



# Brockton Land Use Development Process Management Review

**Council Presentation**

Tuesday, November 24, 2020



## **AGENDA ITEM**

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- 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

Figure 1: 2019 Inland Hub Application Statistics

Municipality	BROCKTON	Arran-Elderslie	Huron Kinloss	South Bruce
Population	9461	6803	7069	5639
Applications in 2019	39	2	31	29
Applications per 1000	4	0	4	5

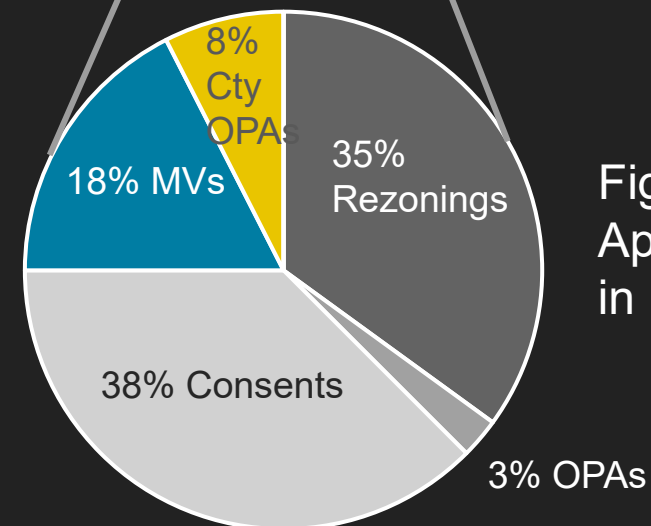
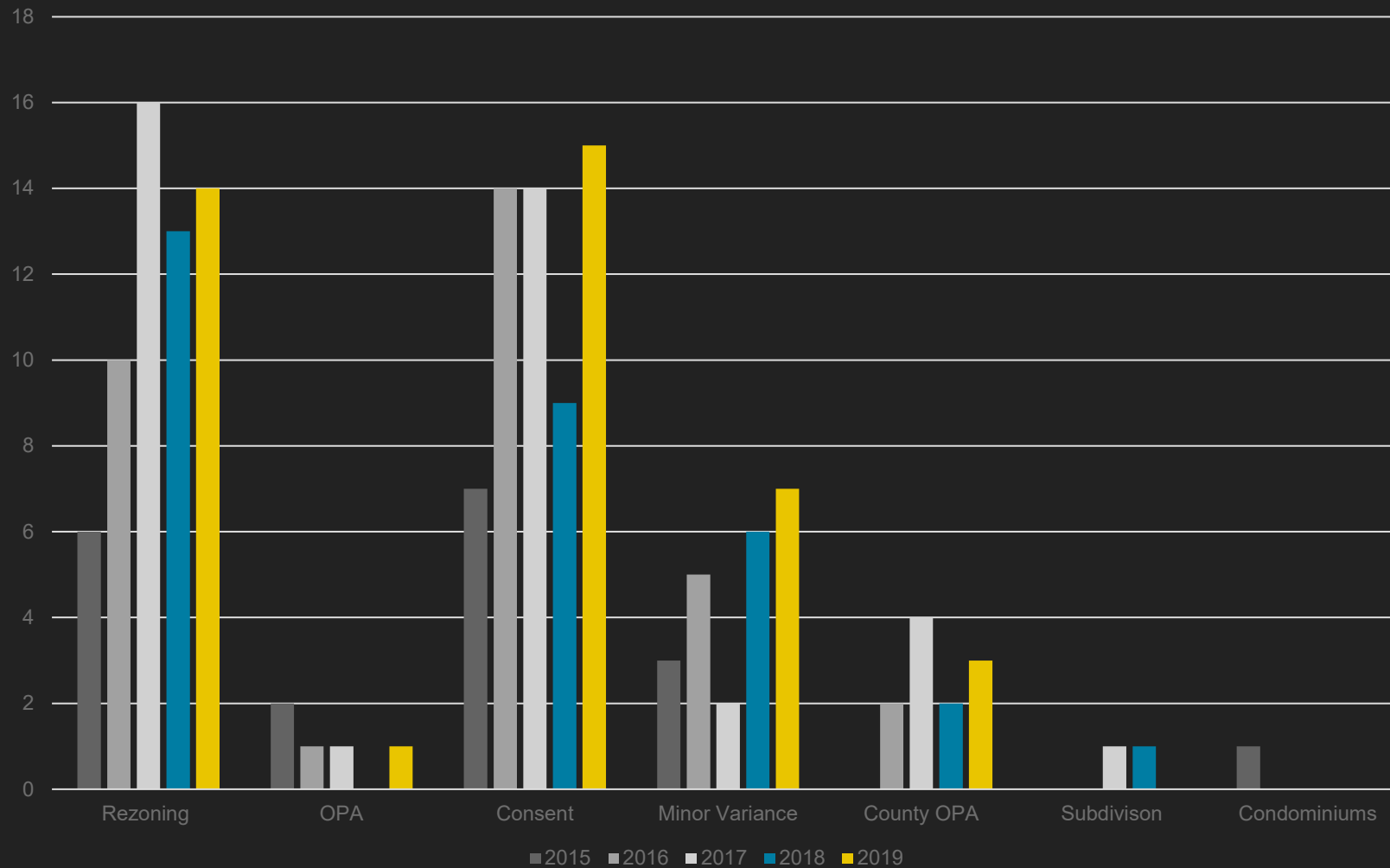


