).
- Translating hand-written notes to Cloud Permit in the office after inspections will be replaced with single-entry notetaking through the Cloud Permit APP using corporate electronic devices (smartphone or tablet).
- Electronic inspection notes will be discussed with contractors and landowners on-site. Any augmentations or additions in the office post-inspection will be communicated to the permit holder by staff via email.

The Township already eliminated the practice of inspections on Fridays, although the public was skeptical of this improvement during the feedback process. This service improvement should no longer be a source of public concern. When looking at the distribution of building permits and even taxation in the Township, *one additional service improvement the CAO and CBO could consider is to extend inspection services to Saturday mornings in June, July, and August, if there is demand.* This would accommodate seasonal

residents who continue to invest in substantial construction projects that generate significant fees for building services and considerable tax assessment revenues for the Township, County, and Education. Officials who conduct inspections on Saturday mornings in the summer could receive alternate time off when building inspections are not in such high demand.

The availability of inspection staff is restricted by individual employee contracts. The CAO should work toward standardizing employment contracts to secure a consistent and responsive service to the public.

. Douro-Dummer is the only municipality to charge permit fees based on cost of construction. This should be changed in the future when fees are reconciled and reviewed in detail. Residential fees appear quite high and commercial fees are more comparable. Agricultural buildings and septic inspection fees seem to be lower than comparators. *Triton suggests the Township not change its building permit fees until rate studies in four area municipalities are completed, and at that time collect fees based on building size rather than cost of construction.*

Council and the public have expressed a desire to meet with building officials and the planner in person during office hours. *Triton suggests setting aside dedicated office hours each week to help applicants file building permits in Cloud Permit with staff assistance.* Providing this assistance up front will improve the quality of input into Cloud Permit, reduce back-and-forth to achieve complete applications, and reduce client frustration with the system. Cloud Permit and emails provide an important record of each application that clients and staff can monitor, increasing transparency.

While the lower building department entrance door is not barrier free, people requiring wheelchair access would use the main-level entrance. Triton is suggesting that the lower building and planning office door be kept open and used at least two or three days per week. *Triton recommends that during dedicated building and planning office hours, the lower entrance door be open to receive the public without having to flow through the main office.* As an alternative depending on staff allocation, there is space in the main floor office reception for a building and planning work station. The CAO and Deputy CAO through Council may find customer service can be enhanced by offering public reception for the Department at that location.

Property Standards and By-law enforcement activities are covered to some degree under the Township's [Complaint Handling Policy](#). This policy does not provide Council direction to staff on expectations for enforcing Township by-laws. Triton understands the CBO primarily does by-law enforcement, although the Public Works Manager also handles garbage complaints and illegal dumping. Enforcement is demanding and time consuming require high level customer service interactions, precise documentation and patient negotiations to resolve matters without litigation. Enforcements that end up in court are costly, require legal advice and have no guarantee of success.

The Province has undertaken changes to zoning enforcement activities that could make enforcement less costly through Administrative Monetary Penalties (AMP) now under consideration. AMPs would be similar to short form wording offences for which a ticket can be issued. By-law enforcement on a complaint basis should be supported a refined policy adopted by Council, with procedures for receiving complaints, tracking

them, securing site visits, documenting activities, and following up. *Triton recommends that the By-law Enforcement Policy be created, clarified, and approved by Council to clarify expectations for enforcement.*

Feedback on the service review suggested an inconsistency in approach and frequency of by-law enforcement initiatives. This included reports of building staff attending a site without a known written complaint or written complaints not being closed off. By-law enforcement takes time and requires negotiation and documentation to resolve most complaints without laying charges. *In addition to refining the enforcement policy, the use of short-form wording is being considered to enforce certain bylaws. Staff should investigate membership in [Municipal Law Enforcement of Ontario \(MLEO\)](#) to gain insight into enforcement activities.*

## 9.4. Communications

The [Township's Website](#) is the primary source of public communication, which includes access to emailed update from a [Newsletter](#) generated from 30 categories. The Township also has posts on Facebook and Instagram. Primarily through the Deputy CAO/Clerk, Township staff work hard to update the website and ensure it provides accurate information. Triton did not investigate “backstage” staff roles required to support the newsletter or social media. The questionnaires note that information was being obtained from the website and social media, but anecdotally, significant information seems to move throughout the municipality by word of mouth.

There is a lack of current information on building and planning activities such as active Planning Act applications. Many municipal websites track year to date applications allowing public access to technical reports, public and agency comments, notices, site plans, and other basic information about proposals. The Township website continues to improve. Triton believes that one staff member in the building and planning service should be trained to post Department information to the website in the following areas:

- List current planning applications with activated links so that the public, application, plans and drawings, technical reports, minutes, and decisions are all accessible.
- Annual and historic building permit information based on the categories outlined in Section 6.4 of this report .
- Annual and historic planning application information as outlined in Section 6.5 of this report.
- Service indicator reports and performance measures for the Department as per Section 11.2 of this report
- Monthly building permit reports, including permit activity and related building statistics, available to the public, and presented to Council in the consent agenda.

*Triton believes that more up-front information about the building and planning service on the website, through the newsletter process, and on social media would help build trust and transparency.*

The Township's economic development service will evolve as the [Peterborough County Economic Development Initiative \(GROW\)](#) rolls out. The Township website focuses on outlining special event activities

and community grant programs that are supported by existing staff. The Township could consider new communication standards to improve the building and planning service as part of an economic development initiative, along with an early-stage business retention and expansion program. (BRE).

*The BRE program could include visits to existing businesses in the Township, a quarterly breakfast with the Mayor and CAO held at the Douro, Warsaw community centre, or the Town hall, and a Council-directed initiative to resurrect discussions around the Market at Stoney Lake with a view to private entities sustaining this service for the benefit of the lakefront community.*

Triton believes that increased front-end communication through the website, newsletter, and social media about ongoing planning and building activities will benefit the public, stakeholders, Council, and staff.

*Triton recommends that the CAO and Clerk/Deputy CAO assess staff deployment to support communications in the following areas:*

- *Website, newsletter, and social media, including enhanced building and planning information*
- *Early stage BRE program, including business visits and breakfast with the Mayor*
- *Improved property standards and by-law enforcement tracking*
- *Enhanced in-person office hours for the building and planning department*

The CAO and Clerk/Deputy CAO would advise Council whether current staff levels can support increased communication needs. *One new position, shared between general administration and building and planning, may be warranted to support enhanced customer service and communication initiatives suggested in the report and to meet mandated obligations arising from the Province's current legislative changes to the planning service.*

Section 11.2 of this report contains a framework for service indicator reports for the building, planning, by-law enforcement, and economic development services for the Township. These summary reports provide basic information on the number of full-time equivalent staff, strategic context of the service, current and past budgets, potential new service initiatives (and associated cost), budget to actual concerns, and long-term considerations for the service. This provides a snapshot of key indicators for the service so Council, staff and the public can monitor progress. It includes performance indicators to give an indication of the level of activity in the service compared to previous years.

