

- 3. NEW ZONING BY-LAW: PROPOSED BUDGET AND REVISED WORK PLAN FOR 2022 - 2024**
- NOUVEAU RÈGLEMENT DE ZONAGE : BUDGET PROPOSÉ ET PLAN DE TRAVAIL RÉVISÉ POUR 2022-2024**

**AGRICULTURE AND RURAL AFFAIRS COMMITTEE AND PLANNING
COMMITTEE RECOMMENDATIONS**

That Council:

- 1. Receive information on an estimated budget of \$8.296 million for 2022 to 2024 for preparation of a new Comprehensive Zoning By-law, less \$1.35 million previously approved in 2021 for a total estimated new expenditure of \$6.946M, as shown in Document 1 – Budget for the new Zoning By-law 2022 – 2024;**
- 2. Approve the City of Ottawa City-Wide Development Charge Background Study for New Zoning By-law to fund the preparation of the growth-related zoning provisions in the new Zoning By-law, as shown in Document 2;**
- 3. Approve the New Zoning By-law Development Charges By-law, 2021, as shown in Document 3; and**
- 4. Approve the proposed amendments to the Zoning By-law Work Plan concerning dates for the “Big Moves” report and the addition of details concerning the project schedule, as shown in Document 4 – Revised Work Plan for the new Zoning By-law.**

**RECOMMANDATIONS DU COMITÉ DE L'AGRICULTURE ET DES AFFAIRES
RURALES ET COMITÉ DE L'URBANISME**

Que le Conseil :

- 1. Prenne connaissance de l'estimation budgétaire de 8,296 M\$ pour 2022-2024 pour la préparation d'un nouveau Règlement de zonage, moins un montant de 1,35 M\$ approuvé précédemment en 2021, pour un total de 6,946 M\$ en nouvelles dépenses, comme l'indique le document 1 (budget pour le nouveau Règlement de zonage 2022-2024); et**
- 2. Approuve l'étude préliminaire sur les redevances d'aménagement à l'échelle de la ville pour le nouveau Règlement de zonage en vue de financer l'élaboration des dispositions de zonage liées à la croissance dans le nouveau Règlement de zonage, étude présentée dans le document 2; et**
- 3. Approuve le nouveau règlement de zonage sur les redevances d'aménagement 2021, présenté dans le document 3; et**
- 4. Approuve les modifications proposées dans le plan de travail pour le Règlement de zonage touchant à l'échéancier du rapport sur les grands changements et l'ajout de précisions sur le calendrier du projet, modifications présentées dans le document 4 (plan de travail révisé pour le nouveau Règlement de zonage).**

Documentation/Documentation

1. Director's report, Planning Services, Planning, Infrastructure and Economic Development Department, dated October 18, 2021 (ACS2021-PIE-EDP-0026)

Rapport du Directeur, Services de la planification, Direction générale de la planification, de l'infrastructure et du développement économique, daté le 18 octobre 2021 (ACS2021-PIE-EDP-0026)

2. Extract of draft Minutes, Agriculture and Rural Affairs Committee of November 4, 2021 and Planning Committee, October 28, 2021

Extrait de l'ébauche du procès-verbal du Comité de l'agriculture et des affaires rurales, le 4 novembre 2021 et du Comité de l'urbanisme, le 28 octobre 2021

**AGRICULTURE AND RURAL
AFFAIRS COMMITTEE
REPORT 26
NOVEMBER 10, 2021**

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**COMITÉ DE L'AGRICULTURE ET
DES AFFAIRES RURALES
RAPPORT 26
LE 10 NOVEMBRE 2021**

**Report to
Rapport au:**

**Planning Committee
Comité de l'urbanisme
28 October 2021 / 28 octobre 2021**

and / et

**Agriculture and Rural Affairs Committee
Comité de l'agriculture et des affaires rurales
4 November 2021 / 4 novembre 2021**

**and Council
et au Conseil
10 November 2021 / 10 novembre 2021**

**Submitted on 18 October 2021
Soumis le 18 octobre 2021**

**Submitted by
Soumis par:**

**Don Herweyer,
Director / Directeur**

**Economic Development and Long-Range Planning / Développement économique et
planification à long-terme Planning, Infrastructure and Economic Development
Department / Direction générale de la planification, de l'infrastructure et du
développement économique**

