Brockton Land Use
Development Process
Management Review

Council Presentation

Tuesday, November 24, 2020
AGENDA ITEM

• Study Methodology
• Current State
• Comparator Analysis
• Development Process Review
• Summary of Recommendations
• Next Steps
Methodology

- Conducted interviews of key stakeholders and involved parties
  - Development community
  - Brockton and Bruce County Staff
  - Councilors

- Conducted review of internal material and information
  - Processing requirements
  - Internal communications
  - Office structure for fulfilling review role

- Conducted comparator analysis for:
  - Website usability
  - Development fees

RECOMMENDATIONS
- Application Tracking
- Attracting Investment
- Information Management
- Municipal Organization & Training
- Website Organization
Current State

Application Volumes – High-level Analysis

Undertook interviews with applicants to gain perspective on perceived ease of development in Brockton. Key points:

- Excellent accessibility of front-line staff
- Clearer online integration between County and Brockton’s websites is necessary
- Timelines are key: need to educate potential developers on expectations

<table>
<thead>
<tr>
<th>Municipality</th>
<th>BROCKTON</th>
<th>Arran-Elderslie</th>
<th>Huron Kinloss</th>
<th>South Bruce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>9461</td>
<td>6803</td>
<td>7069</td>
<td>5639</td>
</tr>
<tr>
<td>Applications in 2019</td>
<td>39</td>
<td>2</td>
<td>31</td>
<td>29</td>
</tr>
<tr>
<td>Applications per 1000</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Figure 1: 2019 Inland Hub Application Statistics

```
38% Consents
35% Rezonings
3% OPAs
18% MVs
8% Cty OPAs
```
Brockton’s Application Volumes, by year

- Rezoning
- OPA
- Consent
- Minor Variance
- County OPA
- Subdivision
- Condominiums
• Brockton had the most ZBAs in the Inland Hub in 2019

• The number of severances throughout the Inland Hub are relatively consistent

• South Bruce, in particular, is experiencing high levels of development pressure
A comparator analysis was completed using 10 municipalities of similar sizes across southwestern Ontario. The following key topics were assessed:

• Municipal Stats – Population, Planning/Building Staff
• Fees – Planning, D.C.’s, Building, Site Plan, Subdivision
• Online Resources – availability of tools (interactive mapping, application forms, report templates, etc.) that simplify development process
• Website Layout – usability of website

A Comparison of applications per population and per staff member was also completed for the Municipality, in comparison to other Bruce County lower tiers.
The fee schedules of ten (10) other comparatively sized municipalities were summarized during this review.

The following are sample fee comparisons, as an excerpt of the full review table:

<table>
<thead>
<tr>
<th>Comparator Review – Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brockton</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Severance Fee</td>
</tr>
<tr>
<td>Building Permit Fee</td>
</tr>
<tr>
<td>(Single detached,</td>
</tr>
<tr>
<td>residential)</td>
</tr>
<tr>
<td>Development Charge</td>
</tr>
<tr>
<td>(Single detached,</td>
</tr>
<tr>
<td>serviced)</td>
</tr>
<tr>
<td>Subdivision Clearance</td>
</tr>
</tbody>
</table>
Online resources were assessed with some noteworthy conclusions as follows:

- To varying degrees, municipalities listed direct contact emails and phone numbers to planning staff. Many directed potential applicants to a form letter ‘contact us’ page or a general municipal office line.

- Not many municipal websites show estimated application timeline information in a readily available format; many flowcharts are accessible through PDF links to application or through searching further, but not necessarily at the forefront of page information. If PDF flow charts are provided, the only timelines provided are for the various appeal periods.

- The best examples of navigable and clear planning websites include:
  - The Municipality of West Perth
  - The Municipality of North Perth
  - The Municipality of Meaford
<table>
<thead>
<tr>
<th><strong>Online Resources Available</strong></th>
<th>Brockton</th>
<th>Municipality of West Perth</th>
<th>Municipality of North Perth</th>
<th>Municipality of Meaford</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning/Development Process explained?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Explanations for various policies?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Timeline estimates?</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Application Forms?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Report Templates? Or Terms of References for Studies?</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interactive Mapping for Zoning/OP?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Links in Zoning/OP GIS mapping to relevant OP/ZB sections?</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual contact information listed on website?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Information tracking or ePermit database?</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Website Layout</strong></th>
<th>Brockton</th>
<th>Municipality of West Perth</th>
<th>Municipality of North Perth</th>
<th>Municipality of Meaford</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the 'Planning &amp; Development' page easy to find?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Does the search button pull up most relevant information first?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Do all links work?</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Does each departmental homepage have an overview of said page and in-page links to easily jump to various topics on page?</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Is the Planning &amp; Development page laid out in a legible way?</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Development Review Process

The Municipality’s Development Process is comprised of a nine-step process:

- **STEP 1: First Point of Contact**
- **STEP 2: Determining Course of Action**
- **STEP 3: Applications**
- **STEP 4: Deeming Application ‘Complete’**
- **STEP 5: Notices/Circulations**
- **STEP 6: Report Completion/Comment Compilation**
- **STEP 7: Public Involvement**
- **STEP 8: Decision Making**
- **STEP 9: Appeal Period & Follow-up**

- The Report summarize each step in the process to understand how things are operating now, in comparison to an ideal scenario.
- Identifies where there are gaps, delays, data issues, or other processing weaknesses.
- Providing guidance on the opportunities and process improvements to address them, through the Recommendations.
Public facing information would not mirror your internal critical path

Provide simple and digestible information to the public

Be created in an adaptable format

Gives clear indication of timelines and responsibilities

Samples found during review
### Summary of Recommendations

**Application Tracking**
- ‘planning @ brockton’ general email address
- Internal application and inquiry tracking process
- Map-based tracking for property specific inquiry history

**Attracting Investment**
- Apply to MED for an Investment Ready: Certified Site designation

**Information Management**
- Improve/mend website hyperlinks
- Review municipal website annually
- Assess quality of public notice information

**Municipality Organization & Training**
- Consistent local staff application support & focused front-end service
- Regular planning education of Council
- Application ‘fast-tracking’
- Stagger meetings

**Website Organization**
- General Terms of Reference
- Brockton vs County responsibilities
- Information outlined by project type
- Planning process explained
- Clear landing page
- Online exemplars
- Application hyperlinks

Using existing tools to better track information, share data with the County, and support future staffing decisions

Investigating programs that attract new development and can market sites on larger (Provincial) platforms

Review how the information is managed and seek to improve quality access to key info

Additional organizational and front-line duties are expected as a result of these recommendations

Organization of web pages a key next step in this review
Next Steps

Address any subsequent comments and suggestions that may emerge as a follow-up to this presentation.

Build material for a development landing page (portal) to help bridge information gaps between Brockton and Bruce County’s websites.

Prepare supporting material that can be printed to provide additional hard copy information at the Municipal office.