These reports will communicate the many positive accomplishments within each service area, the anticipated cost of new initiatives, cost savings that might be realized, and budget to actual issues. The service indicator reports would be completed and presented with the operating budget for the Department. While the reports are ideal as up-front public communication tools to remove any barriers to information about the Department, the Township could consider service indicator reports as a means of communication with ratepayers on

## 10.0 Conclusion and Recommendations

Current Township of Douro-Dummer Service Review recommendations are summarized below in four areas: Technical Compliance, Council Staff Relationships, Customer Service, and Communications.

### Technical Compliance

1. *That a consistent consultative program to close outstanding building permit files be adopted and implemented over time, beginning with a report to Council explaining how the work will proceed.*
2. *That Building and Planning staff comply with customer service policy and [Customer Service Standard Procedure](#), and that where permit delay is expected, applicants are updated by email with a clear, reasonable deadline be set for permit issuance.*
3. *Updates with the Cloud Permit software be considered to help meet customer service standards and ensure communication and linkage with Financial Software (Great Plains or replacement)*
4. *Cloud Permit training for staff be provided to address functionality concerns identified by, such as linking web-based permit applications into Cloud, links to Township financial software, and the use/benefit of the system for by-law enforcement and planning applications.*
5. *Along with Cloud Permit training, the Township provides corporate cell phones or other device to the CBO, Inspectors, Planner, and any other field staff to facilitate real time note-taking and inspection documentation on-site to reduce duplicate notetaking and enhance customer service.*
6. *That Building Inspectors conduct zoning analysis during building permit plan review for with CBO, having final approval of all permits before issuance, and that the planner only be consulted on zoning matters during the permit process if inspection staff have questions.*
7. *The pre-consultation process must be streamlined eliminating agency consultation by staff, reducing or eliminating multi-party pre-consultation meetings, scoping the staff pre-consultation report to less detailed point form issue/policy identification, suggestions on required technical studies, and that pre-consultations be received and reviewed as requested rather than on a once a month schedule. This means the staff technical response will be “qualified” to place the onus of providing a complete submission rests with the applicant and its consultants including the responsibility to engage with agencies on their own time.*
8. *That the scope of peer reviews be limited by the Township’s consultant to identify only major issues of concern, verifying the qualifications of the submitting firm, and that any future legislative direction by the Province on peer reviews be implemented.*
9. *Staff should assess whether there is room to interpret section 3.28 of the Zoning By-law more broadly to decrease administration and technical studies supporting applications, particularly those involving replacing old cottages with new, more compliant dwellings already permitted in the zone.*
10. *Shoreline cottage replacements that can be approved by minor variance through the Committee of Adjustment where appropriate with conditions used to ensure storm water management, shoreline preservation and tree-planting and replacement occurs.*
11. *That Council re-consider its decision to add Section 5.6 to its site plan control area by-law that applies site plan approval to lands within 120 metres of wetlands, lakes, rivers and streams and*

*that site plan control only be required as a condition of minor variance or in a holding provision if a Conservation Authority permit or Trent Severance Historic site land use permit does not adequately address environmental concerns.*

- 12. That Council support ongoing training and maintenance of building and planning staff qualifications under applicable legislation.*

## **Council Staff Relations**

- 1. That Council continue to use the Chief Administrative Officer (CAO) structure to facilitate resolution of public complaints regarding the building and planning service.*
- 2. Policy P4 Code of Conduct for Building Officials will be reviewed in detail, approved by Council and re-posted on the website.*
- 3. Council Staff Relations Policy C7 be reviewed regarding the Council relationship with the CBO and Building Inspectors, and that it differentiates between the CBO's role under the Building Code Act and that of a Department Head, which benefits from Council's oversight role.*

## **Customer Service**

- 1. That customer service be enhanced by over-supplying information to the public about activities within the Department including publishing annual building statistics based on specific categories (Residential, Agricultural, Commercial, Industrial, etc.), active planning applications, and other information demonstrating on-going work in the Department, and that a broader presentation be provided quarterly to Council on construction activity, planning initiatives and other matters.*
- 2. A complete review of customer service and complaint policies should be conducted and consolidated into a single customer service standard with the general principles outlined in Section 8.3 of the Building Service Review.*
- 3. The CAO and CBO investigate reconciling staff contracts within the Department including the possibility of extending inspection services to Saturday mornings in June, July and August if there is demand, where officials who work these days receive compensatory time off.*
- 4. Triton suggests the Township reconsider its building permit fees when rate studies in four area municipalities are completed, and at that time consider collecting fees based on floor area of structures instead of construction cost.*
- 5. Dedicated office hours should be set aside each week to help applicants file building permits in the Cloud Permit with the help of staff, or to answer questions related to building permit process.*
- 6. During dedicated building and planning office hours, the lower entrance door is open to receive the public without having to flow through the main office, or work space in the main reception area be set aside for one building and planning staff to receive inquiries.*
- 7. That building and planning staff develop standard site and building plan details to help applicants with developing proper submission for building permits or Planning Act applications.*
- 8. The By-law Enforcement Policy must be reconsidered, clarified and approved by Council to make clear expectations on how enforcement occurs; this may require updating the strategic plan to encourage property maintenance, consistent enforcement and building restoration.*

9. That the policy on enforcement clarify if short form wording could be used to enforce some by-laws, the provincial initiative on Administrative Money Penalties (AMPs) apply to zoning infraction, and staff investigate membership in [Municipal Law Enforcement of Ontario \(MLEO\)](#).

