

Staff Report PDA2026-02

Date 2026-03-06

Amendments ☐

Submitted To: Summer Valentine, Director, Growth & Development
Submitted By: Lindsay Ayers, Manager, Planning
Prepared By: Beckett Frisch, Community Planner
Subject: Refusal of Site Plan Control Application PLSPMA2025407 – Block 151, Plan 51M865, Collingwood (Harmony Living)

Recommendation

THAT Staff Report PDA2026-02 “Refusal of Site Plan Control Application PLSPMA2025407 – Block 151, Plan 51M865 (Harmony Living)”, dated March 6, 2026, be received;

AND THAT Site Plan Control Application PLSPMA2025407 be refused;

AND THAT should the applicant submit a new application for Site Plan Control within 12 months of the decision date noted in Appendix ‘A’, a reduction of the application fee up to a maximum of 50% be considered by the Director of Growth and Development as permitted by the Town’s Delegated Authority By-law 2020-059.

Amendments

None.

1. Executive Summary

This report provides the Director of Growth and Development with the analysis and recommendations regarding a Site Plan Control Application for the lands known as Block 151 of Plan 51M865 (Harmony Living), located on the east side of Peel Street, between Collins Street and Lynden Street, which proposes the development of four (4) apartment buildings, with a total of 245 units, and associated site works including private road access from Peel Street, surface and structured parking, landscaping,

amenity space, ecological restoration adjacent to the Pretty River, and completion of the municipal sidewalk on the east side of Peel Street.

The Site Plan Control application was deemed complete on January 7, 2026. Per the *Planning Act*, if the approval authority fails to make a decision within 60 days after a complete application is received, the applicant may file an appeal with the Ontario Land Tribunal (OLT) for failure to make a decision. March 8, 2026 marks 60 days since the application was deemed complete.

The applicant previously submitted concurrent applications for a Zoning By-law Amendment and Site Plan, which were deemed complete in 2017, to facilitate the development of ±80 townhouse units, which is consistent with what was contemplated for this Block in the Riverside Subdivision. The Town received and reviewed six (6) submissions between 2017 and 2024, at which time the applicant approached staff with a revised concept for consideration. Planning Services received and reviewed two revised development concepts through the pre-consultation process, which included several meetings with the applicant and their consulting team to discuss the proposed concepts and staff's preliminary concerns. A compiled package of detailed comments in response to each concept, including concerns with built form compatibility and natural heritage matters, was provided to the applicant for their consideration prior to submitting formal *Planning Act* applications. The previous applications for a Zoning By-law Amendment and Site Plan were withdrawn by the applicant in May 2025 ahead of the subject Site Plan Control Application being received.

The Town's 2024 Official Plan identifies a number of priorities, which build upon the Plan's vision for the future and provide a general direction for the Town's land use planning policy framework to guide decision making related to growth and development including, in part:

- Protection of the Natural Heritage System;
- Provision of a Full Range of Housing Options; and
- Promotion of Compact Development and Intensification.

The subject property is located within an existing residential neighbourhood which primarily consists of low-rise residential built forms which have limited potential to

accommodate significant levels of intensification but are candidates for intensification of an appropriate form and scale, which demonstrate compatibility and sensitive integration. To balance the ongoing evolution of existing neighbourhoods and promotion of compact development and intensification, the 2024 Official Plan contains fundamental policy elements to ensure that new development is compatible with and can be appropriately integrated into the surrounding built form and landscape context. While Planning Services is supportive of development proposals that represent intensification within existing neighbourhoods, particularly those that would further increase and diversify housing supply, it is imperative that such proposals demonstrate compatibility and a general regard for the built form and context of the existing neighbourhood.

The 2024 Official Plan also prioritizes the protection of the Natural Heritage System, and notes that development proposals within the Natural Heritage System, including adjacent lands, must demonstrate there will be no negative impacts to natural heritage features or functions. Further, lands within 30-metres of the top-of-bank of the Pretty River are subject to an Ecological Restoration Plan to identify areas within the Pretty River Corridor that require protection and enhancement or restoration. It is also noted that all development shall be set back a minimum of 30-metres from the top-of-bank of the Pretty River.

Technical comments in response to the subject Site Plan Control application have been received from Town departments, third party peer reviewers, and external agencies and concerns continue to be raised with respect to conformity to policies within the 2024 Official Plan including the aforementioned built form compatibility and natural heritage matters. While a second submission may address these matters, Planning Services notes the applicant did not take the opportunity to satisfactorily address similar comments and concerns identified through pre-consultation in the subject application, and the review of a second submission is not possible within the statutory timeframes provided under the *Planning Act*.

Based on the land-use planning analysis and the Town's development review process, Planning Services opines the proposed development in its current state is not in

conformity to, or consistent with, the relevant land use planning instruments, and recommending approval of this application would not represent good planning. It is therefore recommended that the Site Plan Control Application be refused.

The applicant is encouraged to re-apply once the matters outlined in this Report are satisfactorily addressed. Should a new application be received within 12 months of the decision date noted in Appendix 'A', it is further recommended that a reduction of the application fee up to a maximum of 50% be considered by the Director of Growth and Development as permitted by the Town's Delegated Authority By-law 2020-059.

2. Analysis

Background

The Owner, Mamta Developments Inc., has made application to the Town for a Site Plan to facilitate a proposed residential development consisting of four apartment buildings containing a total of 245 units.

Property Description

Per Figure 1, the subject lands are irregular in shape and are located partially fronting Peel Street, between Collins Street and Lynden Street, and are legally described as Block 151, Plan 51M865, Town of Collingwood, County of Simcoe. The lands are approximately 2.446 hectares in size with approximately 140 metres of total frontage on Peel Street, which is interrupted by ten (10) single-detached dwellings (449-467 Peel Street), and are currently vacant and sparsely vegetated. The lands are adjacent to the Pretty River to the east and are partially regulated by the Nottawasaga Valley Conservation Authority (NVCA). Surrounding land uses include three (3) four-storey apartment buildings to the north, single-detached dwellings to the west and south, and a stormwater management pond and municipal park to the northwest.



Figure 1: 2025 Aerial Image of the Subject Lands

Source: Simcoe County GIS Maps

File History

The subject lands are the final residential block as part of the Riverside Subdivision, which was registered as Plan 51M865 in 2006. Through this process, the subject lands, Block 151, were envisioned as medium density (± 80 street-oriented townhouse units) to provide a transition between the higher density apartment block to the north and lower density single detached dwellings to the west and south. The Town of Collingwood 2004 Official Plan identified the subject lands as medium density residential, permitting a minimum density of 20 units per gross hectare to a maximum of 55 units per gross hectare. A Zoning By-law Amendment and Site Plan Control Application to facilitate the development of 80 street-oriented townhouse units was received and deemed complete in 2017. Six (6) submissions were received and reviewed between 2017 and 2024 before the applications were ultimately withdrawn on May 7, 2025.

Between the sixth submission and withdrawal of the previous Zoning By-law Amendment and Site Plan Control applications, the County of Simcoe approved the 2024 Town of Collingwood Official Plan on September 24, 2024, which includes policy permissions for increased height and density within the Existing

Neighbourhood designation to facilitate intensification. The 2024 Official Plan takes a built form approach and prioritizes compatibility of proposed developments and intensification within existing neighbourhoods.

The applicant submitted two pre-consultation applications proposing revised development concepts for the subject lands on the basis of these expanded policy permissions. These concepts were reviewed, including hosting a Development Review Team meeting with the applicant to discuss each concept and providing detailed comments from internal departments and external agencies to inform future *Planning Act* applications. Planning Services has had ongoing correspondence with the applicant, including an in-person meeting March 19, 2025, to confirm the scope of requirements for a complete application and discuss key policy considerations from the Town's 2024 Official Plan. Throughout this process, staff noted challenges with respect to built form compatibility and development encroachment upon the riparian setback associated with the Pretty River.