Figure 2: 2019 Application Types in Brockton



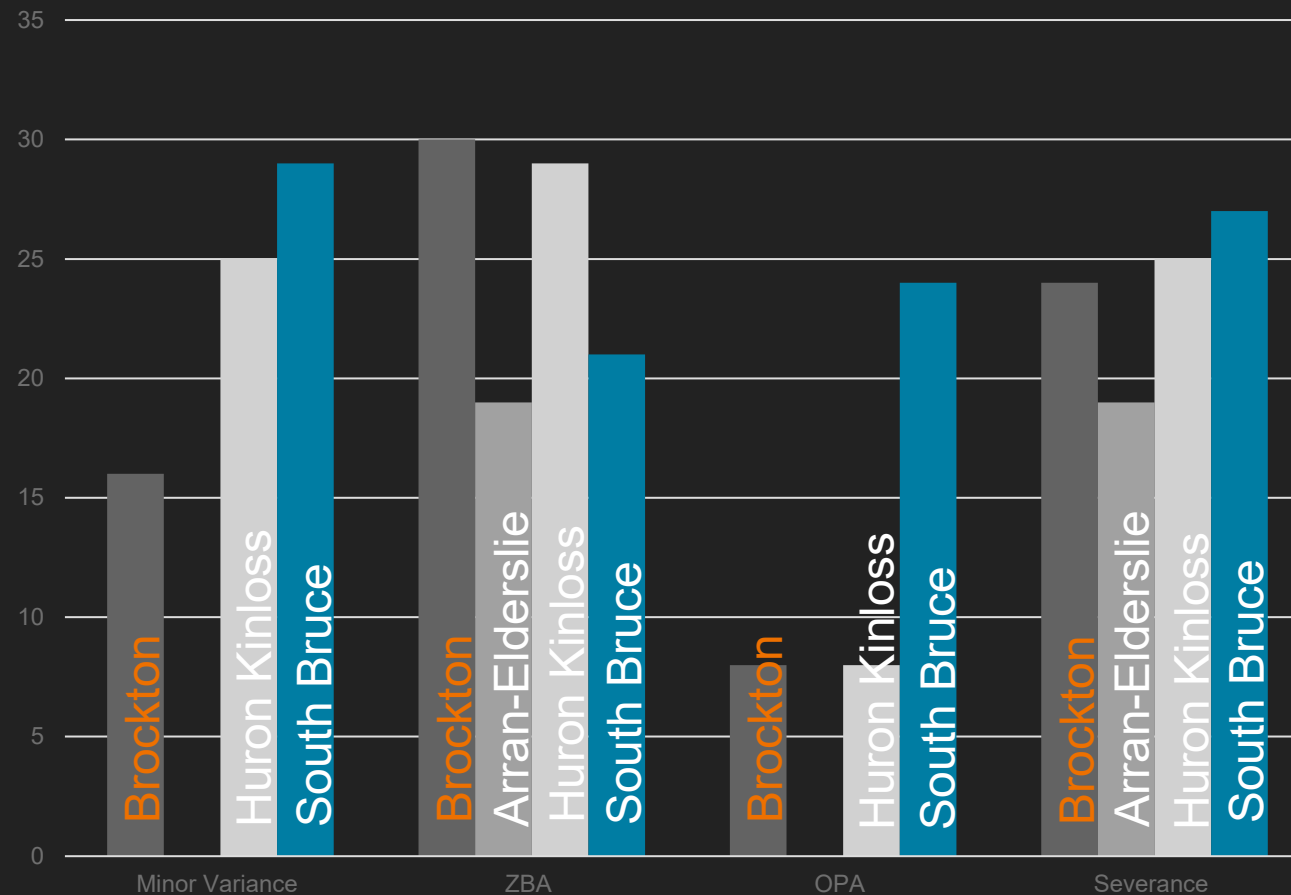
# Brockton's Application Volumes, by year