## Communications

1. That Service Indicator Reports for building, planning, by-law enforcement, and economic development in Section 11.2 of the report be populated with budget information, annual initiatives and performance measures to summarize activities within the Department, that the reports be presented annually during operating budget discussions, and that similar reports be considered for other Township services.
2. That information on the building and planning service be enhanced on the website, newsletter, and in social media to help build trust and transparency.
3. The Township establish a new communication standard as an economic development initiative, including an early-stage business retention and expansion program. (BRE) and Mayor's Breakfast.
4. That the CAO and Clerk/Deputy CAO assess staff deployment to support communications in the following areas:
  - a. Website, newsletter, and social media, including enhanced building and planning information
  - b. Early stage BRE program, including business visits and breakfast with the Mayor
  - c. Improved property standards and by-law enforcement tracking
  - d. Enhanced in-person building and planning office hours and summer Saturday inspections

## 11.0 Appendix

### 11.1. Fees and Charges

DRAFT

Municipality	Douro Dummer		City of Peterborough	Asphodel-Norwood	Cavan-Monaghan	Havelock Belmont & Methuen
Economic Development Staff (yes/no)	no		yes	no	yes	yes
By-law	<a href="#">2024-71</a>	<a href="#">2024-31</a>	<a href="#">Fee Web Link</a>	<a href="#">2025-55</a>	<a href="#">2024-68</a>	<a href="#">2023-017</a>
Dwelling	\$14.50/\$1000 cost		\$125 & \$28.27m2/gfa		\$13.45/m2	\$15.07/m2
Cottage	\$14.50/\$1000 cost				\$13.45/m2	\$4.09/m2
Commercial	\$14.50/\$1000 cost		\$125 & \$20.18m2/gfa	\$75 & \$10/\$1000 cost		\$16.15/m2
Industrial	\$14.50/\$1000 cost			\$75 & \$10/\$1000 cost		\$16.15/m2
Agricultural	\$14.50/\$1000 cost			\$75 & \$10/\$1000 cost		\$15.07/m2
Boathouse	\$14.50/\$1000 cost			\$75 & \$10/\$1000 cost	\$5.92/m2	\$7.75/m2
Garage	\$14.50/\$1000 cost			\$75 & \$10/\$1000 cost	\$5.92/m2	\$7.75/m2
Shed	\$14.50/\$1000 cost			\$75 & \$10/\$1000 cost	\$5.92/m2	\$7.75/m2
Deck	\$14.50/\$1000 cost			\$75 & \$10/\$1000 cost	\$8.07/m2	\$16.15/m2
Residential Add.	\$14.50/\$1000 cost			\$75 & \$10/\$1000 cost		\$15.07/m2
Residential Reno	\$14.50/\$1000 cost		\$62.50 & \$32.63/\$1000 cost	\$75 & \$10/\$1000 cost	\$15/\$1000 cost	\$4.09/m2
ICI Addition	\$14.50/\$1000 cost		\$125 & \$1000/cost			\$16.15/m2
ICI Renovation	\$14.50/\$1000 cost		\$125 & \$28.40/\$1000 cost			\$4.09/m2
Pool	\$ 225		\$ 262	\$ 175	\$ 150	\$ 500
Burning Appliance, Chimney	\$ 225			\$ 175	\$ 150	
Moving, Relocating Building	\$ 225				\$15/\$1000 cost	
Construction Trailer & 4.5m2 Deck	\$ 225					
Demolition 1 Building	\$ 225		\$282 to 600m2 or 3 sty	\$ 125	\$ 250	\$ 125
Demolition Over 1 Building	\$200/building		\$530 over 600m2 or 3 sty			\$ 125
Change of Use no construction	\$ 500		\$ 245	\$125 & \$10/\$1000 cost		\$ 150
Permit Transfer (Change Owner)	\$ 225		\$ 242		\$ 100	\$ 100
Plumbing Residential <10 fixtures	\$ 225		\$62.50 & \$140 <10 fixtures	\$75 & \$8/fixture		
Plumbing Residential >10 fixtures	\$ 400		\$62.50 & \$260 >10 fixtures	\$75 & \$8/fixture		
Plumbing Commercial	\$ 575		same as residential	\$75 & \$8/fixture		
Minimum Fee	\$ 225					
Minimum Deck Fee	\$ 120					
Tent	\$ -				\$ 100	
Construction w/out Permit	two times fee		\$242/permit		two times fee	
Order to Comply	\$ 225			\$250		
Stop Work Order	\$ 450			\$250		

Municipality	Douro Dummer	City of Peterborough	Asphodel-Norwood	Cavan-Monaghan	Havelock Belmont & Methuen
Order not to Cover	\$ 225			\$250	
Order to Uncover	\$ 450			\$250	
Unsafe Building Order	\$ 675				
Order Re Test & Samples	\$ 450				
CBO Determined Minor	\$ 60				
Permit Renewal (conditions)	\$ 200		\$ 250		\$ 150
Additional Inspections (as required)	\$ 225	\$ 465		\$50, \$150 after 1sr	\$ 150
Additional Review Re-issuance	\$ 225				
Class 2 Sewage Greywater System	\$ 375	\$ 500	\$ 500		
Class 3 Sewage Cesspool	\$ 375	\$ 500	\$ 500	\$ 500	\$ 500
Class 4 System 4500 litres/day or less	\$ 750	\$ 750	\$ 1,000	\$ 1,000	\$ 1,000
Class 4 System over 4500 litres/day	\$ 1,050	\$ 1,200	\$ 1,450	\$ 1,450	\$ 1,450
Class 4 Tank Replacement	\$ 375	\$ 400	\$ 400	\$ 400	\$ 400
Class 4 Bed Replacement or repair	\$ 375	\$ 400	\$ 500	\$ 500	\$ 500
Class 5 Sewage System Holding Tank	\$ 750	\$ 750	\$ 1,000	\$ 1,000	\$ 1,000
System Reinspect, Repair or Review	\$ 250	\$ 325	\$ 400	\$ 400	\$ 375
Building Review Variance or Zoning	\$ 175	\$ 250	\$ 250		\$ 240
Building Review Severance/Subdivision	\$200/lot	\$300 first lot & \$150/lot	\$300 first lot & \$150/lot		\$300 first lot & \$150/lot
Re-inspection Source Water Type 1	\$ 75				
Re-inspection Source Water Type 2	\$ 300				
Discretionary Re-inspection Type 1	\$ 150				
Discretionary Re-inspection Type 2	\$ 300				
Zone Schedule (?)					
Other					
Conditional					
Occupancy			\$ 100		\$ 150
Solar Panel		\$ 275		\$15/\$1000 cost	
Telecommunications Tower			\$ 250		
Cloud Permit Admin Fee					\$ 100
Shipping Container					