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**Ward: CITY WIDE / À L'ÉCHELLE DE
LA VILLE**

File Number: ACS2021-PIE-EDP-0026

**SUBJECT New Zoning By-law: Proposed Budget and Revised Work Plan for
2022 - 2024**

**OBJET: Nouveau Règlement de zonage : budget proposé et plan de travail
révisé pour 2022-2024**

REPORT RECOMMENDATIONS

**That the Planning Committee and Agricultural and Rural Affairs Committee
recommend Council:**

- 1. Receive information on an estimated budget of \$8.296 million for 2022 to 2024 for preparation of a new Comprehensive Zoning By-law, less \$1.35 million previously approved in 2021 for a total estimated new expenditure of \$6.946M, as shown in Document 1 – Budget for the new Zoning By-law 2022 – 2024;**
- 2. Approve the City of Ottawa City-Wide Development Charge Background Study for New Zoning By-law to fund the preparation of the growth-related zoning provisions in the new Zoning By-law, as shown in Document 2;**
- 3. Approve the New Zoning By-law Development Charges By-law, 2021, as shown in Document 3; and**
- 4. Approve the proposed amendments to the Zoning By-law Work Plan concerning dates for the “Big Moves” report and the addition of details concerning the project schedule, as shown in Document 4 – Revised Work Plan for the new Zoning By-law.**

RECOMMANDATIONS DU RAPPORT

Que le Comité de l'urbanisme et le Comité de l'agriculture et des affaires rurales recommandent ce qui suit au Conseil :

- 1. Prendre connaissance de l'estimation budgétaire de 8,296 M\$ pour 2022-2024 pour la préparation d'un nouveau Règlement de zonage, moins un montant de 1,35 M\$ approuvé précédemment en 2021, pour un total de 6,946 M\$ en nouvelles dépenses, comme l'indique le document 1 (budget pour le nouveau Règlement de zonage 2022-2024); et**
- 2. Approuver l'étude préliminaire sur les redevances d'aménagement à l'échelle de la ville pour le nouveau Règlement de zonage en vue de financer l'élaboration des dispositions de zonage liées à la croissance dans le nouveau Règlement de zonage, étude présentée dans le document 2; et**
- 3. Approuver le nouveau règlement de zonage sur les redevances d'aménagement 2021, présenté dans le document 3; et**
- 4. Approuver les modifications proposées dans le plan de travail pour le Règlement de zonage touchant à l'échéancier du rapport sur les grands changements et l'ajout de précisions sur le calendrier du projet, modifications présentées dans le document 4 (plan de travail révisé pour le nouveau Règlement de zonage).**

EXECUTIVE SUMMARY

This report sets out an estimated budget of \$8.296M, less \$1.35 million carried over from 2021, for a total of \$6.946 million to provide a new Zoning By-law consistent with the new Official Plan. A new Development Charge will be required to fund the preparation of the growth-related zoning provisions needed to implement the growth management strategy in the new Official Plan. The estimated budget and resource requirements needed to deliver this project within the three-year period required by the *Planning Act* is presented in Document 1 – Budget for the new Zoning By-law. The Background Study required under the *Development Charges Act* is attached as Document 2 – City of Ottawa City-Wide Development Charge Background Study for New Zoning By-law. The implementing By-law is attached as Document 3 – New Zoning By-law Development Charges By-law, 2021.

The budget estimate and Work Plan presented in this report are based on the information available at this time concerning the scope of work needed to implement the policies in the new Official Plan and the current schedule for adoption of the new Plan. Amendments may be required to both the proposed budget and Work Plan to respond to any further changes to the policies or to the schedule for adoption of the new Plan.

The report recommends revisions to the Work Plan for the new Zoning By-law regarding dates for the “Big Moves” report and additional details concerning the release dates for draft versions of the new By-law. The revisions are shown as italicized text in Document 4 – Revised Work Plan for the new Zoning By-law. The revisions modify the Work Plan [approved](#) by Council on January 27, 2021, and are needed as a result of changes to the schedule for adoption of the new Official Plan. However, the revisions will not impact the completion date for the new Zoning By-law which continues to be scheduled for approval by Council in Q4 2024. Following adoption of the Official Plan, a more detailed Work Plan and budget for the new Zoning By-law will be brought to Council in Q1 2022 in the “Big Moves” report. The report will provide details about the zoning strategies that will be used to achieve the intent of the new Official Plan.