# Comparator Review – Application Volumes

Application Types – Inland Hub (2019)



- 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



# Comparator Review

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.



# Comparator Review – Fees

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:

	Brockton	Ranges	
		Low	High
Severance Fee	\$120	\$148	\$2,164
Building Permit Fee (Single detached, residential)	\$100 + 0.80/sq ft	\$60 + \$0.40/sq ft	\$1.45/sq ft
Development Charge (Single detached, serviced)	None	\$5,552/unit	\$31,211/unit
Subdivision Clearance	\$2,500	\$2,000	\$18,115

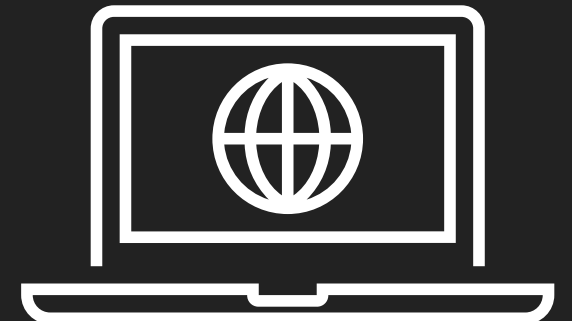




# Comparator Review – Web Navigability

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





	Brockton	Municipality of West Perth	Municipality of North Perth	Municipality of Meaford
<b>Online Resources Available</b>				
Planning/Development Process explained?		✓	✓	✓
Explanations for various policies?		✓	✓	✓
Timeline estimates?				✓
Application Forms?		✓	✓	✓
Report Templates? Or Terms of References for Studies?		✓		
Interactive Mapping for Zoning/OP?	✓	✓	✓	✓
Links in Zoning/OP GIS mapping to relevant OP/ZB sections?				
Individual contact information listed on website?	✓	✓	✓	
Information tracking or ePermit database?		✓		
<b>Website Layout</b>				
Is the 'Planning & Development' page easy to find?	✓	✓	✓	✓
Does the search button pull up most relevant information first?	✓	✓	✓	✓
Do all links work?		✓		✓
Does each departmental homepage have an overview of said page and in-page links to easily jump to various topics on page?		✓	✓	
Is the Planning & Development page laid out in a legible way?	✓	✓	✓	✓