The applicant is now pursuing a *Planning Act* application to facilitate the development of 245 apartment units, a significant increase in what was envisioned and previously proposed for these lands, which are the final remaining vacant residential block in the Riverside Subdivision.

Proposal

The Site Plan Control application proposes three (3) four-storey apartment buildings (Buildings A-C, 66 units each) and one (1) five-storey apartment building (Building D, 47 units), for a total of 245 units. Per Figure 2, 240 parking spaces are proposed across the site, 27 of which are proposed to be structured within the first storey of Building D, along with bicycle parking spaces adjacent to the entrance of Buildings A, B, and C and the proposed landscape buffer (63 total).

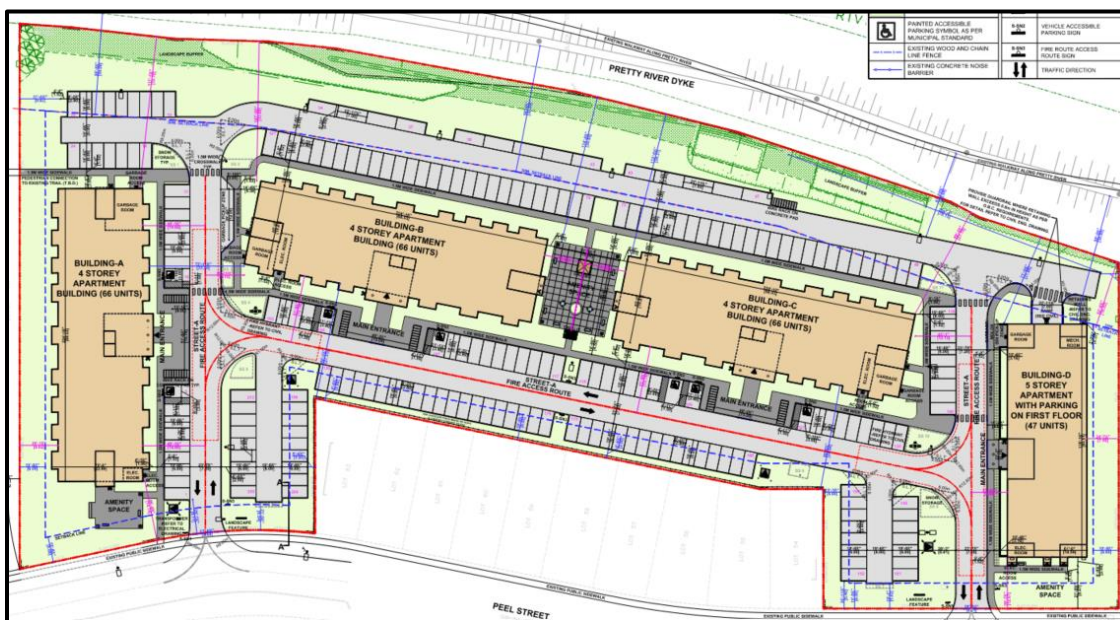


Figure 2: Excerpt of Site Plan

Source: RPD Studio (2025)

Landscaping is proposed throughout including the addition of a treed buffer along the north and south property boundaries, and a 'living fence' landscaped buffer along the eastern property boundary adjacent to the Pretty River. Three amenity spaces are proposed for future residents, as well as a connection to the Town's existing trail network, and completion of the municipal sidewalk on the east side of Peel Street. The proposed development would be serviced by a private road (Street 'A') with two entrances from Peel Street. The submitted Site Plan drawings are appended to this Report (see Appendix 'B').

Water and Wastewater Capacity Allocation

A Functional Servicing Report (FSR), prepared by Cobide Engineering Inc., was submitted in support of the proposed development. The subject lands are not currently serviced. The proposed development would connect to the existing watermain and sanitary service on Peel Street. Revisions to the FSR have been requested by Development Engineering prior to the completion of water and sanitary modeling; therefore, the total servicing capacity required to facilitate the proposed development is not yet known.

Section A5 'Development Subject to the Allocation Policy' of the Town's Servicing Capacity Allocation Policy (SCAP), as amended, applies to the following growth and development, among others:

- a) Any development where an extension and/or the provision of new water and/or wastewater infrastructure is required;
- c) Any development requiring site plan approval.

Planning Services completed a merit-based evaluation of the proposed residential development (see Appendix 'C') against the SCAP. A total score of 21.5 out of a possible 123 points (17%) was achieved by the proposed development. It is noted that the self-evaluation of the proposed development completed by the applicant identified a score of 71.5 points (58%). The difference in scores is most notably related to criteria in Section B: Conservation and Sustainable Development, Section C: Infrastructure and Public Facilities, Section E: Affordable Housing, and Section F: Community Impacts/Benefits.

While it is acknowledged that the SCAP allows for approved developments which score less than 50% of the available points to be considered for capacity allocation by Council at their discretion, the intent of the SCAP, in part, is to ensure capacity is allocated in a sustainable and transparent manner to projects which provide the greatest benefit to the community.

As Planning Services recommends the refusal of the subject Site Plan Control application based on the planning analysis included in this Report, pending the Director's decision on the subject application, it is not anticipated the proposed development would be advanced in a major development batch for consideration of allocation by Council at this time.

Planning Analysis

The analysis section of this report provides a review of the proposed Site Plan relative to the planning policy framework and regulatory instruments as follows:

Matters of Provincial Interest

The *Planning Act* provides that Council in carrying out their responsibilities under the *Act* shall have regard to matters of provincial interest, including the following applicable principles:

- (a) the protection of ecological systems, including natural areas, features and functions;
- (f) the adequate provision and efficient use of communication, transportation, sewage and water services and waste management systems;
- (h) the orderly development of safe and healthy communities;
- (i) the adequate provision and distribution of educational, health, social, cultural and recreational facilities;
- (j) the adequate provision of a full range of housing, including affordable housing;
- (n) the resolution of planning conflicts involving public and private interests;
- (p) the appropriate location of growth and development;
- (q) the promotion of development that is designed to be sustainable, to support public transit and to be oriented to pedestrians;
- (r) the promotion of built form that,
 - (i) is well-designed,
 - (ii) encourages a sense of place, and
 - (iii) provides for public spaces that are of high quality, safe, accessible, attractive and vibrant; and
- (s) the mitigation of greenhouse gas emissions and adaptation to a changing climate.

Planning Services notes that to date, the proposed development has not sufficiently demonstrated the adequate protection of the adjacent natural heritage feature (Pretty River) and that there will be no negative impact to the ecological function of the corridor. Further, it is the opinion of Planning Services that the proposed built form has not been well-designed with regard to compatibility, nor would it contribute to a sense of place and may create a planning conflict with the adjacent existing built form and natural heritage feature.

Planning Services confirms the provisions of Section 41 of the *Planning Act* have been accounted for in the review and processing of this application and have informed staff's recommendations including the massing and relationship of the proposed buildings to adjacent buildings, streets, and exterior areas to which members of the public have access.

As the Site Plan Control application was received after July 1, 2022, the Director of Growth and Development, or their designate, has approval authority per Provincial Bill 109 (2022).

Provincial Planning Statement (2024)

The *Planning Act* provides that a decision of the Council of a municipality in respect of the exercise of any authority that affects a planning matter shall be consistent with the policy statements of the Province and shall conform with the provincial plans that are in effect, or at minimum, not conflict with them as the case may be.