The Zoning By-law is an important mechanism for implementing the new Official Plan and is the primary tool for regulating the use and development of land in the city. The new Zoning By-law will include provisions to ensure the policies in the Official Plan are implemented and will simplify the layers of provisions that currently apply in Zoning By-law 2008-250.

RÉSUMÉ

Ce rapport présente une estimation budgétaire de 8,296 M\$, moins un montant de 1,35 M\$ reporté de l'année 2021, pour un total de 6,946 M\$ pour la création d'un nouveau Règlement de zonage cadrant avec le nouveau Plan officiel. Il faudra instaurer une nouvelle redevance d'aménagement pour financer la préparation des dispositions de zonage nécessaires à l'application de la stratégie de gestion de la croissance figurant dans le nouveau Plan officiel. Le budget estimatif et les ressources nécessaires à la réalisation de ce projet dans le délai de trois ans fixé par la Loi sur l'aménagement du territoire sont présentés dans le document 1, qui expose le budget pour le nouveau Règlement de zonage 2022-2024. Sont aussi annexés au rapport le document 2, soit l'étude préliminaire sur les redevances d'aménagement à l'échelle de la ville pour le nouveau Règlement de zonage, étude exigée par la Loi de 1997 sur les redevances

d'aménagement, ainsi que le document 3, soit le nouveau règlement de zonage sur les redevances d'aménagement 2021.

L'estimation budgétaire et le plan de travail présentés dans ce rapport se fondent sur l'information disponible en ce qui concerne la portée des travaux nécessaires à la mise en œuvre des politiques du nouveau Plan officiel et sur le calendrier actuel relatif à l'adoption du nouveau Plan officiel. Le budget proposé et le plan de travail pourraient devoir être adaptés si des changements sont apportés à ces politiques ou ce calendrier.

Le rapport recommande de modifier le plan de travail pour le nouveau Règlement de zonage en ce qui concerne l'échéancier du rapport sur les grands changements et d'ajouter des précisions sur les dates de publication des versions provisoires du nouveau règlement municipal. Les changements, indiqués en italique dans le document 4, touchent le plan de travail [approuvé](#) par le Conseil le 27 janvier 2021; ils font suite à la modification du calendrier d'adoption du nouveau Plan officiel. Cependant, la date à laquelle le nouveau Règlement de zonage sera prêt demeurera inchangée : l'approbation de celui-ci par le Conseil est toujours prévue au quatrième trimestre de 2024. Après l'adoption du Plan officiel, un plan de travail et un budget plus détaillés pour le nouveau Règlement de zonage seront présentés au Conseil au premier trimestre de 2022 dans le rapport sur les grands changements, qui fournira des précisions sur les stratégies de zonage à déployer pour concrétiser la visée du nouveau Plan officiel.

Le Règlement de zonage fournit les mécanismes essentiels à la mise en œuvre du nouveau Plan officiel; il constitue le principal outil de réglementation quant à l'utilisation et l'aménagement du territoire municipal. Le nouveau Règlement de zonage prévoira des moyens d'assurer l'application des politiques du Plan officiel et simplifiera la structure des dispositions en vigueur dans le Règlement de zonage (n° 2008-250).

BACKGROUND

The Zoning By-law is the City's main regulatory tool for controlling the development and use of land within its boundaries. The purpose of the new Zoning By-law is to implement policies in the new Official Plan and develop an efficient, effective and equitable comprehensive by-law to replace the current Zoning By-law 2008-250. This re-write will develop new regulations and development standards to allow for the orderly development of a variety of ground-oriented, low-rise, mid-rise and high-rise housing opportunities while protecting the key aspects of neighbourhood character. It will

provide greater flexibility and permissions for non-residential, commercial and industrial lands including new hubs and corridors, special districts for economic development, and updates to provisions in rural and village areas. The resulting Zoning By-law will implement the intensification targets of the growth management strategy, while helping to guide Ottawa's evolution towards the most vibrant and liveable mid-size city in North America. Principal work will commence upon approval of the new Official Plan and the proposed budget, subject to approval of the New Zoning By-law Development Charges By-law, 2021. The project has a completion target of Q4 2024.

