



**Land Use Development Process
Management Review**

DRAFT REPORT

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Prepared for:

Municipality of Brockton

Prepared by:

Stantec Consulting Ltd.



Revision	Description	Author		Quality Check		Independent Review	



LAND USE DEVELOPMENT PROCESS MANAGEMENT REVIEW

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Executive Summary

[to be completed for final draft of Report]



1.0 INTRODUCTION

The Municipality of Brockton is currently experiencing strong residential growth in some of its more urban settlements, such as the former Town of Walkerton, as well as within the rural areas of the Municipality such as the original hamlets of Cargill, Chepstow, Elmwood, Glammis, Lake Communities, Pinkerton and Riversdale. As the Municipality grows, Brockton strives to respect their agricultural roots and support the infrastructure and networks that are necessary to maintain the area's strong farming industry and agri-business community.

Managing and fostering appropriate growth, by ensuring that landowners developers and new residents are welcomed here, all starts with the land use development system. Ensuring that land use applicants receive the highest quality of customer service, efficient and streamlined processes, and timely results is paramount in ensuring development occurs with a clear set of expectations, in a structured and consistent manner, while adding value to the long-term growth of the community.

1.1 PROJECT BACKGROUND

Early in 2020, Brockton was awarded Provincial funding under the Municipal Modernization Grant stream to undertake a scope of work that includes the following:

- Identifying ways to streamline the process for applicants with one point of contact and assistance in navigating the dual processes occurring at the municipal and County levels;
- Assisting in developing procedures and checklists to ensure fairness and consistency for developers and the public;
- Ensuring fees and charges are fair and comparable to municipalities of a similar size;
- Creating a greater web presence and central location for the public to access documents related to planning and development matters;
- Undertaking long-term succession planning to ensure that Brockton can continue to maintain the high level of customer service being provided to planning and development applicants;
- Reviewing internal processes and procedures and identify opportunities for streamlined communication, including recommendations for any software that may result in greater customer service;
- Reviewing the clarity and accessibility of East Ridge Business Park guidance material (e.g. development guidelines, fees and process) as the Municipality transitions to Phase II lots being available for sale;



- Reviewing affordable housing programs that would provide value-added propositions to proposed developments and offer a partnership that would support more attainable housing alternatives.

On August 11, 2020, the Municipality of Brockton approved Report No. CAO2020-10 which recommended awarding the Land Use Development Process Management Report to Stantec Consulting Ltd. Our work scope involves creating tools and guidance material that will enhance Brockton's competitive advantage when encouraging new and varied types of development, as well as process efficiencies to allow municipal staff to continue to be responsive to market demands and provide timely and effective service. The recommendations contained in this report will provide tool for Brockton to support and encourage growth in a fair, transparent manner that is competitive with surrounding communities.

2.0 CURRENT STATE REVIEW

2.1 RECENT DEVELOPMENT APPLICATIONS

A review of Brockton's recent development applications was undertaken to determine overall application volumes, as well as compare Inland Hub Application Statistics. Figure 1 illustrates the overall volume of applications received in 2019 compared to overall population numbers and illustrates that Brockton is on par with other Inland Hub municipalities in how many planning applications the municipality is processing yearly. Planning applications assessed as part of this review include Minor Variances, County Official Plan Amendments, Zoning By-law Amendments, Local Official Plan Amendments, and Consent for Severance. As illustrated by the chart, Zoning By-law Amendments and Consent for Severance, make up the majority of Brockton's yearly applications at almost 75%.

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

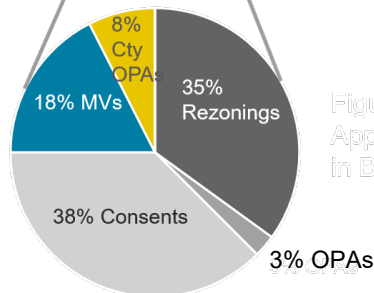


Figure 2: 2019 Application Types in Brockton

Figure 1: 2019 Inland Hub Application Statistics



Relative to other Inland Hub municipalities, Brockton saw more Zoning By-law Amendments in 2019, however the number of severances throughout the Inland Hub were relatively consistent. Historical application data indicates consistently high levels of development applications in Brockton over the past 5 years. The municipality has seen the number of zoning-related applications and severance applications more than double.