Municipality	Otonabee-South-Monaghan	North Kawartha	Trent Lakes	Selwyn
Economic Development Staff (yes/no)	no	yes	no	yes
By-law	<a href="#">2025-74</a>	<a href="#">2022-0005</a>	<a href="#">2021-003</a>	<a href="#">Fees and Charges Schedule</a>
Dwelling	\$17/m2	\$18.58/m2	\$16.58/m2 (\$2,464 min)	(\$20.16/m2 up to 300m2 total area-finished) (\$23.19/m2 over 300 m2 total area - finished)
Cottage	\$17/m2	\$18.58/m2 & \$11.61/m2		
Commercial	\$17/m2	\$11.15,\$14.40,\$16.23/m2		(Minor \$4,262.68, Major \$6,656.02)
Industrial	\$17/m2	\$8.83/m2 & \$13.94/m2		(Shell \$10.20/m2)(Finished \$12.04/m2)(Interior alterations \$7.83m2)
Agricultural	\$21.15/\$1000 cost	\$4.18/m2		(Farm Building \$7.40/m2) (Silo.Manure Tank or Pit, etc. \$550.33 Fee per unit)
Boathouse	\$15.61/m2			
Garage	\$15.61/m2	\$6.97/m2		\$10.20/m2 (Stand Alone Permit) (Attached as a new dwelling permit \$550.33 per unit)
Shed	\$15.61/m2	\$5.11/m2		\$10.20/m2 (Stand Alone Permit) (As part of a new dwelling permit \$330.20 per unit)
Deck	\$15.61/m2	\$2.79/m2 & \$4.65/m2	(Uncovered - \$0.42ft2 minimum \$581.00)	\$10.20/m2 (Stand Alone Permit) (As part of a new dwelling permit \$330.20 per unit)
Residential Add.	\$17/m2		\$16.58/m2 (\$847 min)	
Residential Reno	\$21.15/\$1000 cost			
ICI Addition	\$21.15/\$1000 cost			
ICI Renovation	\$21.15/\$1000 cost	\$5.11/m2		
Pool	\$108.20 to \$205.50			(\$259.59 above ground pool enclosure) (\$415.34 Inground pool enclosure)
Burning Appliance, Chimney		324.5		\$330.20
Moving, Relocating Building				
Construction Trailer & 4.5m2 Deck	\$17/m2			\$800.00
Demolition 1 Building	\$	260	\$2.05/m2 & \$164.47	\$330.20
Demolition Over 1 Building	\$	260	\$	164.47
Change of Use no construction	\$21.15/\$1000 cost			\$750.00
Permit Transfer (Change Owner)	\$	270		\$227.62
Plumbing Residential <10 fixtures	\$189.30 & \$20.55/fixture	\$20.90/m2		\$233.64
Plumbing Residential >10 fixtures	\$189.30 & \$20.55/fixture	\$20.90/m2		\$415.34
Plumbing Commercial	\$189.30 & \$20.55/fixture	\$20.90/m2		
Minimum Fee				\$330.20
Minimum Deck Fee				
Tent	\$5.38/m2		\$2.05/m2 & \$164.47	(\$250.00 Temporary Event Tent)

Municipality

Otonabee-South-Monaghan

North Kawartha

Trent Lakes

Selwyn

DRAFT



<b>Construction w/out Permit</b>	two times fee		two times fee	two times fee	
<b>Order to Comply</b>				\$	450
<b>Stop Work Order</b>				\$	675
<b>Order not to Cover</b>				\$	450
<b>Order to Uncover</b>				\$	675
<b>Unsafe Building Order</b>				\$	900
<b>Order Re Test &amp; Samples</b>				\$	-
<b>CBO Determined Minor</b>				\$	-
<b>Permit Renewal (conditions)</b>				\$	227.62
<b>Additional Inspections (as required)</b>				\$	165.10
<b>Additional Review Re-issuance</b>				\$	-
<b>Class 2 Sewage Greywater System</b>	\$ 500	\$ 340	\$ 500	\$	519.18
<b>Class 3 Sewage Cesspool</b>	\$ 500	\$ 340	\$ 500	\$	519.18
<b>Class 4 System 4500 litres/day or less</b>	\$ 1,000	\$ 680	\$ 1,000	\$	1,038.36
<b>Class 4 System over 4500 litres/day</b>	\$ 1,450	\$ 950	\$ 1,450	\$	1,505.62
<b>Class 4 Tank Replacement</b>	\$ 400	\$ 340	\$ 500	\$	519.19
<b>Class 4 Bed Replacement or repair</b>	\$ 500	\$ 340	\$ 500	\$	519.19
<b>Class 5 Sewage System Holding Tank</b>	\$ 1,000	\$ 680	\$ 1,000	\$	1,038.36
<b>System Reinspect, Repair or Review</b>	\$ 400	\$ 225	\$ 500	\$	415.34
<b>Building Review Variance or Zoning</b>		\$ 225	\$ 200	(MVA/Co \$2,312.57 - Amend Application \$648.34)	
<b>Building Review Severance/Subdivision</b>	\$300 first lot & \$150/lot	\$225 first lot & \$125/lot	\$300 first lot & \$150/lot	(Severance Review/Consent Applications \$382.88)	
<b>Re-inspection Source Water Type 1</b>	\$ 75			\$	-
<b>Re-inspection Source Water Type 2</b>	\$ 150			\$	-
<b>Discretionary Re-inspection Type 1</b>	\$ 75			\$	-
<b>Discretionary Re-inspection Type 2</b>	\$ 150			\$	-
<b>Zone Schedule (?)</b>				\$	-
<b>Other</b>				\$	-
<b>Conditional</b>				\$	-
<b>Occupancy</b>	\$ 260			\$	225.00
<b>Solar Panel</b>	\$540.80 to \$811.20			\$	550.33
<b>Telecommunications Tower</b>				\$	1,817.12
<b>Cloud Permit Admin Fee</b>				\$	80.00
<b>Shipping Container</b>	\$270 to \$21.15/\$1000				

## 11.2. Service Indicator Reports

### a) Building Summary Sheet



**Department:** Building and Planning

**Budget Code:** 1090

**FTE:** 3.5

**Staff:** Chief Building Official, Building Inspectors (2), Building and Planning Administrator

**Strategic Position:**

**Core Values:** Fiscal Responsibility, Environment, Transparency, Service Excellence

**Strategic Pillars:**

Service Modernization #1. Continue to modernize, improve services, processes, and outcomes

#2. Website updates for a cleaner interface and easier access to information. Business Attraction, Expansion, Retention

#4 Incentives to grow business and ensure opportunities to flourish

#### Responsibilities:

- Reports and recommendations to Council on land use planning matters, zoning bylaw amendments and changes to Provincial Planning Policy
- Reports and recommendations to the Committee of Adjustment for applications under Sections 44 and 45 of the Planning Act
- Facilitate Township comments to the County on Official Plan Amendments, Plans of Subdivision (Condominium), and Land Division
- Implement and interpret the Zoning By-law for the public, agencies, and building staff
- Pre-consult on all land use planning matters, assist the public in negotiating the planning process

Operating Summary						
2026 Budget Expense (Actual \$__, __ to June 2026)						\$567,871
Past & Projected Expense						
2022	2023	2024	2025	2026		
\$ 433,544	\$ 676,321	\$ 542,932	\$ 583,777	\$ 567,871		
2027 Initiatives						
1. Cloud Permit Training						
2. Three days of office hours						
3. Reconcile and Reduce Various Expenses						
Possible 2027 Budget						\$575,000

### Budget to Actual Issues

Building Permit fees must cover the cost of the building service. In the last five years, only once has the service not covered or exceeded the cost of service operations. Fees projections should be stable or marginally decreased based on activities in the Department. Fees were compared with other lower tiers and may be reviewed in 2027; no major anomalies were noted. Three lower tiers in the County are also reviewing fees.