Council Direction

City Council is expected to adopt the new Official Plan in Q4 2021. The Plan will present a new vision for managing growth in the city and a policy framework to guide the physical development of the city through to 2046. The *Planning Act* requires that the Zoning By-law be updated to implement the policies of the Official Plan within three years of the date of approval of the new Plan by the Minister of Municipal Affairs and Housing.

On [December 11, 2019](#), Council directed Zoning staff to begin preparatory work to implement the policies of the new Official Plan in the Zoning By-law. The preparatory work was undertaken using existing staff resources during 2020. A Work Plan for the new Zoning By-law was brought to Council for approval on [January 27, 2021](#). Funding for 2021 in the amount of \$1.35 million was approved to begin work on the By-law. On [February 10, 2021](#), the schedule for the new Official Plan was revised to bring the final draft of the Plan to Council in Q4 2021. As a result, reports relating to the new Zoning By-law that were scheduled to go to Council in Q4 2021 will instead go forward in Q1 2022, with the directions in those reports based on the policies in the newly adopted Official Plan.

DISCUSSION

Budget for 2022 – 2024 for the new Zoning By-law

The policies in the draft Official Plan present a major departure from the intent of many of the policies in the current Official Plan, including a new framework of transect policy areas and designations for the city and a focus on providing opportunities for 15-minute neighbourhoods and “missing middle” housing. To implement these policies and meet the targets of the growth management strategy in the Official Plan, a new, city-wide framework of provisions for residential and non-residential lands is needed. As part of

the project, staff will take the opportunity to consolidate and streamline layers of zoning provisions, overlays, subzones, exceptions and schedules, to improve ease of interpretation of the new By-law.

Zoning staff have prepared a budget and an estimate of the number of temporary full-time equivalents (FTEs) needed to complete this work within the three-year time period required by the *Planning Act*. The proposed budget is provided in Document 1 - Budget for the new Zoning By-law 2022 - 2024. A team composed of current staff in the Zoning Unit supported by temporary staff is proposed. The team will work with residents, community associations and internal and external stakeholders to develop and implement:

- New form-based residential zoning regulations for:
 - Downtown and Inner-Urban Neighbourhoods and Minor Corridors;
 - Outer-Urban and Suburban Neighbourhoods and Minor Corridors;
 - Villages in the Rural Area;
- New non-residential zoning regulations for:
 - Agricultural and Rural Areas;
 - Environmental and Open Space Zones;
 - Hubs and Major Corridors;
 - Industrial, Commercial and Institutional Zones;
 - Special Districts, including the Airport, Kanata North, Rideau Canal, Byward Market, Confederation Boulevard;
 - Mobility and Parking;
- New administrative sections of the Zoning By-law including:
 - Administration and Interpretation;
 - Definitions;
 - General and Specific Uses;

- Exceptions and Schedules;

The budget includes funds for:

- temporary FTEs to support the above work program;
- translation and accessibility costs;
- consulting fees; and
- additional Mapping staff for the extensive work needed to update the Zoning Map.

In addition to the \$1.35 million in funds for 2021 that will be carried forward to 2022, the budget will require new funding for 2022 to 2024 in the amount of \$6.946 million divided between Operating Revenue and Development Charges. A total of 18 temporary FTEs, including Planning, GIS and Project Management staff in addition to current resources in the Zoning Unit will be required to complete the work over three years.

In order to fund a portion of the budget, a Development Charges By-law will be required. The Background Study required under the Development Charges Act is attached as Document 2 – City of Ottawa City-Wide Development Charge Background Study for New Zoning By-law. The By-law is attached as Document 3 - New Zoning By-law Development Charges By-law, 2021. The development charge rates in the recommended by-law are set to collect \$6.252 million to fund the growth portion of the Zoning By-law project.

Revised Work Plan for the New Zoning By-law

The Work Plan for the new Zoning By-law approved by Council on [January 27, 2021](#) proposed that the two reports, “Quick Hits” and “Big Moves,” would be brought to Council in Q4 2021. Discussion Papers on zoning strategies for implementing the policies in the draft Official Plan were scheduled to be released in Q2 2021.

However, given that the draft Official Plan will be considered by the Council in Q4 2021, the “Big Moves” report is proposed to be brought to Council in Q1 of 2022. The report will provide an overview of the changes to the Zoning By-law needed to implement the new Official Plan and a detailed update on the budget, Work Plan and neighbourhood consultation work proposed to implement the approved policies. The Discussion

Papers on proposed strategies for implementing policies in the Official Plan would also be released in early 2022.