Local Official Plan amendments have also been consistent averaging one or two per applications per year, while County OP amendments have averaged between two and four per year. Overall, application volumes have trended upward in recent years and forecasts of future growth based on local economic development suggest that these higher rates of applications are likely to be maintained for the foreseeable future.

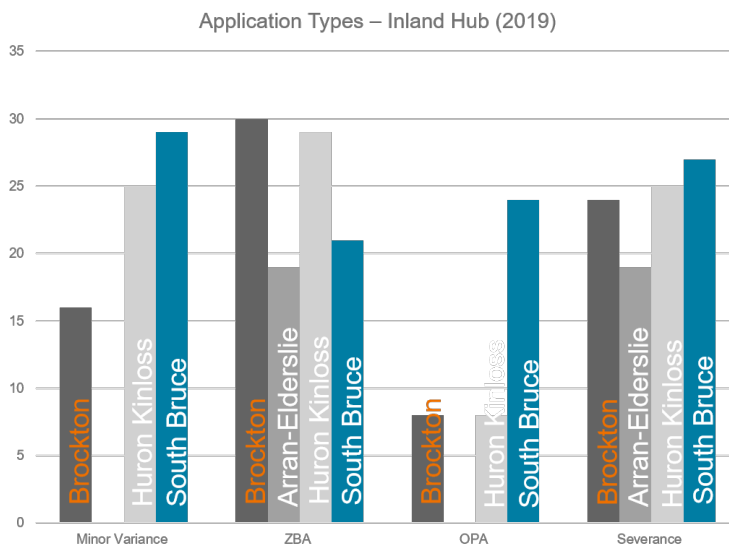


Figure 2: 2019 Inland Hub Application Types

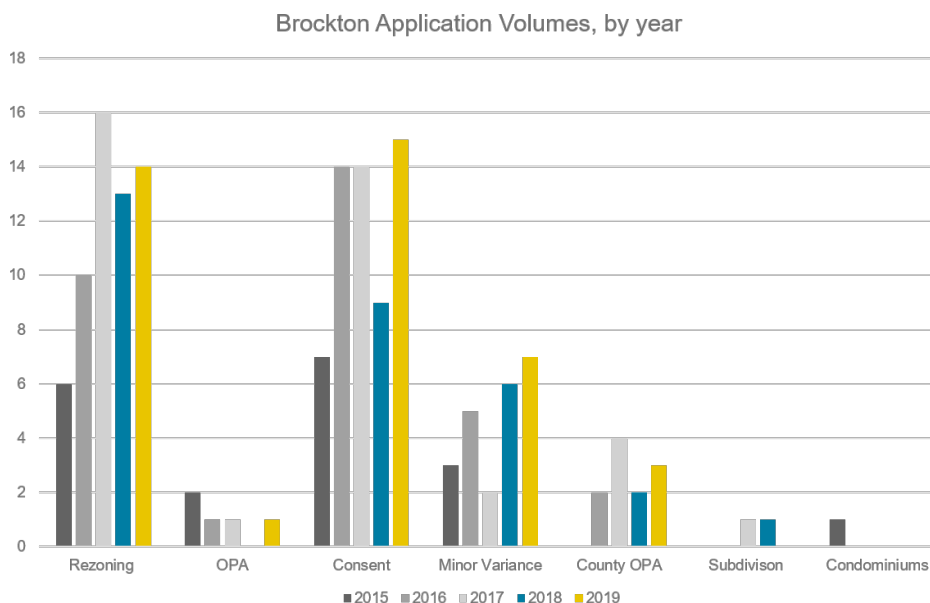


Figure 3: Brockton Application Volumes 2015 - 2019



2.2 WHAT WE'VE HEARD

As part of this review qualitative feedback from individuals at various stages of the development review process was solicited regarding their experiences with the process as well as perceived benefits and shortcomings of existing procedures.