### Issues for 2026 and Beyond

The Township Building and Planning Service Delivery Review recommends service improvements in areas of Technical Compliance, Council Staff Relationships, Customer Service and Communications.

The building services operating budget is challenging to forecast, as permit levels depend heavily on economic conditions, changes in agricultural sector policies and prices, and seasonal residents' investment in cottage replacements.

Building services must continue to resolve outstanding building permits from previous years to reduce the Township's long-term exposure further. The CAO and CBO should obtain Council direction on a collaborative consultative process to conclude this work. Staffing levels need to be monitored based on trends in permit numbers and the impact of implementing recommendations from the service review.

Permit Type /Year	2021	2022	2023	2024	2025	2025 (June)
<b>Agriculture</b>		8	7	4	8	
<b>Single Detached</b>		27	30	13	19	
<b>Semi-detached or Multiple</b>		1	0	0	0	
<b>Additional Res. Unit</b>		3	2	1	2	
<b>Residential Alteration or Addition</b>		26	27	19	22	
<b>Commercial</b>		2	2	2	2	
<b>Demolition</b>		12	15	11	11	
<b>Institutional</b>		4	1	3	2	
<b>Sewage System</b>		50	65	38	46	
<b>Pools</b>		6	2	7	3	
<b>Change of use</b>		2	1	1	2	
<b>Accessory Structures</b>		36	39	32	27	
<b>Signs</b>		2	2	1	2	
<b>Miscellaneous</b>		17	13	17	25	
<b>Total</b>		196	206	149	171	

<b>Performance Indicators</b>	<b>2025</b>	<b>2026</b>	<b>projected 2027</b>
Permit Applications/year	171		200
Septic Re-inspection Program Level			

Value of Construction	\$20,681,504	\$	\$20,000,000
Number of Dwelling Units (include ARU)	21		18
Actual Reserve Contribution (-removal)	-\$3,934	\$56,340	\$40,000

---

**CAO/Clerk and Department Head (CBO) Recommendation**

That service review recommendations for building services in the Township Building and Planning Service Delivery Review be implemented as outlined.

DRAFT

b) Planning Summary Sheet



**Department:** Building and Planning

**Budget Code:** 1090

**FTE:** 1.5

**Staff:** Planner, Building and Planning Administrator

**Strategic Position:**

**Core Values:** Fiscal Responsibility, Environment, Transparency, Service Excellence

**Strategic Pillars:**

Service Modernization #1. continue to modernize, improve services, processes, and outcomes. Business Attraction, Expansion, Retention #3. Prepare for new Comprehensive Zoning By-law with industrial, commercial zoned land  
 #4 Incentives to grow business and ensure opportunities to flourish

**Responsibilities:**

- Reports and recommendations to Council on land use planning matters, zoning bylaw amendments and changes to Provincial Planning Policy
- Reports and recommendations to the Committee of Adjustment for applications under Sections 44 and 45 of the Planning Act
- Facilitate Township comments to the County on Official Plan Amendments, Plans of Subdivision (Condominium), and Land Division
- Implement and interpret the Zoning By-law for the public, agencies, and building staff
- Pre-consult on all land use planning matters, assist the public in negotiating the planning process

Operating Summary					
2026 Budget (Actual \$___ to June 2026)					\$210,517
Past & Projected					
2022	2023	2024	2025	2026	
\$ 226,300	\$ 166,697	\$ 198,278	\$ 199,547	\$ 210,517	
2027 Initiatives					
1. Reconcile pre-consultation reports					
2. Reduce building permit plan review					
3. Staff certification support					
Possible 2027 Budget					\$220,000

**Budget to Actual Issues**

Planning services are likely to meet or exceed their revenue projections due to the number of applications and pre-consultations. Staff resources have been strained by numerous changes to the Provincial Planning Policy in 2024 and to the Planning Act, as published in the Environmental Registry.

**Issues for 2026 and Beyond**

The Building Department’s operating budget is always a challenge to forecast. Its budget relies heavily on the economic conditions and changes in agricultural sector policies and prices. With two new subdivisions underway in Palmerston, staff expect residential construction to remain strong. Industrial developments will include Shrimp Canada and Krosinski Enterprises’ Medical Cannabis Processing Facilities. At the end of 2017, almost all of the Source Water Protection funding had been spent, but the responsibility remains with this Department. Minto has been a leader in Wellington County in this area with its combined Building.

Application /Year	2021	2022	2023	2024	2025	2026 (June)
Minor Variance	7	2	6	4	4	4
Rezoning	17	5	8	15	8	6
Pre-consultations						
Official Plan Amendments	1	2	0	1	4	0
Subdivision (Condo)	1	0	1	0	0	0
Land Division (Consent)	21	35	17	32	23	5
Site Plan	1	3	0	1	3	2
Total						

Performance Indicators	2025	2026	projected 2027
Number of Applications/year	42	35	30
Number of Pre-Consultations/year			
Provincial Policy/Legislative Changes/year	3	8	1

**CAO and Department Head (CBO) Recommendation**

That service review recommendations for planning services in the Township Building and Planning Service Delivery Review be implemented as outlined.



**c) By-law Enforcement Summary Sheet**

**Department:** Building and Planning

**Budget Code:** 1090

**FTE:** 0

**Staff:** Chief Building Official

**Strategic Position:**

**Core Values:** Fiscal Responsibility, Environment, Transparency, Service Excellence

**Strategic Pillars:**

Service Modernization #1. Continue to modernize, improve services, processes, and outcomes

#2. Website updates for a cleaner interface and easier access to information. Business Attraction, Expansion, Retention

#4 Incentives to grow business and ensure opportunities to flourish

**Responsibilities:**

- Implement Council Policy on By-law enforcement matters, including receiving, documenting, inspecting, and resolving by-law infractions
- Supporting Public Works in enforcing the Collection and Disposal of Waste By-law
- Enforce the Property Standards By-law according to Township policy on By-law enforcement matters
- Work with legal counsel as needed to prosecute by-law infractions as a last resort if compliance cannot be achieved through other avenues
- Systematically review municipal by-laws with a view to identifying candidates for short-form wording to streamline enforcement.
- Conduct Livestock Evaluator Duties according to legislation
- Assist the public with by-law compliance and report biannually on enforcement activities

Operating Budget Summary						
2026 Budget (Actual \$_____ to Sept 2026)						\$0
Past & Projected						
2022	2023	2024	2025	2026		
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		
2027 Initiatives						
1. Allocation of Wages from Building Services						
2. By-law Enforcement Policy and short form wording						
3. Legal and consulting						0
Possible 2027 Budget						\$20,000

**Budget to Actual Issues**

By-law enforcement is currently carried out primarily by existing staff within building services, with support from general administration. Expenses are not allocated outside either of these budgets.