Further details concerning the release dates for the first, second and final drafts of the Zoning By-law have been added to the Work Plan. The first draft is scheduled to be released in Q1 2023, the second in Q1 2024 and the final draft will be brought to Council for approval in Q4 2024. The revised Work Plan is attached as Document 4 – Revised Work Plan for the new Zoning By-law.

RURAL IMPLICATIONS

The new Zoning By-law will provide revised provisions for the rural area based on the policies in the new Official Plan. Rural interests will be represented by Rural Councillors on the Council Sponsors' Group for the new Zoning By-law.

PUBLIC CONSULTATION

The Development Charge Background Study in Document 2 was prepared pursuant to Section 10 of the Development Charges Act, 1997 (D.C.A.) and was made available to the public as required by the D.C.A. at least 60 days prior to the passing of the development charge by-law. The Greater Ottawa Homebuilders' Association and the Building Owners and Managers Association have been made aware of the Background Study.

COMMENTS BY THE WARD COUNCILLORS

This is a City-wide report – not applicable.

LEGAL IMPLICATIONS

A Development Charge By-law is subject to the possibility of appeal to the Ontario Land Tribunal following its adoption by Council.

RISK MANAGEMENT IMPLICATIONS

There are several risks to the implementation and timing of the New Zoning By-law, including:

- the ongoing pandemic and its potential impact on staff and capital resources;

- delays due to unforeseen circumstances during the three-year timeline of the project;
- expectations from Council and members of the public about what the new Zoning By-law can accomplish;
- changes in direction of the New Zoning By-law as a result of changes to provincial legislation or the new Official Plan; and
- appeals of the new Zoning By-law following approval by Council in 2024.

ASSET MANAGEMENT IMPLICATIONS

As the primary land use instrument of the City of Ottawa, the Zoning By-law has significant impact on the operations of a wide range of stakeholders both internal and external, including infrastructure, solid waste, transit, housing, right-of-ways, and many more. The re-write of the Zoning By-law will occur via a rigorous internal and external consultation process where impacts on the operations and asset management plans of the City will be considered.

FINANCIAL IMPLICATIONS

The additional budget of \$6.946 million to complete the Zoning By-law Re-write project will be brought forward for Council consideration through the 2022 Draft Capital Budget, with the associated development charges funding of \$6.252 million subject to the New Zoning Development Charges By-law. The development charge rates in the recommended by-law are set to collect the \$6.252 million.

ACCESSIBILITY IMPACTS

Accessibility will be considered as part of the development of the By-law. The new Zoning By-law and Zoning Map will meet accessibility requirements in the applicable legislation including the [Integrated Accessibility Standards](#) regulations under the [Accessibility for Ontarians with Disabilities Act](#). The By-law will accommodate accessibility requirements in the [Ontario Building Code](#).

ENVIRONMENTAL IMPLICATIONS

As the City's primary tool for regulating land use and development, this project has many indirect environmental impacts. Zoning influences transportation patterns, mode

choice and building forms and thereby impacts the city's carbon footprint. Site design affects tree canopy, heat island effects, and the quality and quantity of stormwater. Zoning also directly affects the protection of water bodies, watercourses and environmentally sensitive lands. Environmental considerations feature prominently in the Provincial Policy Statement and the new Official Plan and will be considered in the Zoning By-law which implements those directions.

TERM OF COUNCIL PRIORITIES

This project addresses the following Term of Council Priorities:

- **Economic Growth and Diversification:** Encourage economic growth and diversification by supporting business investment and expansion, talent attraction and retention, showcasing the city's bilingual and multicultural character, and branding Ottawa as a place to be.
- **Integrated Transportation:** Enable effective mobility through a sustainable, accessible and connected city transportation system.
- **Thriving Communities:** Promote safety, culture, social and physical well-being for our residents.
- **Environmental Stewardship:** Grow and protect a healthy, beautiful, and vibrant city that can adapt to change.
- **Service Excellence Through Innovation:** Deliver quality bilingual services that are innovative and continuously improve to meet the needs of individuals and diverse communities.
- **Sustainable Infrastructure:** Ensure sustainable infrastructure investment to meet the future growth and service needs of the city.