# 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



# Review Process Flowchart

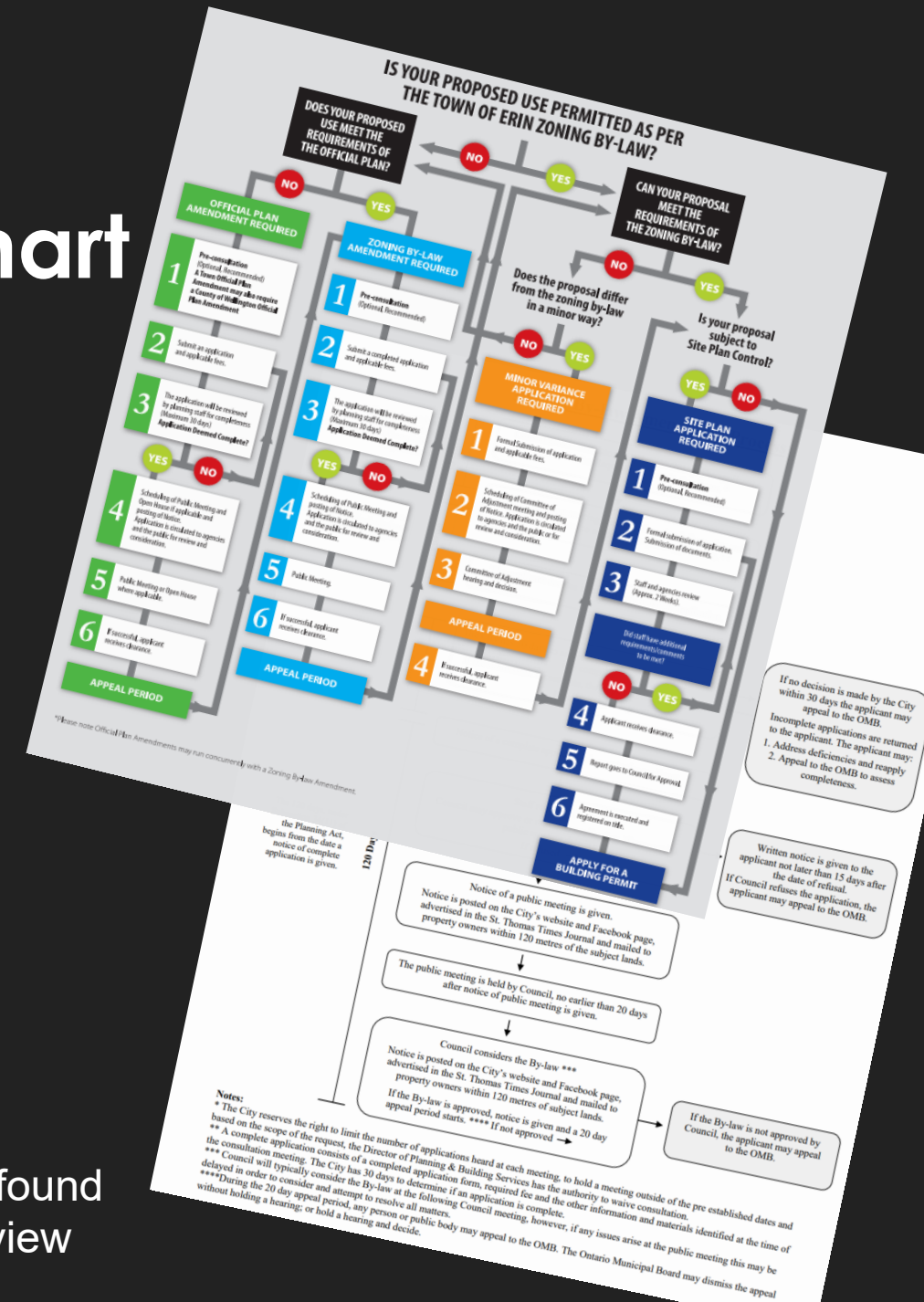
Public facing information would not mirror your internal critical path

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

 <b>Application Tracking</b>	<ul style="list-style-type: none"><li>• 'planning @ brockton' general email address</li><li>• Internal application and inquiry tracking process</li><li>• Map-based tracking for property specific inquiry history</li></ul>
 <b>Attracting Investment</b>	<ul style="list-style-type: none"><li>• Apply to MED for an Investment Ready: Certified Site designation</li></ul>
 <b>Information Management</b>	<ul style="list-style-type: none"><li>• Improve/mend website hyperlinks</li><li>• Review municipal website annually</li><li>• Assess quality of public notice information</li></ul>
 <b>Municipality Organization &amp; Training</b>	<ul style="list-style-type: none"><li>• Consistent local staff application support &amp; focused front-end service</li><li>• Regular planning education of Council</li><li>• Stagger meetings</li><li>• Application 'fast-tracking'</li></ul>
 <b>Website Organization</b>	<ul style="list-style-type: none"><li>• General Terms of Reference</li><li>• Brockton vs County responsibilities</li><li>• Information outlined by project type</li><li>• Planning process explained</li><li>• Clear landing page</li><li>• Online exemplars</li><li>• Application hyperlinks</li></ul>

**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