2.2.1 Development Industry

Generally positive feedback was received from respondents representing the development community currently undertaking projects within Brockton. Responses indicated that current customer service and is exceptional and on the whole, they expressed that there was a less cumbersome regulatory environment in Brockton and Bruce County than the work they've done in other communities. Some specific comments related to:

- The value in having direct, on-the-ground, municipal staff to provide guidance and direction, in particular if it is provided by a single point-of-contact;
- Meetings were booked efficiently and feedback was provided clearly from both levels of government;
- Timing, and clear timeline expectations, were noted as a key driver of a project's overall success, with an example being that clear communication on the length of time for completing an environmental impact statement would be useful;
- Mapping information was noted as a strength; although text information on the website could be improved;
- There were various levels of involvement with municipal staff during the development 'due diligence' stage (e.g. to select an appropriate site for new residential development), as respondents placed a high value on Brockton staff's insight and knowledge during this phase of a project;
- Better integration between Brockton's website with Bruce County's may provide support for one-off, first-time developers, as better communication material may be needed in these cases;
- Some concerns related to integration of the Provincial clearances required for the development process (in particular the overall benefit permit under the Endangered Species Act) and opportunities for streamlining provincial approvals with municipal approvals;
- Municipal pre-screening/pre-zoning of appropriate development areas for future housing would be valuable from the development perspective.

2.2.2 Municipal and County Staff

Municipal staff were engaged in the review and provided insight and direction into some of the key questions and considerations over course of this project. A high-level understanding of the development



review process and its current challenges was provided along with material and documentation was provided to Stantec in order to investigate some of the potential internal process improvement that could be made as a result of this review. County staff were also interviewed to provide their perspective given the County's role in application process. Overall, feedback indicated a positive view of the current process from both perspectives, noting that the County and Brockton have a good working relationship, with monthly check-in meeting occurring to ensure efficient collaboration.

Some areas of improvement noted by staff include the submission quality of applications and the time taken to provide guidance to applicants on the submission content, coordination of council meeting dates, the potential inconsistency of information being provided to the public, and the usability of the website and its lack of information about the Provincial and County policy frameworks.

Submission quality was identified is a key opportunity to improve process turnaround times. To support this, some respondents suggested requirements for written proof that the applicant has spoken to the Zoning Administrator of the local municipality to make certain processes (e.g. a minor variance application review) easier. Misinterpretations of the zoning by-law are a common challenge, as the consolidated version available online may not be the most up-to-date. Regarding the Zoning By-law itself, it was expressed that improvements could be made to clearly communicate that general provisions may be applicable to all zones, and site-specific/special provisions could be easier for residents to locate with improvements to their tracking and documentation.

Some responses also pointed to the complexity of Brockton's sharing of a County Planner with the two other municipalities of the Inland Hub. Staff turnover in planning staff within the Hub has also created some challenges in recent months.

Additionally, Brockton shares one of its monthly council dates with the Municipality of South Bruce, which is also experiencing high levels of development pressure as illustrated in Section 2.1 of this report. The council meetings being on the same date, at the same time, means that the County Planner can only be at one meeting at a time. This scheduling may lead to the need to push/defer applications to subsequent meetings, causing timeline delays.

Website usability and content was also a topic mentioned during our interviews. Based on common concerns and queries received by staff, it appears that there is a lack of public and contractor understanding of the planning process and timelines associated with such as mandated by the Province. Process information and development flow charts could be added to the Municipal website to clarify what is required of a landowner to achieve certain development related outcomes, such as a pool development or lot severance. Updating the municipal website with detailed development process information would assist in providing clear and accurate information to all members of the public and limit the variety of information coming from multiple sources.