**Issues for 2026 and Beyond**

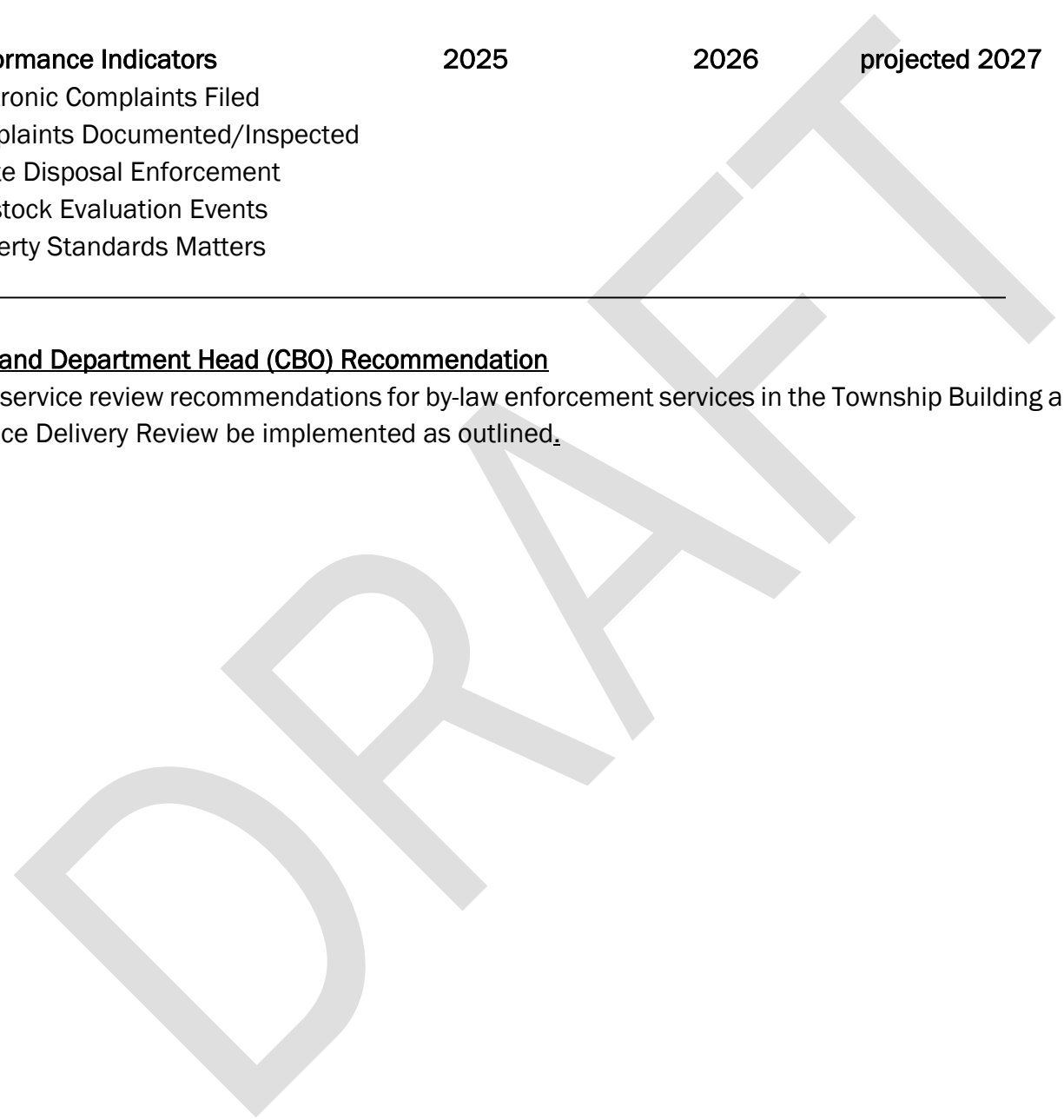
A new By-law Enforcement policy is required with Council direction. Bi-annual reporting is recommended.

<b>Performance Indicators</b>	<b>2025</b>	<b>2026</b>	<b>projected 2027</b>
Electronic Complaints Filed			
Complaints Documented/Inspected			
Waste Disposal Enforcement			
Livestock Evaluation Events			
Property Standards Matters			

---

**CAO and Department Head (CBO) Recommendation**

That service review recommendations for by-law enforcement services in the Township Building and Planning Service Delivery Review be implemented as outlined.



d) Economic Development Summary Sheet



**Department:** Administration

**Budget Code:** 1090

**FTE:** 0

**Staff:** Chief Administrative Officer, Clerk- Deputy CAO

**Strategic Position:**

**Core Values:** Fiscal Responsibility, Environment, Transparency, Service Excellence

**Strategic Pillars:**

Service Modernization #1. Continue to modernize, improve services, processes, and outcomes

#2. Website updates for a cleaner interface and easier access to information

#4 Provide online community engagement for residents to receive information

Business Attraction, Expansion, Retention

#1 Promote the Township by storytelling about who we are, what we do & brand

#4 Incentives to grow business and ensure opportunities to flourish

**Responsibilities:**

- Support annual community events, including Remembrance Day, Santa Claus Parade, Canada Day and others as applicable.
- Support quarterly Mayor’s Breakfast activities, including preparing presentations and coordinating attendance
- Maintain, support and enhance the Township website, including electronic newsletters
- Arrange for Business Retention and Expansion businesses to increase communication and liaison

Operating Budget Summary						
2026 Budget (Actual \$ _____ to Sept 2017)						\$0
Past & Projected						
2022	2023	2024	2025	2026		
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		
2027 Initiatives						
1. Mayor’s Breakfast and BRE						
2. Website Upgrades						
3. Transfer budget internally						
Proposed 2018 Budget						\$25,000

**Budget to Actual Issues**

Economic development services are completed within existing administrative budgets. Peterborough County announced its GROW program in late 2025. The Township’s collaboration with the County will be fully evaluated in 2027.