The Provincial Planning Statement (PPS) recognizes that decisions made under the Province's land use planning framework shape how communities grow and prosper and notes the focus of growth and development shall be within settlement areas. The PPS notes that land use patterns within settlement areas should be based on a mix of land uses and promote densities for new housing which:

- efficiently use land and resources;
- optimize existing and planned infrastructure;
- support active transportation; and
- are transit supportive.

The PPS also directs planning authorities to support the achievement of complete communities by, in part, supporting general intensification, including by planning for a range and mix of housing options.

Planning Services acknowledges the proposed development would achieve general intensification, represent an efficient use of land, and has the potential to

support opportunities for active transportation and transit. The subject lands are within an 800-metre walk of six bus stops and are serviced by the Town's East and Crosstown routes and the Simcoe County Linx route with service to Wasaga Beach. The proposal includes the completion of municipal sidewalk infrastructure and a connection to the Town's existing and future active transportation network. However, while outdoor bicycle parking is proposed, it is noted that secure all-season bicycle parking is not proposed for future residents to promote the use of the adjacent active transportation network.

Further, the PPS also directs planning authorities to maintain, restore, or where possible, improve the ecological function of natural heritage systems, and notes development shall not be permitted on lands adjacent to natural heritage features unless it has been demonstrated there will be no negative impacts on the natural features or their ecologic functions.

Environmental Protection lands associated with the Pretty River are immediately adjacent to the eastern boundary of the subject lands, which are almost entirely regulated by the NVCA and considered as adjacent lands to the natural heritage feature. The NVCA, as the regulatory authority on natural hazard matters, and Natural Resource Solutions Inc. (NRSI), as the Town's third-party peer reviewer for natural heritage matters, have reviewed the subject application.

The NVCA has confirmed the subject property is located outside of the Regional flood elevation of the Pretty River Floodway, and the associated erosion hazard is not of concern due to the presence of the Pretty River flood control dike. The NVCA provided advisory comments to ensure the integrity of the dike, including that any operations within 30 metres of the dike are to be completed with caution to avoid disturbance to the dike itself.

A Species at Risk Assessment, and addendum, were submitted in support of the application and NRSI has confirmed comments issued in response to the previous Zoning By-law Amendment and Site Plan Control applications have been satisfactorily addressed, and the recommended mitigation measures are

appropriate for the subject application. However, while a portion of the 30 metre riparian setback from the Pretty River is proposed to be enhanced through naturalization, large areas of encroachment are proposed including a private road, parking spaces, and the entrance to the proposed parking structure within Building D. Comments from NRSI note that the extent of encroachment proposed requires rationale and consideration of compensatory measures to offset the potential ecological impacts to this feature. The comments further note that the scale and proximity of development within the riparian setback are likely to have adverse impacts to the functions of the valley corridor. Based on the foregoing, NRSI does not agree that the proposed development is consistent with provincial or municipal policy as impacts to protected natural heritage features and functions have not been shown to be adequately mitigated, and no negative impact has not been demonstrated.

Based on the technical review of the application completed to date, further refinement to the proposed development is required to demonstrate no negative impact to the valley corridor associated with the Pretty River. Planning Services is not currently satisfied that the proposed development is consistent with the PPS.

County of Simcoe Official Plan

The County of Simcoe Official Plan contains policies relating to the orderly development of those areas that are designated as Settlement, and particularly an emphasis on development directed to Primary Settlement Areas. The growth management strategy of the County's Official Plan is based on the following themes:

- Direction of a significant portion of growth and development to settlements where it can be effectively serviced, with particular emphasis on primary settlement areas;
- Enabling and managing resource-based development including agriculture, forestry, aggregates, and tourism and recreation;
- Protection and enhancement of the County's natural heritage system and cultural features and heritage resources, including water resources; and

- Development of communities with diversified economic functions and opportunities, and a diverse range of housing options.

The Town of Collingwood is identified as a Primary Settlement Area and the subject property is designated as 'Settlement' within the County of Simcoe Official Plan. The County's Official Plan identifies a need for a wide range of land uses in Settlements to provide an opportunity for people to live, work, shop and find recreation in one compact community, and for Primary Settlement Areas to develop as complete communities that are transit-supportive and accessible through active transportation networks. Moreover, the Plan states *'Intensification, or directing of development to the built-up area and serviced areas within settlement areas, contributes to compact development form'* and *'...local municipalities shall promote and facilitate intensification and efficient use of land in built-up areas...'*. However, while local municipalities shall promote and facilitate intensification and efficient use of land in built-up areas, the County's Official Plan also directs municipalities to identify the appropriate type and scale of development for intensification areas, and to mitigate the effects of intensification on existing residential areas including through transitional densities and built form to ensure compatibility.

The proposed development would achieve intensification within the built-up and serviced area and contributes to a compact urban form that is transit-supportive and accessible through active transportation networks. As previously noted, the subject lands are within an 800-metre walk of six bus stops and are serviced by the Town's East and Crosstown routes and the Simcoe County Linx route with service to Wasaga Beach, and the proposed development would connect to the Town's existing and future active transportation network. However, the scale and built form of the proposed development does not have regard for the built form of the existing residential area in the vicinity of the subject lands.

The subject lands were envisaged as medium density through the subdivision process, providing transitional density from the high-density apartment block to the

north, and single-detached dwellings to the south and west. The 245 apartment units proposed through this application is over three-times the number of units contemplated for this block. While Planning Services recognizes the overall benefit and opportunity for intensification on the subject lands, the transitional intent remains fundamental, and the size and scale of any proposed development must adequately demonstrate compatibility with the existing neighbourhood. Further, the application has not demonstrated the protection, enhancement, or at minimum, no negative impact to the adjacent natural heritage system associated with the Pretty River.

The subject application was circulated to the County of Simcoe, and comments were provided from the Solid Waste Management Department that the proposed development does not meet the requirements of the County's Waste Collection Design Standards and therefore would not be eligible to receive waste collection services. While no concerns were raised by County Planning staff with conformity to the County's Official Plan, the County's Official Plan directs municipalities to implement the intent of the County Official Plan through local Official Plan policies. The County of Simcoe approved the Town's 2024 Official Plan on September 24, 2024, which includes policies pertaining to intensification, built form compatibility, and natural heritage. The conformity of the proposed development with these policies are considered in the Town of Collingwood Official Plan section of this report.

Town of Collingwood Official Plan (2024)

The 2024 Official Plan (2024 OP) was approved by the County of Simcoe on September 24, 2024. However, a number of appeals were received and are currently being considered by the OLT. While the majority of the appeals have been scoped to be site specific, allowing the 2024 OP policies to largely be in force and effect, natural heritage policies continue to be presumed to be under appeal. Planning Services has reviewed the subject application against the policies of the 2024 OP and have noted when policies from the 2004 Official Plan (2004 OP) have been relied upon, as appropriate.

The following schedules of the 2024 OP are most relevant to the proposal:

Schedule '2' *Land Use Plan* designates the subject lands as Existing Neighbourhood;

Schedule '3' *Natural Heritage System* identifies the subject lands as within the Natural Heritage System and Adjacent Lands Overlay;

Schedule '5' *Active Transportation Plan* identifies a Multi-use Pathway to the north and Future Improvements to the east of the subject lands;

Schedule '6' *Transportation Plan* identifies Peel Street as a Local Road.

