

# Scope of Work Outline

June 1, 2020

## **Municipality of Brockton Municipal Modernization Funding – Land Use Development Process Management**

### **Background:**

The Municipality of Brockton staff are responsible for zoning administration, building permit applications, subdivision agreement processes and site plan control. The Municipality of Brockton is experiencing a marked increase in the amount of development activity. Various forms of residential housing are encouraged in the Municipality to fill widespread housing shortages. The Municipality strives to offer a high level of customer service under the direction of the Chief Administrative Officer. A key priority of Brockton's Council is to ensure ongoing proper residential development that supports the communities housing needs but adheres to Provincial, County and Municipal requirements. Large residential developments require the coordination between multiple departments and layers of government. It is paramount that the Municipality of Brockton ensure fairness and transparency for both residents and developers.

The Planning and Development Department of the County of Bruce processes applications under the Planning Act on behalf of all eight lower-tier municipalities and communicates and coordinates with local development officials for inquiries and interpretation of plans and by-laws.

The Municipality works with local developers to implement the development process in a fair, transparent and timely manner. With limited staffing resources and high residential development activity, Brockton wants to continue to evolve to ensure excellent customer service and a clear and concise process that has been evaluated to ensure consistency and fairness. This evaluation will support current and longer-term growth-management planning. This review will also focus on the East Ridge Business Park and ensure that development guidelines, fees and process are clear as the Municipality transitions to Phase II lots being available for sale.

### **Purpose:**

The purpose of this proposal is to explore opportunities to enhance value to our public, interested parties and local developers and ensure developments occur in a structured and consistent manner while adding value to the long-term growth of the community.

### **Value to Applicants:**

- One point of contact for development applications, permits regardless of the type of development
- Ability to fill out and submit applications online
- Ability to submit fees for applications online
- Ability to determine what land is available for sale in Brockton and seek out timely

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information

- Ensure minimal referrals back and forth between local and County staff
- Assurance of competitive planning and development fees related to municipalities of a similar size
- Assurance of following the same process with consistent standards for each development
- Easy to find information through a solid web presence with easy to access information
- Development checklists for ease of process and to ensure seamless transition regardless of staffing changes

## Value to General Public interested in development proposals:

- Intuitive and user-friendly web presence and information sources for viewing current residential developments and available Municipal lands for sale on a map or from a web page with supporting documents, current status, upcoming meetings, etc.
- Easy access to appropriate fees and charges that are being allocated to developers and interested purchasers
- Opportunity for education about the Provincial Policy Statements and their application in Brockton
- One source of information to provide understanding of timelines and length of process and approvals

## **Current Structure:**

### Zoning/Minor Variance/Severance Inquiries

Regular zoning inquiries or minor variance inquiries are fielded by the Building Department and referred to the County of Bruce Planning Department to move forward with the appropriate planning application.

### Subdivision/Multi-Residential Developments

Developer inquires with Building Department consisting of one Chief Building Official and one Building Inspector on zoning requirements and subdivision development process.

Pre-consultation meeting is held between Developer, Development Engineer, Municipal Engineer and Municipal staff consisting of CAO, Clerk, Director of Operations, Roads Supervisor, CBO to review plans.

Various meetings are held as required for Development Engineer to prepare plans.

Plans are submitted and based on review by multiple departmental staff and Municipal Engineer multiple revisions are made to arrive at agreed upon plans.

Subdivision Agreement is prepared by CAO and Clerk in conjunction with Municipal Engineer, Municipal Solicitor, Developer and Developer Engineer.

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Council Approval of Final Subdivision Agreement by By-Law and completion of the registration process and plan approval by the County of Bruce Planning Department.

Chief Building Official issues building permits and monitors adherence to grading plans as applicable.

Operations staff ensure infrastructure is installed in an appropriate manner with engineer oversight

Municipal staff work through subdivision components and release of Phases with the Developer and reduction of securities through the CAO until completion over a multi-year period depending on the scope of development.