It was noted that an annual review of the County of Bruce website was undertaken to ensure up-to-date information is provided to the public. Due to this annual review, it is possible that links to the County website have broken and information is outdated. The County noted that existing outdated information on the municipal website includes the Planner contact information, the Property Inquiry Form, the Zoning By-



law, and Zoning By-law mapping. A similar, subsequent annual review of municipal website information by Brockton could assist the Municipality, which could be triggered by the County's updates.

The public's interpretation of the minor variance process, in particular, was noted as a challenge. This is due to an expectation that a variance can be granted quickly, as a right of home/property ownership. Sometimes this can lead to unrealistic expectations for local and County staff to push through approvals and/or prioritize certain applications. To address this, a recommendation of this study includes establishing a formal process for recognizing 'fast-tracking' of applications in situations that may meet a certain threshold of importance (e.g. applications that introduce affordable/needed housing and those that support significant job growth).

As inquiries may come in directly to a member of Council, timelines and staff contacts may be communicated at the outset that may not match the necessary process and/or best course of action for the resident/developer to take. Costly appeals may result in some cases, and duplication of workload are a risk when incorrect, or incorrectly interpreted information, is provided without a formal and detailed review of a proposal.

Recommendations on how to address timeline concerns and website presence are provided in Section 3.0 of this report, with a summary of all recommendations available in Section 7.0.

3.0 PROCESS REVIEW

The following subsections provide details on the nine main steps of the development review process and the critical path a developer would take to get from an idea, to a proposed development, to an approved development within the Municipality of Brockton. It is recognized that application streamlining is supported by the County and Brockton where it is appropriate to do so; therefore, there may be multiple applications being processed concurrently.

Steps 1 to 3 and Steps 7 to 9 of the tables below were informed by a review the information and material that was publicly available and accessible from Brockton's website. Steps 4 to 6 were informed largely from a review of internal documentation that was provided to Stantec at the outset of this review. These internal documents included processing checklists/processes, sample communication on applications, among other items. It should be noted that elements of Steps 7 to 9 were informed by both the external and the internal review, as elements of these steps are publicly available while others were informed by Brockton's internal processes.

Each of the tables below breaks down the step in question based on the 'perceived process' versus the 'actual process' or reality of the situation. Often what has been communicated on the website or understood by a developer through past experience, may not be the actual process for development within Brockton. Often, challenges around decision-making processes stem from disconnect between an applicant's perception of how the process will go and the reality of the actual steps and timelines involved.



In an effort to help bridge the gap in understanding, and provide commentary on potential issues and recommendations for each step, Stantec has identified this multi-step assessment of the development process.

3.1 STEP 1 – FIRST POINT OF CONTACT

For applicants information on the process, prior to submission serves to help inform and influence a project's budget and timelines and relieves frustrations at the front-end of the development process. As such, the first person that a caller or client may be directed to should be able to accurately communicate the planning process at a high-level and explain ways to find the necessary information.

Table 1. First Point of Contact

Perceived Process ¹	Actual Process ²
In accordance with County guidance, growth and development requests are first to be filtered through the County Planner through a Property Information Form, as the main planning approval authority.	The first point for developers varies. For larger/major developments, the Brockton CAO would be directed the applicable calls/inquires. Minor developments are typically brought above by communication handled by the CBO, as they may relate to a building permit issuance. To a lesser extent, the County Planner receives inquires as the first point of contact.

POTENTIAL ISSUES

- With various points of contact based on scope of work and/or type of application, there may be duplication in staff's time spend reviewing the conditions of a development proposal.
- There may be capacity issues at the senior staff level, as complex and larger developments become more prolific within Brockton.
- The County level planning department may see large number of development inquires that may not require an application, if a person/resident cannot self-assess there needs quickly by looking up the process on the Municipality's website.
- There is a clearer process outlined online for site-specific development inquires, but little information on where to find general development inquires (which are more typically related to locating future employment/industrial uses).
- A interested party with little to no experience with land use planning should be able to complete the Property Information Form. It should be noted that this could be the case, as long as it is clearly identified where the information can be found.