Mid-Rise Buildings

Where specifically identified as a permitted built form within a designation, Mid-Rise Buildings shall be a minimum height of three (3) storeys and a maximum height of eight (8) storeys, including built forms such as apartment buildings, and may achieve a maximum density of 3.5 Floor Space Index (FSI). The proposed development is for three (3) four-storey apartment buildings and one (1) five-storey apartment building, achieving a density of approximately 1 FSI. The 2024 OP notes that in order for a Mid-Rise Building to achieve the maximum height and/or density permitted, the Town shall be satisfied the building is compatible with, and can be sensitively integrated with, surrounding and abutting land uses. While it is acknowledged that the proposed development does not achieve the maximum identified height or density for a mid-rise building, the demonstration of compatibility remains fundamental for intensification within the existing neighbourhoods designation when the 2024 OP general, built form- or designation-specific compatible development policies are considered in their entirety.

The Mid-Rise Buildings policies also provide a framework to allow the Town to implement measures in the Zoning By-law to ensure the sensitive integration with surrounding built-form and land uses, including reduced building heights, angular planes, step backs, increased setbacks, and/or enhanced landscape buffers. While a comprehensive Zoning By-law update is currently being undertaken by the Town, a new Zoning By-law to implement the intent of the 2024 OP has not yet been approved.

The Existing Neighbourhoods Designation

The intent of the Existing Neighbourhoods designation is, in part, to protect and enhance existing neighbourhoods while managing their ongoing evolution and providing opportunities for sensitive and compatible intensification. Development within the existing neighbourhoods designation may be within low- and mid-rise built forms, and permitted uses include residential units in low- and mid-rise buildings.

General development policies within the existing neighbourhoods designation include guidance for intensification and compatibility. It is noted that the Town will continue to support intensification within existing neighbourhoods, and that intensification initiatives will focus primarily, in part, on modest infill and small scale redevelopment.

In anticipation of modest residential intensification within the existing neighbourhoods designation, the 2024 OP provides the following policies, in part, to guide the compatible and sensitive integration of intensification:

- Avoid parking, driveways and garages along street frontages, which shall be located away from public view and preferably internal to the site screened by buildings;
- Buildings shall be placed to create a continuous street wall; the setback distance shall be determined with reference to the setback distances of adjacent buildings; and
- The massing and scale of the development shall be compatible with the existing and planned context.

Further, it is noted that the Town shall encourage compatible development in accordance with policies within the 2024 OP and associated Urban Design Manual (UDM), including maintaining historic streetscape patterns such as block lengths, building heights, setbacks, and separations where appropriate.

Ensuring High Quality Built Spaces: Compatible Development

A fundamental policy element of the 2024 OP is to ensure that new development is compatible with its surrounding built form and landscape context, while recognizing communities evolve over time. Compatible Development is defined as follows:

“Compatible development means development that may not necessarily be the same as, or even similar to the existing buildings/development in the vicinity, but, nonetheless, enhances an established community and coexists with existing development without causing any undue, adverse impact on surrounding properties.”

Planning Services opines that the proposed development would be considered major development for the purposes of defining development in the vicinity, noting the proposal represents significant intensification in mid-rise built form. Therefore, the vicinity considered should be, at minimum, 120 metres from the subject lands. The 2024 OP further notes that compatibility shall be considered in the evaluation of all development proposals throughout the Town, and the following shall be considered when evaluating compatibility:

- The use, height, massing, orientation and landscape characteristics of nearby properties are properly considered and appropriate transitions between the built forms and uses shall be ensured;
- On-site amenity space is provided and is reflective of, or enhances, the existing patterns of private and public amenity space in the vicinity; and
- Streetscape patterns, including block lengths, setbacks and building separations are generally maintained.

A Compatibility Assessment (Robert Russell Planning Consultants, September 18, 2025) was submitted as part of a complete application and was reviewed by Planning Services and The Planning Partnership (TPP) as a third-party peer reviewer for urban design and compatibility matters. A summary of their analysis is provided below, which Planning Services generally concurs with.

Use, height, massing, orientation and landscape characteristics

The subject lands are located between an apartment development to the north and single-detached dwellings to the west and south, which is the predominant built form within the minimum 120 metre vicinity.

TPP notes that while height and massing of Building A is of an appropriate scale due to its proximity to the existing three four-storey apartment buildings to the immediate north, an appropriate transition between the two different built forms (apartment and single-detached) should be provided within the subject lands in building mass, height, and architectural features. There are a number of ways this transition could be achieved, such as gradually reducing the height, mass, and/or ground floor area of buildings from north to south, and east to west, the inclusion of ground-oriented units adjacent to Peel Street, or other innovative design solutions.

Further, it is noted that existing residential developments within the vicinity are generally oriented toward the street with front doors and windows facing the street. Buildings A and D do not adequately address Peel Street, while the remainder of the Peel Street frontage is proposed as surface parking, which is discouraged in the Existing Neighbourhoods designation. While the existing Peel Street streetscape is generally characterized by building frontages, front yards, and foundation plantings, the proposed development locates parking and amenity spaces, visually screened from Peel Street using tall shrubs and conifers, which is not consistent with the existing pattern.

The proposed development in its current form is not of an appropriate scale to provide transitions between the subject lands and surrounding built form, nor has the proposed development adequately considered the orientation and landscape characteristics of the existing built form to demonstrate compatibility.

On-site amenity space

Two amenity spaces are proposed to be located along the Peel Street frontage, with a third proposed to be located internal to the site. As noted above, the tall shrubs and conifers proposed to provide screening and privacy to the amenity spaces fronting Peel Street is inconsistent with the existing pattern of visually open front yards. To meet this test of compatibility, the Peel Street frontage should be designed to function as 'front yards', which could include the provision of amenity space, landscaping consistent with typical front yards, and primary building entrances addressing Peel Street.

Streetscape patterns, block lengths, setbacks, and building separations

TPP notes the predominant lot fabric and pattern of setbacks is associated with single-detached dwellings (approximately 66%) and is a defining attribute of the established neighbourhood. While it is acknowledged that no new blocks are being created, the existing lot fabric and setbacks associated with the existing built form in the vicinity should be considered.

Noting the definition of compatibility above clearly states that development may not necessarily be the same or similar, the proposed development does not adequately consider this pattern. The setbacks proposed for Buildings A and D fronting Peel Street are in excess of the existing pattern, and do not enhance the existing streetscape by providing a ground-oriented, active, and permeable frontage. TPP further notes that the existing pattern of building separations and streetscape rhythm of "solid" (i.e. building) and "void" (i.e. space between buildings) have not been considered in the proposed development. The Peel Street frontages of the subject lands propose an approximate pattern of 7.5 metres void (side yard), 20 metres solid (building), and 39 metres void (parking and private road), which is in stark contrast to the existing approximate pattern of 2.4 metres void, 11 metres solid, with the void being a side yard rather than automobile oriented.

There is an opportunity for the proposed built form to have regard for the existing streetscape pattern by reducing the front setback to orient and relate buildings to the streets, incorporating ground-oriented units, using massing to represent the streetscape pattern in the façade, and relocating surface parking away from the street.

The Town's Urban Design Manual provides additional guidance and opportunities for how multi-residential and higher-density developments can be designed to enhance, or at minimum, mitigate the impact of massing and development intensity on the streetscape and surrounding developments, including the use of building step backs, maintaining angular planes, including landscape buffers and amenity spaces, and locating surface parking away from the frontage. Further commentary on these matters is included in the Urban Design Manual section of this Report.

Natural Heritage System

It is the intent of the 2024 OP is to ensure the biodiversity, ecological function and connectivity of the Natural Heritage System is protected, maintained, restored, or where possible, enhanced. Further, it is noted that the Natural Heritage System is intended to, in part:

- Protect the health and water quality of the Nottawasaga Valley Watershed, and its associated tributaries as a complete water resource system;
- Conserve native biodiversity and enhance climate change resiliency and carbon sequestration; and
- Protect all significant natural heritage features and their associated ecological functions using a system-wide approach.