## **Main Project Elements:**

The Modernization grant funding is for a consultant's report, not including implementation.

There are three parts to the study:

### **1. Evaluation of Current Planning Approval Process and Development Consultation Process managed by Brockton in relation to municipalities of similar size**

This includes a review of the current information available, information available from similar sized municipalities with on-going development, development process, fee structures, on-line presence and ability of the public to find information about residential developments and Municipal land available for sale in the community

### **2. Evaluation of systems and of software used by lower-tiers that would benefit Brockton and that would support data transfer between lower-tier and County system.**

Review of current structure and review of software used by municipalities of similar size for process improvements and for data access and smooth process for projects spanning a number of years.

### **3. Process Assessment for Current Workflow Management with Outputs**

This involves a review with County planning staff and municipal staff of current workflow management and recommended changes arising from a Role and Structure Review.

Identify opportunities for process improvements and to develop detailed recommendations for configuration enhancements to Brockton's workflow management system that can increase the value to clients while ensuring fees structures, human resources, technology improvements and growth demands have been incorporated.

The workflow management review, process review, administrative review, fee structure review, online presence review should result in recommendations for improved service

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delivery with modernization opportunities to support cost recovery for administrative functions in a comparable but progressive manner to municipalities of similar size.

## **4. Evaluation of Affordable Housing Programs that may be suitable for implementation in Brockton**

A review of affordable housing programs that would provide value added propositions to proposed developments and offer a partnership that would support more attainable housing alternatives for local residents within new developments and develop a clear concise document in this regard.

### **Deliverables:**

1. Review of Best Practices for a development friendly municipality;
2. Data Sharing review to improve efficiencies between upper and lower-tier;
3. Detailed recommendations and recommended changes to implement “shovel-ready” improvements so that we can:
  - Have the greatest possible understanding of the efficiencies that can be gained through the modernization efforts; and
  - Implement the solution rapidly and efficiently using other resources.
  - Recommendations for improved online presence in Brockton to gain interest and attraction from residents interested in housing or re-locating
  - Recommendations for improved online presence for land for sale in the East Ridge Business Park and development guidelines.
  - Improve online presence for those looking to develop in Brockton
  - Hard copy and digital documents for concise professional information related to the development process in Brockton
  - Hard copy and digital documents for concise professional information related to development in East Ridge Business Park including Phase II
  - Improve documents related to fees payable
  - Recommend ideas to support local development initiatives and ongoing communications related to development
4. Provide recommendation on the skill sets, organizational structure and human resource requirements to support a growing community and to ensure the delivery of high quality customer service for residential development with adherence to legislative, administrative and engineering requirements.

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5. Provide recommendation on the preferred software applications to support on-line building applications in a lower-tier municipality that may connect with Upper-Tier platforms.
6. Provide recommendations on Affordable Housing Incentive Programs that could be considered and implemented to support attainable housing alternatives in Brockton.
7. All deliverables shall be provided in an accessible manner.
8. All deliverables shall be consistent with Brockton Branding Guidelines.

## **Timing:**

Quote and Proposal are requested by June 12, 2020.

The grant requires a draft report to the province August 31, 2020, with a final report due to the province September 18, 2020.

To align with Brockton Council meetings the draft report should be completed no later than August 17, 2020 so it can be presented to Council August 25, 2020. The final report is due August 28, 2020 to enable the reporting to Council on September 8, 2020 before the final report is due to the Province. Recommendations on sub-sections may be presented as they come available. The consultant is required to present the report to Council at both meetings.

## **Coordination and Communications:**

5. Consultant responsible to coordinate and align recommendations for modernization of online software recommendations between County Planning and Brockton
6. CAO to lead and coordinate discussions between department heads for consultant review.
7. Consultant to coordinate and arrange data gathering as required from municipal sources in respect of lower-tier Municipalities

## **Budget:**

Funding for this study is in the range of \$65,000- \$75,000