**Issues for 2027 and Beyond**

This service was previously recognized with a budget under previous administrations. It is recommended that the services be identified in 2027, with increased Council outreach through a Mayor’s Breakfast program held four times annually and Business Retention and Expansion visits to existing industrial and commercial users.

<b>Performance Indicators</b>	<b>2025</b>	<b>2026</b>	<b>Projected 2027</b>
Community Events/Year	42	35	30
Mayor’s Breakfasts/Year			
Business Retention Visits			
Peterborough County Meetings/Events			
Commercial Industrial Assessment			
Website Sessions			
Newsletter Subscribers			
Facebook Followers			
Instagram Followers			

**CAO and Clerk Deputy CAO Recommendation**

That service review recommendations for economic development services in the Township Building and Planning Service Delivery Review be implemented as outlined.

## 11.3. Questionnaire

### Township of Douro Dummer Building, Planning, Economic Development Questionnaire

1. How are you involved with the Township Building Department? (check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Taken out multiple permits          | <input type="checkbox"/> Read about it in the local paper or in social media |
| <input type="checkbox"/> Word of mouth                       | <input type="checkbox"/> Not involved at all                                 |
| <input type="checkbox"/> Know staff members personally       | <input type="checkbox"/> Work very closely with the Department               |
| <input type="checkbox"/> Filed one application for a project | <input type="checkbox"/> Had an enforcement problem                          |
| <input type="checkbox"/> Called or emailed Township office   | <input type="checkbox"/> Other _____   |
| <input type="checkbox"/> Required a Septic inspection        |  |

2. How familiar are you with the work of Building Department Officials (check one)

- |  |  |
|--|--|
| <input type="checkbox"/> Very familiar   | <input type="checkbox"/> Slightly familiar   |
| <input type="checkbox"/> Familiar        | <input type="checkbox"/> Not familiar at all |
| <input type="checkbox"/> Partly familiar | <input type="checkbox"/> Other _____         |

3. Overall, how satisfied are you with your experience with the Building Department? (check one)

- |   |  |
|---|--|
| <input type="checkbox"/> Very satisfied | <input type="checkbox"/> Dissatisfied      |
| <input type="checkbox"/> Satisfied      | <input type="checkbox"/> Very dissatisfied |
| <input type="checkbox"/> Neutral        | <input type="checkbox"/> Other _____       |

4. Please add any specific information about your direct experience with the Building Department.

5. How are you involved with the Township Planning Department? (check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Applied for rezoning, variance etc. | <input type="checkbox"/> Read the local paper or in social media |
| <input type="checkbox"/> Called or emailed Township office   | <input type="checkbox"/> Word of mouth                           |
| <input type="checkbox"/> Know staff members personally       | <input type="checkbox"/> Work very closely with the Department   |
| <input type="checkbox"/> Had a pre-consultation              | <input type="checkbox"/> Other _____                             |

6. How familiar are you with the work of staff in the Planning Department? (check one)

- |  |  |
|--|--|
| <input type="checkbox"/> Very familiar   | <input type="checkbox"/> Slightly familiar   |
| <input type="checkbox"/> Familiar        | <input type="checkbox"/> Not familiar at all |
| <input type="checkbox"/> Partly familiar | <input type="checkbox"/> Other _____         |

7. Overall, how satisfied are you with your experience with the Planning Department? (check one)

- |   |  |
|---|--|
| <input type="checkbox"/> Very satisfied | <input type="checkbox"/> Dissatisfied      |
| <input type="checkbox"/> Satisfied      | <input type="checkbox"/> Very dissatisfied |
| <input type="checkbox"/> Neutral        | <input type="checkbox"/> Other _____       |

8. Please add any specific information about your direct experience with the Planning Department.



9. What does community economic development mean to you? (check all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Attracting new business      | <input type="checkbox"/> Increasing tourism                     |
| <input type="checkbox"/> Building Affordable Housing  | <input type="checkbox"/> Encouraging investment in the Township |
| <input type="checkbox"/> Attending trade shows        | <input type="checkbox"/> Creating jobs                          |
| <input type="checkbox"/> Promoting the Township       | <input checked="" type="checkbox"/> Promoting the County        |
| <input type="checkbox"/> Supporting Agriculture       | <input type="checkbox"/> Reducing red tape or bureaucracy       |
| <input type="checkbox"/> Community Improvement Grants | <input type="checkbox"/> Other _____                            |

10. How much impact does fast building or planning approvals have on Township economic development? (check one)

- |                                       |   |
|---------------------------------------|---|
| <input type="checkbox"/> Major impact | <input type="checkbox"/> Minimal Impact   |
| <input type="checkbox"/> Some impact  | <input type="checkbox"/> No impact at all |
| <input type="checkbox"/> Neutral      | <input type="checkbox"/> Other _____      |

11. How familiar are you with Peterborough County's economic development efforts? (check one)

- |  |  |
|--|--|
| <input type="checkbox"/> Very familiar       | <input type="checkbox"/> Slightly familiar   |
| <input checked="" type="checkbox"/> Familiar | <input type="checkbox"/> Not familiar at all |
| <input type="checkbox"/> Partly familiar     | <input type="checkbox"/> Other _____         |

12. Are you satisfied with the Township's business support and tourism promotion? (check one)

- |   |  |
|---|--|
| <input type="checkbox"/> Very satisfied       | <input type="checkbox"/> Dissatisfied      |
| <input checked="" type="checkbox"/> Satisfied | <input type="checkbox"/> Very dissatisfied |
| <input type="checkbox"/> Neutral              | <input type="checkbox"/> Other _____       |

13. Please add any specific thoughts you have on Economic Development in other municipalities.

14. How should Building or Planning Services at the Township be provided in the future? (check one)

- |   |  |
|---|--|
| <input type="checkbox"/> Township municipal employees     | <input type="checkbox"/> Partnership between Township and County Staff   |
| <input type="checkbox"/> Contracted to private business   | <input type="checkbox"/> Partnership Township Staff and private business |
| <input type="checkbox"/> Peterborough County Staff        | <input type="checkbox"/> Artificial Intelligence                         |
| <input type="checkbox"/> Partnership with Other Townships | <input type="checkbox"/> Other _____                                     |

15. How should Economic Services at the Township be provided in the future? (check one)

- |   |  |
|---|--|
| <input type="checkbox"/> Township municipal employees     | <input type="checkbox"/> Partnership between Township and County Staff   |
| <input type="checkbox"/> Contracted to private business   | <input type="checkbox"/> Partnership Township Staff and private business |
| <input type="checkbox"/> Peterborough County Staff        | <input type="checkbox"/> Artificial Intelligence                         |
| <input type="checkbox"/> Partnership with Other Townships | <input checked="" type="checkbox"/> Other _____                          |

16. Please add any specific thoughts on the future Township Building, Planning & Economic Development Services you can foresee.