Adjacent Lands Overlay and Species at Risk

The subject lands are located within the adjacent lands overlay, which triggers the requirement for the preparation of an Environmental Impact Study (EIS) to support applications for development recognizing that lands adjacent to the Environmental Protection designation may have important ecological functions or linkages impacting the long-term health of the features and functions of the Natural Heritage

System. As the subject lands are part of a registered plan of subdivision, it is recognized that relevant studies were previously submitted and reviewed to support the registration of the plan of subdivision. Therefore, Planning Services determined it would be appropriate to waive the requirement of a new EIS, as permitted by the policies of the 2024 OP.

However, the 2024 OP requires that all applications for development require an analysis of Species at Risk (SAR) in accordance with Provincial legislation to ensure the long-term conservation of habitat for threatened and endangered species. A SAR Assessment, and addendum, were reviewed by NRSI as the Town's peer reviewer for natural heritage matters. NRSI confirmed comments issued in response to the previous Zoning By-law Amendment and Site Plan Control Applications have been satisfactorily addressed, and the mitigation measures recommended by the applicant are appropriate for the subject application.

The Pretty River Sub-Watershed

It is a requirement of the 2024 OP that an Ecological Restoration Plan (ERP) be prepared for all lands located within 30 metres of the stable top-of-bank of the Pretty River or those lands within the 1:100 year floodplain, whichever is greater. It is further required that all development, including stormwater management facilities, shall be set back a minimum of 30 metres from the stable top of bank of the Pretty River.

The proposed development includes significant development encroachment (approximately 33% of the setback area) upon the prescribed 30 metre setback from the stable top-of-bank (Figure 3). A restoration plan was reviewed by NRSI, who opined that the extent of encroachment is not supportable for the following reasons:

- Suitable compensatory measures to offset the proposed level of encroachment have not been proposed;

- Substantial works are proposed within the setback without demonstrating that encroachment has been minimized or avoided to the greatest extent feasible; and
- The scale and proximity of development within the setback are likely to have adverse impacts on the functions of the valley corridor.

It is further noted that the proposed approach to restoration of this area relies heavily on the use of seed mix rather than woody vegetation to meaningfully naturalize the area and deter future impacts to the corridor by human encroachment (e.g. dumping, creation of unauthorized trails, etc.)



Figure 3: Excerpt of Restoration Plan

Source: MHBC (December 2025)

The NVCA has confirmed the subject property is located outside of the Regional flood elevation of the Pretty River Floodway, and the associated erosion hazard is not of concern due to the presence of the Pretty River flood control dike. However, advisory comments were provided by the NVCA to ensure the protection of the integrity of the flood control dike, including that any operations within 30 metres of the dike are to be completed with caution to avoid disturbance to the dike itself.

Given the level of encroachment and development proposed, Planning Services opines it is premature to determine if the proposed development would conform to the intent of the Natural Heritage System policies of the 2024 OP. Further documentation is required from the applicant to demonstrate no negative impact to the functions of the valley corridor associated with the Pretty River.

Planning Services acknowledges the Natural Heritage System policies in the 2024 OP are presumed to be under appeal. However, it is noted that the fundamental policies requiring an ERP, restricting all development from the 30-metre top-of-bank setback from the Pretty River, and demonstration of no negative impact to the natural heritage system are also embedded in the 2004 Official Plan.

Staff opine significant revisions to the proposed development, including site layout, site configuration, building massing, and overall built form, are required to demonstrate conformity to the Existing Neighbourhoods designation and Pretty River Sub-Watershed policies to facilitate development on the subject lands. Based on the foregoing, Planning Services is not satisfied that the proposed development in its current form conforms to the general purpose and intent of the 2024 OP, or 2004 OP, as appropriate.

Town of Collingwood Zoning By-law

The Town of Collingwood Zoning By-law 2010-040, as amended, zones the subject lands Residential Third Density Exception Eight (R3-8). Permitted uses in the parent R3 zone include Apartment and Group or Cluster.

R3-8 Lot Provisions (Group or Cluster)	Required	Proposed
Minimum Lot Area	Nil	2.446 ha
Minimum Lot Frontage	Nil	+/- 140 m
Minimum Front Yard	6.0 m	10.0 m
Minimum Exterior Side Yard	6.0 m	N/A
Minimum Interior Side Yard	6.0 m	7.5 m
Minimum Rear Yard	7.5 m	16.0 m
Maximum Height*	15.0 m	15.0 m
Maximum Lot Coverage	40%	22%
Minimum Landscaped Open Space	40%	42%

**The maximum height of group or cluster dwellings shall be the maximum height applicable for the individual dwelling type. The maximum height for an apartment in the R3 zone is 15.0 m.*

The exception zone states, in part, that no portion of a dwelling unit that forms habitable space shall be located closer than 30.0 m from the top of bank of the Pretty River. Planning Services confirms that there is no habitable space proposed within the 30.0 m setback from the top of bank of the Pretty River.

Parking and Loading Provisions

The Town's Zoning By-law outlines the Parking and Loading provisions required for various types of uses, including the minimum number and size of required parking spaces, number and size of entrances, and number of bicycle parking spaces. The proposed development has been reviewed in the context of these provisions and satisfies those requirements.

An apartment dwelling requires 0.5 parking spaces per unit, plus an additional 0.25 spaces per unit for visitor parking, for a blended ratio of 0.75 parking spaces per unit. The proposed development of 245 apartment units requires a minimum of 184 parking spaces, and 240 parking spaces are proposed. Further, an apartment dwelling requires a minimum of 0.5 bicycle parking spaces per unit, to a maximum

requirement of 20 bicycle parking spaces which may be exceeded. 63 bicycle parking spaces are being proposed, exceeding the minimum requirements of the Town's Zoning By-law.

Based on the total frontage of the subject lands, two entrances are permitted. Two new entrances from Peel Street are proposed to service the development, measuring 8.4 m and 8.6 m in width, which conforms with the minimum group or cluster dwellings entrance width of 7.5 m.

Based on the foregoing, Planning Services is satisfied that the proposed development conforms to the Town's Zoning By-law.

Urban Design Manual (2010)

On July 19, 2010, Council enacted and passed By-law Numbers 2010-082 and 2010-083 to give effect to the Town's Urban Design Manual (UDM). The intent of the UDM is to ensure that any application for site plan control, subdivision or condominium is designed to meet or exceed a minimum standard set of guidelines for urban development form. Planning Services notes that exterior building design details such as building materials and colours are no longer subject to Site Plan Control per changes to the *Planning Act* as a result of Bill 23 (2022).

An Urban Design Report, Shadow Study (pertaining to Building D), Angular Planes Study, and building elevations were submitted in support of the subject application and reviewed by Planning Services and TPP, as the Town's peer reviewer for urban design matters.

Notwithstanding the compatibility analysis provided in the 2024 OP section of this Report, TPP notes the longer elevations are well articulated vertically and horizontally. However, there remains an opportunity for the shorter elevations to incorporate similar articulation to address Peel Street, the edge of the Pretty River, and proposed amenity spaces. TPP further notes that the elevation and roofline of Building D do not relate to the rest of the development due to a lack of articulation, which has the effect of accentuating the building's horizontal massing. As Building

D is located on the southern portion of the subject lands, adjacent to single-detached built form to the north, south, and west, Planning Services opines this does not reflect an appropriate building mass transition.

The UDM directs that buildings over 10 m in height or façade shall incorporate design elements to reduce their apparent mass along side yard property lines including, in part, setting the building, or portions of the building, back as not to project into a 45 degree angular plane from the shared property line, incorporating specific landscaping to screen views, and/or alternative design solutions that effectively reduce the visual impact of larger buildings on adjacent uses and create building massing that are human-scale or compatible with adjacent buildings. Per Figure 4, Building D exceeds the 45-degree angular plane projected from the southern property line. To demonstrate an appropriate transition to the two-storey single-detached built form, Building D should remain within the angular plane which could be achieved by reduced height, step backs, or other design solutions.