RECOMMENDATIONS

- Provide a clearer planning application landing page that clearly identifies what a ‘growth and development’ issue is, and why the municipality needs to be involved.
- The Property Information Form could be linked at the bottom of the page, so information can be fully read before submitting a form. Links to the where the information can be found should be provided on the same webpage and/or embedded in the PDF document.
- Web links to the economic development (real estate listings) page and the Community Development Coordinator should be clearer identified for those interested in larger employment development inquires and/or site selection process. (Note, we heard from developers that real estate agents are typically used for this process.)

¹As understood through Stantec’s review of the material presented on the Municipality and/or Brockton’s website, and based on experience working on behalf of developer’s in other, similarly-sized municipalities.

²As this is a draft report, the actual process may be refined based on feedback received.

Over the course of our research, it has been continually noted that Saugeen Shores is a good example of a municipality with a clear and consistent local voice for local use planning related matters. As there is a Planning Coordinator on staff at the local level, there is quick and clear responses provided to the development industry.

3.2 STEP 2 – COURSE OF ACTION

Establishing the appropriate course of action that a developer would need to take is an important step in the overall process, and may take significant back-and-forth to obtain enough detail on a development proposal to assess the situation and determine the proper process to follow.

Table 2. Determining Course of Action

Perceived Process ¹	Actual Process ²
With the County’s response to information on a property and discussions on the resident’s development interest, a clear course of action is communicated (e.g. type of application(s) outlined and clear timelines provided to resident).	Local Municipality is heavily involved in decision-making and will bring in County planner for clarification, as necessary. This is especially true when residents are looking for building permits, and their applications trigger a Planning Act review/application. In such a case, it would be the responsibility of the Zoning Compliance officer to communicate the next course of action.
POTENTIAL ISSUES	



- With potentially multiple processes happening concurrently, there may be miscommunications about the reasoning for the municipality (either local or County) requiring that course of action, as multiple touch points are providing guidance to the resident.
- There may be multiple pre-submission meetings/phone calls to refine and make final decisions about the desired next steps.
- There is no formal tracking of inquiries or pre-submission meeting/phone calls, so it may be difficult to share information between local and County staff. Also, there may be difficulties in assessing the municipality's future staffing needs.

RECOMMENDATIONS

- A general "planning @ Brockton" email could be created that both Local and County staff have the option to connect to their email inbox. It could serve as: 1) the main touch point from the website; and/or 2) be cc'ed on all communication between Brockton and Bruce County regarding a file.
- As an alternative, or supplementary, approach the Contact Us portion of the website should provide added clarity on the types of issues that each employee may address (in addition to their name and title).
- An internal process for tracking the number of inquiries is recommended, for future capacity planning.
- How to Amend an Official Plan should be outlined on the Official Plan page of the Brockton website. Further to this, Brockton's site could provide sections that breakdown municipal planning processes (timelines, provincially mandated requirements, etc.).

This step in the process can create frustration and/or confusion when an applicant's expectations do not match the reality. Brockton staff have identified that there is value to them being involved in every application up front. Formally recognizing this as a role and integrating local staff into the front end of the process may help save time in the overall review process. It would provide additional details on the proposed development in advance of a formal application and circulation sent to them for comments.

3.3 STEP 3 – APPLICATIONS

A benefit to building in Bruce County is a consistent approach to planning across the region; however, it might be daunting to first-time developers. Most applications are located on the County's website, but ease of navigation and the level of detail available may be an issue for some.

Table 3. Applications

Perceived Process ¹	Actual Process ²
--------------------------------	-----------------------------



Once developer has clear course of action, the appropriate application is easy to find and complete. Any follow-up with County or Local staff is minimal.

Depending on the experience of the developer, there may be multiple questions about the application processing which may be dealt with at the local or County level. Also, the Application landing page, available from the County's website, is not linked from Brockton's Site.