17. How involved should Township Council be in deciding on planning applications? (check one)

- Council should be the only approval authority with no delegation to staff
- Council should be the approval authority on major files with some staff delegation
- All planning approvals should be delegated to staff
- County Council should be the only approval authority with no delegation to staff
- County Council should be the approval authority on major files with some staff delegation
- Other \_\_\_\_\_

18. What sources do you use to find out about Township building, planning and economic development? (check all that apply)

- Township website
- County website
- Township social media
- Ratepayer or cottage association
- Word of mouth
- Local Newspaper or social media
- Attend or watch Council meetings
- Township newsletter
- Signage on a property
- Other \_\_\_\_\_

19. Would you like access to more information about Township building, planning and economic development activities? (check one)

- Very interested in more information
- Interested if easy to find
- I can find information I want
- Have enough information
- Uninterested
- Other \_\_\_\_\_

20. Regarding their qualifications, I believe Township building and planning staff... (check one to complete)

- are certified and well-trained.
- could use on-going training.
- need customer service training
- can't keep up with Provincial law changes
- are not properly trained or certified.
- should have to re-certify.
- Other \_\_\_\_\_

21. Please tell us how you received this survey (check one)

- Township or County staff
- Ratepayer or Cottage Association
- Local Business Owner/Employee
- Ratepayer
- Member of Council or Committee member
- Applicant for building or planning services
- Township contractor or consultant
- Other \_\_\_\_\_

22. Please tell us any qualifications you may have related to planning & building (check all that apply).

- CET
- BCIN
- University Degree
- Master Plumber
- Worked in Planning and Building Field
- OACETT
- MCIP RPP
- P Eng
- Septic Inspection Certificate
- Developer
- Contractor
- Other \_\_\_\_\_

23. Within the space below please concisely add any final thoughts.



## 11.4. Interview Framework

**Tell me about yourself:** To determine background in the construction, building or planning industry.

**How are you involved with Building Services Experience?**

**How are you involved with Planning Services? The exposure** interviewee had with the planning service.

**Building Code Act:** Determine awareness certification of building officials.

**Ontario Professional Planners Act:** Determine awareness of planner certifications, MCIP, RPP.

**Strengths of either service:** Advise on any strengths of the building or planning service.

**Weaknesses of the service:** Awareness of any weaknesses of the building or planning service.

**Ideas for improvement:** Identify specific ideas to improve the building or planning service.

**Serious threats:** Note any serious threats to the building or planning service.

**Economic Development** Thoughts on current or future ED services, or County initiatives.

**What do they have to add that was not covered in this interview? Any added information.**

## 11.5. Public Forum Notes: May 4, 2026

### Open Forum Notes

Douro Dummer Building and Planning Services Review

Township Municipal Office Council Chambers

Thursday, May 7, 2026, 6:00 pm to 8:00 pm

Bill White of Triton Engineering welcomed those attending and asked them to move chairs forward to form a roundtable. Deputy Mayor Nelson and Councillor Landsman were present, along with about 15 residents, including contractors, inspectors, citizens, former building officials, and others. Members of Council observed the meeting. The Deputy Mayor thanked everyone for attending the meeting.

Bill White presented his [Slide Deck](#) summarizing information in the [Background Report](#). During the presentation, many in the audience had comments and questions. There was an open dialogue around many issues of concern. The following is a synopsis of the issues touched upon at the meeting:

- Budget summary information should have a breakdown of line items, such as professional development and contracted services
- Providing background spreadsheet line-item data does occur in some municipalities, although many prefer more summary information
- Permits fees should be calculated based on building size and fixtures rather than the cost of construction

- High-value new seasonal residents' assessment on the lakes presents different projects than full-time residents in rural properties
- Some contractors will not build in the Township due to inconsistent interpretation of the code, lack of response, customer service concerns, and delays
- Standardized BCIN-approved drawings for decks and similar buildings should be made available to homeowners doing work on their property that easily falls within Part 9; explanation should be provided by building officials on these simple permits
- Lines of communication with contractors, between building and planning staff, the CAO and Council need to be drastically improved
- Customer service training is needed
- There are many Code changes as well, and contractors want transparency and dialogue with building officials on valid materials, installations and similar, where all parties gain understanding of the changes
- Code is not enforced by the building officials collectively; contractors and landowners all want to achieve compliance in the most cost-effective way
- There is a concern about the number of staff in the Department and the high permit fees, which have increased over \$210,000 budget to budget since 2021
- Building permit statistics are not reliable and should be verified, as the number of septic permits directly ties in with new homes; statistics should be provided quarterly to the Council as information
- The Service Review report will include performance measures and department summary reports that will come forward to future budgets to demonstrate the level of activity.
- The draft report from Triton with recommendations will be published online, and another opportunity for public comment will be provided before the document is presented to Council for approval
- The Provincial [QuARTS](#) registry was discussed; the CAO must be satisfied that all inspectors have proper qualifications as required by the Code
- It was noted that [Section 1.1 of the Building Code Act](#) explains the roles of the CBO, designers, buildings, manufacturers, building owners, persons conducting building condition evaluations, registered code agencies, CBOs, and inspectors
- Council has a responsibility to appoint a CB and “such inspectors as are necessary for the enforcement” of the Act.
- The changes to the Planning Act, Building Code Act and other regulations, including Conservation Authorities, were discussed, including how removing CAs from natural heritage has increased developer costs through peer reviews
- There were concerns over CA permit times and [in-water shoreline permits](#) from the Trent-Severn Waterway authority
- Duplication of the County and Township planning service was discussed; it was noted that some smaller municipalities have County planning service only, while others choose to hire their own planner for more direct service

- It was noted that multiple changes to the Act underway may limit peer reviews for qualified professionals to be identified in the regulation; details are not yet confirmed, and this will require a process change in all departments
- Concerns with Cloud permit, lack of follow-up on inspection times by phone, delays, lack of paper records of inspection forms on-site, duplication and note changes were expressed and discussed
- The report should have detailed process reviews for each business area in the building and planning department, so that the public can review and respond
- Real changes to customer service are needed to build trust and establish goodwill that appears to have been lost for a long time
- There have been challenges in staff turnover in the Department and at the CAO level, which contribute to issues. Clear lines of communication through the CAO to staff and from the CAO to Council need to be verified and implemented
- Bill noted, thanked those in attendance for their positive feedback and for focusing on processes and concerns, and not individuals; those issues related to performance rest with the CAO and Council
- Transparency, cooperation and a positive direction moving forward are being emphasized

The meeting adjourned with thanks at approximately 8:05 pm.