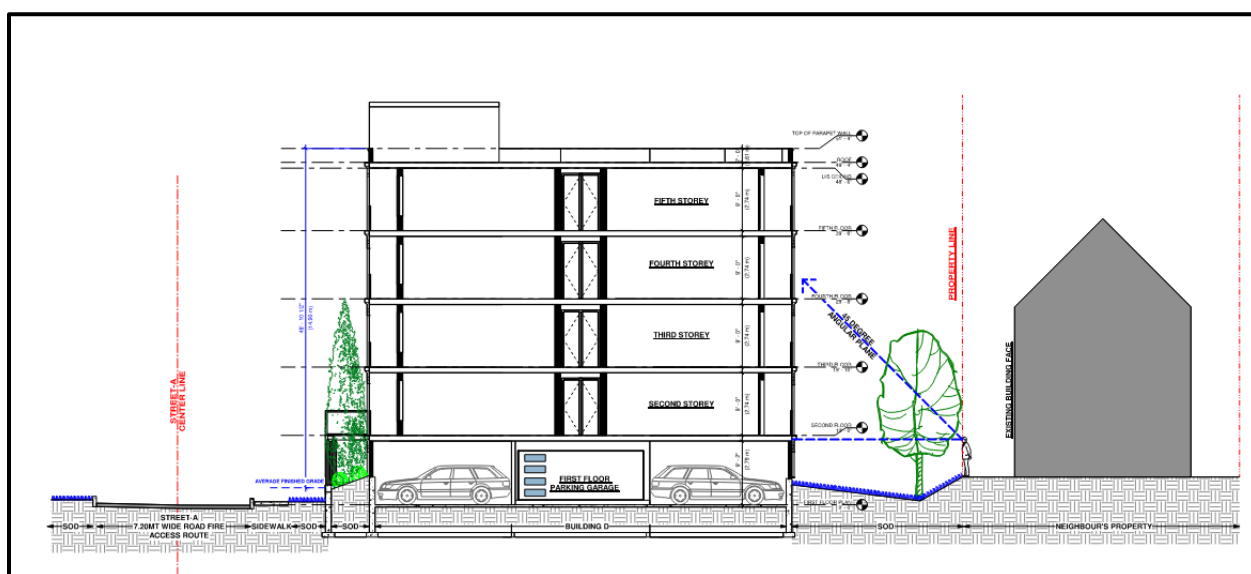


Figure 4: Angular Plane Study of Building D from the southern property line

Source: RPD Studio (2025)

Through pre-consultation, Planning Services required a Shadow Study as a part of a complete application. Through ongoing correspondence with the applicant, staff agreed it would be appropriate to scope this requirement to apply only to Building

D as any shadow from Buildings A-C were most likely to remain within the site or not cause negative impact to surrounding properties. While the Town does not have a Terms of Reference for shadow studies, the applicant was directed to provide an analysis inclusive of Solar Noon (SN) and hourly intervals before and after SN, up to and including 1.5 hours before sunrise and after sunset, for June 21, September 21, and December 21. It is noted that hourly intervals from 10:18 am to 6:18 pm were provided for all dates. Based on the information provided, Building D would cast a shadow into the side and rear yard of an existing single-detached dwelling on Peel Street on December 21 at 10:18 am, as shown in Figure 5. While Planning Services opines it is premature to determine if this is appropriate given the additional information requested, it is also acknowledged that changes to the massing of Building D as previously recommended may also reduce the impact of shadowing on neighbouring properties.



Figure 5: Excerpt of Building D Shadow Study, 10:18am, December 21

Source: RPD Studio (2025)

The UDM also provides guidance on building groupings, outdoor amenity spaces, and building placement and orientation. In addition to the compatibility analysis provided earlier in this Report seeking Buildings A and D in particular to address Peel Street and consider existing setback and 'front yard' amenity patterns, the

UDM notes that multiple-unit residential development may position buildings behind the setback line, provided the increased setback area is designed to enhance the streetscape with landscaping and/or pedestrian amenities. Buildings A and D are placed beyond the front setback line, and while amenity space is proposed in this area, Figures 6 and 7 show the amenity spaces would be screened from Peel Street and would not contribute to an active streetscape. It is further noted that both buildings are currently well within the 45 angular plane and could reasonably be shifted closer to the front yard setback line, and better address Peel Street, which could contribute to improving the overall compatibility of the proposed development with the existing neighbourhood.

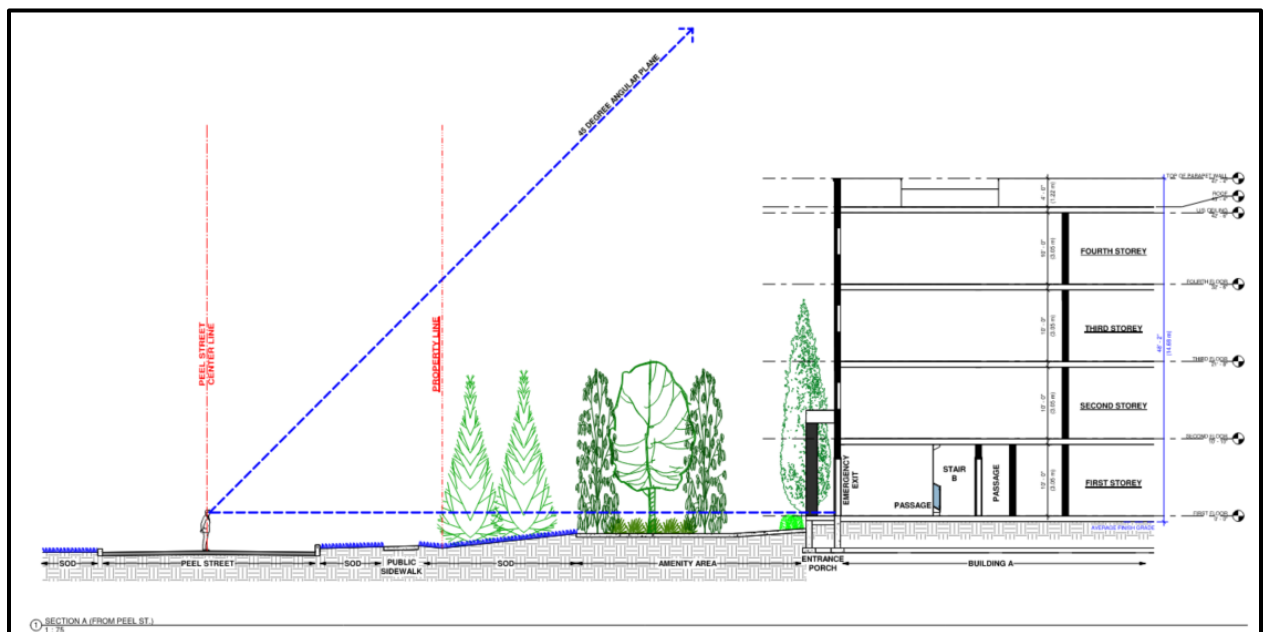


Figure 6: Angular Plane Study of Building A from Peel Street

Source: RPD Studio (2025)