CONCLUSION

Staff are recommending approval of a revised budget, a Development Charges Study, Development Charges By-law and revised Work Plan that will ensure *Planning Act* timelines are met and the policies in the Official Plan are implemented where required through zoning. This project represents an opportunity to reset the framework for development in the city and introduce progressive zoning provisions to ensure the city has an efficient, effective and equitable Zoning By-law.

SUPPORTING DOCUMENTS

- Document 1 Budget for the new Zoning By-law 2022 - 2024
- Document 2 City of Ottawa City-Wide Development Charge Background Study for New Zoning By-law
- Document 3 New Zoning By-law Development Charges By-law, 2021
- Document 4 Revised Work Plan for the new Zoning By-law

DISPOSITION

Direct staff to implement any directions related to approval by Council of the recommendations in this report.

Direct staff in the Planning, Infrastructure and Economic Development Department to implement the Work Plan and return to Council for information or approval as required.

Document 1 – Budget for new Zoning By-law 2022 – 2024

Item/Resource	Total (2021 to 2024)
Project Management 1 FTE	\$390,201
Residential Sections 5 FTE	\$1,615,552
Non-Residential Sections 4 FTE	\$1,358,002
Administrative Sections 4 FTE	\$1,435,940
GIS/Mapping Support 4 FTE	\$1,435,940
Consultant Support Planning, GIS, Design	\$930,402
Additional Costs Software, Communications, Translation, Accessibility	\$1,093,500
Subtotal Estimated Budget	\$8,259,536
HST (1.76% after GST Rebate)	\$35,621
Total Estimated Budget	\$8,295,157
Minus 2021 Commitments Carried Over to 2022	\$1,350,000
Total Estimated Budget	\$6,945,157

Document 4 – Revised Work Plan for the new Zoning By-law

*Revisions to the Work Plan are shown in italicized text

	Phase	Start	End
1	<p>Initiation – Set up</p> <ul style="list-style-type: none"> · Approval of Project Charter · Set up the SharePoint Site · Approval of Work Plan · Budget Estimate for 2021 · Workplan report to Committee/Council · Terms of reference for Planning Consultant requirements 	July 2020	December 2020
	Phase 1 has been completed.		
2	<p>Concept Development – Discover the Issues, Opportunities and advance a new Structure</p> <ul style="list-style-type: none"> · Hire a Planning Consultant to undertake a review of best zoning practices to identify risks and opportunities, and to incorporate best practices into the structure and provisions of the By-law · <i>“Quick Hits” report(s) - housekeeping amendments to the current By-law to improve ease of interpretation (completed in Q3 2021)</i> · <i>Report - New Zoning By-law – Proposed Budget and Revised Work Plan 2022-2024</i> · Identify which provisions can be carried forward in the new Zoning By-law 	December 2020	December 2021

	Phase	Start	End
	<ul style="list-style-type: none"> · Prepare public engagement strategy 		
3	<p>Details of the new Zoning By-law - Develop detailed regulations</p> <ul style="list-style-type: none"> · Q1 2022 - “Big Moves” report outlining the strategies to be used to implement the Official Plan · Present a series of Discussion Papers to examine options and strategies for implementing the policies in the new Official Plan · Launch communications and engagement plan · Consultation with the public on the Discussion Papers · Engagement of additional consultants (if needed) · Prepare first draft of Zoning By-law · Report to Committee and Council and release of first draft of Zoning By-law in Q1 of 2023 · Consultation with stakeholders · “As We Heard It” report to outlining comments received and responses provided · Revisions to the draft Zoning By-law, in response to comments from the public 	January 2022	December 2023
4	<p>Action - Enacting the new Zoning By-law</p> <ul style="list-style-type: none"> · Report to Joint Committee and Council and release of second draft of Zoning By-law in Q1 2024 · Consultation with stakeholders 	January 2024	December 2024

	Phase	Start	End
	<ul style="list-style-type: none"> · Revisions to the draft Zoning By-law in response to comments from the public · Initiate statutory approvals processes as outlined in the <i>Planning Act</i> · <i>Report to Joint Committee and Council and release of final draft of Zoning By-law</i> · Approval of the new Zoning By-law before end of Q4 2024 		
5	<p>Implementation</p> <ul style="list-style-type: none"> · Hearings to resolve appeals · Training internal and external · Monitoring 	January 2025	December 2025