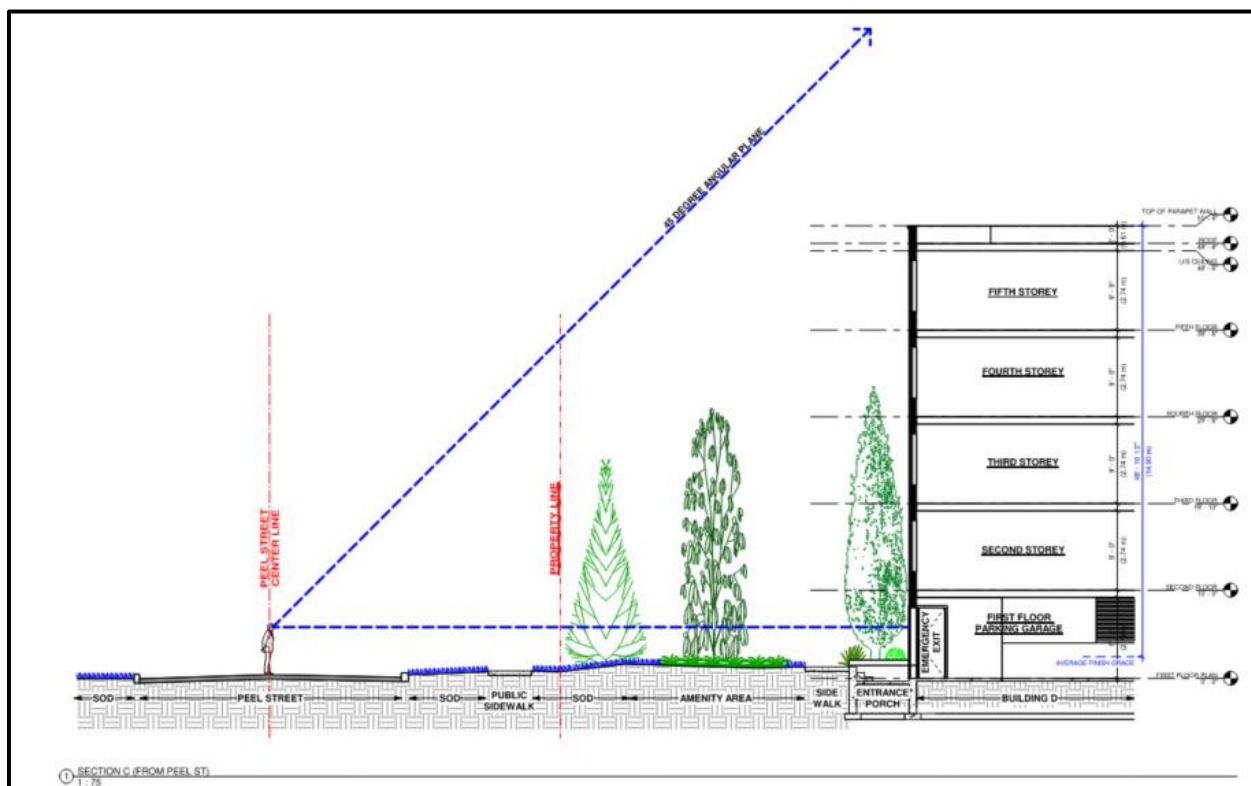


Figure 7: Angular Plane Study of Building D from Peel Street

Source: RPD Studio (2025)

In addition to the above noted amenity spaces, a third amenity space is proposed between Buildings B and C (Figure 8). TPP notes that where possible, amenity spaces should be 'green' to mitigate the impact of the extensive hardscaping proposed and that, in general, the provision and distribution of the proposed amenity spaces lacks cohesion and appears to function more as building entrances/exits rather than places that demonstrate a relationship to the development and surrounding landscape, providing space for people to gather and linger. Further, Planning Services and Parks, Recreation, and Culture provided comments through pre-consultation noting the amenity space proposed does not appear adequate for the scale of development, nor are activity nodes being created.



Figure 8: Landscape Enlargement of amenity space proposed between Buildings B and C

Source: RPD Studio (2025)

The UDM notes that developments comprised of multiple buildings shall demonstrate a functional relationship with one another and the public spaces of the development by, in part, minimizing impacts of shadows on outdoor spaces for people. The UDM further notes that outdoor amenity spaces should receive direct sunlight for the portion of the day they are intended to be used to maximize sunlight exposure during cooler months. While the requirement for a shadow study was ultimately waived for Building C, Planning Services provided comments in response to the previous pre-consultation application noting the location of this amenity space would likely experience shadow impacts and should be reconsidered.

The UDM directs that developments shall not provide more parking than necessary, as determined by the Town's Zoning By-law, when more than 120 parking spaces are required. Further, it is noted that surface parking shall be located behind buildings, which is consistent with the 2024 OP intensification policies for the existing neighbourhoods designation. The proposed development is

overparked by 56 parking spaces, with half of the Peel Street frontage dedicated to the provision of surface parking.

Further, 53 parking spaces are proposed directly adjacent and 'head on' to the side and rear yards of the existing single-detached dwellings on Peel Street (Figure 9). Based on the materials received and reviewed to date, Planning Services is not satisfied that the proposed surface parking configuration, and resulting headlight and taillight shine, would not have a negative impact on the existing neighbourhood. There is an opportunity for the proposed surface parking to be reduced and relocated away from the street, which could contribute to improving the overall compatibility with the existing neighbourhood.



Figure 9: Excerpt of Site Plan

Source: RPD Studio (2025)

The proposed development was also reviewed by R.J. Burnside, the Town's peer reviewer for landscape architecture, who recommended that additional trees and screening plants be applied along all proposed parking areas, including to add additional coverage against headlight pollution, to better align with the Town's UDM. R.J. Burnside was unable to verify the applicant's canopy coverage estimate of 43% due to incorrect canopy dimensions for proposed tree species and the inclusion of shrubs in the calculation which are not applicable.

Planning Services acknowledges the proposed development contributes to active transportation by completing the municipal sidewalk on the east side of Peel

Street, providing a connection to the Town's existing multi-use pathway to the north, and significantly exceeding the number of bicycle parking spaces required by the Town's Zoning By-law. However, the UDM notes that multi-residential developments shall provide specifically designed, ground-floor accessible, long-term all-season bicycle storage at a rate of two spaces per unit. While it may not be practical to provide bicycle parking to this extent, it is noted that the proposed development does not include any secure, all-season bicycle storage for future residents. Bicycle parking is proposed between the main entrance and Street 'A' of Buildings A-C, and along the landscape buffer to the rear of Building C, with no protection from the elements. While this may be appropriate for short-term or visitor bicycle parking, Planning Services opines this is not adequate to service a proposed residential development of this scale, in a location well suited for active transportation modes.

Planning Services is not satisfied that the proposed development is acceptable in the context of the applicable standards of the Town's UDM.

Options

1. Should the Director of Growth and Development determine that the identified conformity challenges demonstrated by the proposed development are minor in nature and can be reasonably addressed without requiring fundamental changes to the proposed site layout and configuration, the Director may choose to conditionally approve the subject Site Plan Control application. However, it remains Planning Services' opinion that the scale and nature of the revisions required to demonstrate conformity to the relevant land use planning instruments are significant in nature and can't be resolved through technical revisions or conditions implemented under Section 41(7) of the *Planning Act*.
2. The Director of Growth and Development may choose to defer a decision on the subject application to provide the applicant with additional time to prepare a second submission to address the concerns and comments identified through the first submission review. Should the Director choose to defer a decision, the

applicant would be in a position to file an appeal with the OLT for failure to make a decision within the statutory time frame of 60 days (March 8, 2026). It is important to note that Planning Services has continued to encourage the applicant to revise the development concept to one that could potentially be supported by staff, including the detailed review of two pre-consultation applications in July and November 2024, an in-person meeting in March 2025, and ongoing correspondence, with no success to date.

As there were no meaningful revisions to address concerns raised through the pre-consultation process reflected in the Site Plan Control application, Planning Services again offered the applicant an opportunity to meet to discuss staff's ongoing concerns with the proposed development in its current form, particularly with respect to matters of compatibility and natural heritage, ahead of providing a compiled package of written comments. The applicant did not express interest in this meeting and simply requested the written comments be provided. As such, the compiled written comments were provided to the applicant on February 13, 2026. The applicant has since reached out to staff requesting a meeting and clarification of comments provided. However, the clarification being sought is not focused on how the proposed development can be revised to meaningfully address comments provided to date but rather to pursue rationale and precedent for the development in its current state.

Financial Impacts

As with most decisions made under the *Planning Act*, appeals to the OLT are possible. OLT appeals are costly from both a financial and internal resourcing perspective. The municipality can expect to pay \$50,000 to \$100,000+ in legal and consulting fees per appeal. While a refusal of the subject applications does not negate the potential for appeal, having a planning opinion on the public record would generally streamline the process and help to control costs. Rather than taking the litigious option of appeal, staff are encouraging the applicant to re-apply once the outstanding matters described in this

Report are satisfactorily addressed or resolved and have offered fee relief associated with a future application to encourage that path.

Cash-in-lieu of Parkland Dedication

While parkland dedication was provided through the subdivision process, it is noted that the subject application proposes approximately three times the number of dwelling units contemplated for Block 151 in the Riverside Subdivision. The Town's Parkland Dedication By-law 2004-63 permits the Town to require additional parkland dedication, or cash-in-lieu of parkland dedication, for a development which represents a substantial increase in the number of residential units proposed in the subdivision agreement.

As Planning Services recommends the refusal of the subject Site Plan Control application based on the planning analysis included in this Report, pending the Director's decision on the subject application, cash-in-lieu of parkland would not be collected because the proposal would be unable to transition to the building permit stage.

Future Application Fee

While it is acknowledged the matters outlined in this Report could be addressed through a second submission, Planning Services notes the applicant did not take the opportunity to satisfactorily address similar comments provided through pre-consultation in the first submission, and the review of a second submission is not possible within the statutory timeframes provided under the *Planning Act*.

However, Planning Services would encourage the applicant to re-apply once the matters outlined in this Report have been satisfactorily addressed and recommends that, should a new application be received within 12 months of the decision date noted in Appendix 'A', the Director of Growth and Development consider a reduction of the application fee up to a maximum of 50% as permitted by the Town's Delegated Authority By-law 2020-059.

Conclusion

Based on the land use planning analysis and the Town's development review process, Planning Services opines the proposed development in its current state is not in conformity to, or consistent with, the relevant land use planning instruments, and recommending approval of this application would not represent good planning. As noted throughout this Report, the applicant has not demonstrated that the proposed development meets the intent of the compatibility tests and Pretty River Sub-watershed policies of the 2024 OP, or that there will be no negative impact to the valley corridor associated with the Pretty River. Planning Services acknowledges that there is an opportunity for the subject lands to contribute to objectives of intensification of built-up and serviced land and would encourage the applicant to re-apply once the matters outlined in this Report are satisfactorily addressed.

3. Input from Other Sources

The subject application was circulated to Town departments, applicable third-party peer reviewers, and external agencies for review and comment. All concerns related to the proposed Site Plan have been satisfactorily addressed.

The following supporting documents were provided with the application, updated, amended, confirmed, and/or reviewed by the applicable experts:

- Angular Planes Study [RPD Studio] [September 11, 2025]
- Scoped Policy Review (Compatibility Assessment) [Robert Russell Planning Consultants] [September 18, 2025]
- Arborist Report [MHBC] [December 4, 2025]
- Architectural Drawing Set, including Site Plan and Elevations [RPD Studio] [September 11, 2025]
- Engineering Drawing Set [Cobide Engineering Inc.] [December 4, 2025]
- Electrical Drawing Set [G.R. & Associates inc.] [November 6, 2025]
- Landscape Drawing Set [Vorster Eliason Landscape Architects] [September 11, 2025]
- Preliminary Geotechnical Investigation, and addendum [Orbit Engineering Limited] [February 2, 2016, August 19, 2025]

- Species At Risk Assessment [Roots Environmental] [July 3, 2023]
- Species At Risk Assessment Addendum [Skelton Brumwell & Associates Inc.] [August 12, 2025]
- Restoration Plan [MHBC] [December 2025]
- Tree Inventory, Protection, and Removals [MHBC] [November 2025]
- Construction Management Plan [Cobide Engineering Inc.] [October 2025]
- Transportation Impact Study [Tatham Engineering] [October 16, 2025]
- Functional Servicing Report [Cobide Engineering Inc.] [October 2025]
- Road Traffic and Stationary Noise Impact Study, and addendum [Acoustic Engineering Ltd.] [August 7, 2025, January 12, 2026]
- Shadow Impact Analysis [RPD Studio] [September 9, 2025]
- Urban Design Report [RPD Studio] [September 22, 2025]

Third-part peer reviews were undertaken for transportation, noise, natural heritage, landscaping, and urban design matters. The following peer review responses were provided:

- Urban Design and Compatibility Review [The Planning Partnership] [February 11, 2026]
- Road Traffic and Stationary Noise Impact Study Peer Review [Ralph Bouwmeester & Associates] [January 28, 2026]
- Natural Heritage Peer Review [Natural Resource Solutions Inc.] [February 3, 2026]
- Traffic Peer Review [R.J. Burnside] [January 28, 2026]
- Landscape Review [R.J. Burnside] [January 28, 2026]

Staff Report No. PDA2026-02 was forwarded to Department Heads for feedback on March 3, 2026 and the content of this report responds to the feedback received.

4. Applicable Policy or Legislation

- *Planning Act* (1990, as amended);
- Provincial Planning Statement (2024);
- Simcoe County Official Plan (2016, as amended);

- Town of Collingwood Official Plan (2024);
- Town of Collingwood Official Plan (2004, as amended);
- Town of Collingwood Zoning By-law 2010-040 (2010, as amended);
- Town of Collingwood Site Plan Control By-law 2010-082 (2010, as amended);
- Town of Collingwood Parkland Dedication By-law 2004-63 (2004, as amended)
- Town of Collingwood Urban Design Manual (2010).

2024-2028 Community Based Strategic Plan: Advances pillar(s) below:

☒ Sustainable ☐ Connected ☐ Vibrant ☒ Responsible

The proposed development in its current form would not support integrated people-scaled development that enhances livability.

A decision has been made within the statutory timeframes set out by the Planning Act (operational and organizational excellence).

☐ Services adjusted if any Not Applicable

☐ Climate Change / Sustainability: Not Applicable

☒ Communication / Engagement: Public Engagement has occurred

The proposed development was published on the Development Activity layer of the Town's Land Use Planning Interactive Map and posted on the Town's website.

☐ Accessibility / Equity, Diversity, Inclusion: Not Applicable

☒ Registered Lobbyist(s) relating to content:

Harjinder Kang (Mamta Developments Inc.) Meeting Dates:

March 11 – March 19, 2023 (Planning and Development)

☒ Rights of Indigenous Peoples ([UNDRIP](#)):

This application was circulated to Indigenous Communities known to have an interest in Collingwood development proposals.

Next steps and future action required following endorsement:

- Notify applicant of the decision

- Should an appeal be received, an in-camera report to Council would be required to receive direction

6. Appendices and Other Resources

Appendix A: Decision Sheet

Appendix B: Site Plan Drawings

Appendix C: Servicing Capacity Allocation Policy Evaluation Matrix

Prepared By:

Beckett Frisch, RPP, MCIP

Reviewed By:

Lindsay Ayers, RPP, MCIP