POTENTIAL ISSUES

- There may be duplication of inquiries on the application process at the local and County levels.
- There are two landing pages on Brockton's Site: 1) Live Here > Planning & Zoning; and 2) Do Business > Planning & Development. They do not link between each other, which may cause confusion for applicants.
- There are only links for three application types from the Planning & Development landing page (Severances, Minor Variances, Zoning Amendment) with no direct link to actual applications.
- Links to Severances and Zoning By-law Amendment applications are broken (on Bruce County page). Links that do work are directed to the incorrect page(s).
- The Bruce County 'Planning Applications' page has a sub-page called 'Land Use Planning' where all the types of applications are found – which has 18 links to different application types and/or terms of reference.
- On Planning & Zoning page, East Ridge Business Park Site Plan By-law uses acronyms in links (ERBP).
- No clear indication of how/who approves Site Plans and no links to Applications, as they are not mentioned on the Planning & Development landing page.
- How Subdivisions are approved is a bit elusive. There is a short description of the ongoing subdivisions with no further information.

RECOMMENDATIONS

- There is a clear 'jump' in knowledge from the Municipal page to the County page, as Brockton's information simplifies the process into three application types, but Bruce County has 18. Changes to expand on the 'knowledge gap' from one site to another should be rectified – new information should 'meet in the middle'
- Linkages between sites should be fixed/improved. This may involve a better communications strategy between the IT departments at the County and local municipality, and a mechanism that any County site updates should be communicated to Brockton to ensure that links do not break when pages are moved around and/or deleted.
- There should be a clear explanation as to when *no* application is needed (to minimize unnecessary inquiries). Note: this should be paired with a clear communication on the need for development applications, which was a recommendation of Step 1.
- Increase clarity on who/how Site Plans are dealt with and provide links to Applications with descriptions of process.



- Provide links from the paragraph on ongoing Subdivisions to their site plans, application notices, mapping, construction etc. to provide an indicator to builders/prospective homeowners where they can find more information if hoping to build.
- Posting older, perhaps ongoing applications (or submission materials) to the website provides a template for prospective developers.

3.4 STEP 4 – COMPLETENESS

Although assessing applications for completeness is a responsibility of the County, Brockton plays a key role in providing applicants with the necessary information to ensure their submission is complete. The goal in this step is to minimize any duplication of efforts between the County and the local municipality.

Table 4. Deeming Completeness of Applications

Perceived Process ¹	Actual Process ²
Required studies and reports are clear and are part of submission provided to the County. Once received and reviewed, the Municipality notifies the applicant within 30 days that the application has been deemed complete, and the review process begins.	<p>With an assessment of the timeframes of the average days from 'received' to the application being deemed 'complete' by the County, it is clear that this process occurs within the required 30 days. Some application processing occurs more quickly than others, as it was noted that certain applications are simple and often all the submitted material was needed for a prior process anyway (so the application may have been previously screened). The breakdown of average timeframes are:</p> <ul style="list-style-type: none"> • Minor Variances – 16 days • Zoning By-law Amendments – 30 days • Official Plan Amendments – 8 days • Severances – 24 days

POTENTIAL ISSUES

- Details of an application and the content required to support a full/complete application are likely well-communicated for most applications in advance of application submission (especially minor variances and official plan amendments, which are often tied to other processes like building permits or plans of subdivision).
- Zoning by-laws and severances have longer processing timelines, which could be due to insufficient information at the front-end of the process.



RECOMMENDATIONS

- Recommendations for Steps 1 to 3 will also support the goals of increasing the speed and efficiency of Step 4.

As this process is largely under the control of the County, recommendations are focused on the Municipality's public service role in connecting developers to the appropriate contacts in order for a well-informed and complete submission to be prepared in support of a developer's intentions on the Site.

3.5 STEP 5 – NOTICES & CIRCULATIONS

Depending on the application in question, the municipality's role in this process may vary. Generally, notices are circulated once an application is deemed complete and circulations to agencies and other departments are sent out. For County-level applications (OPAs, ZBAs, consents, etc.), the County would request comments from Brockton on the proposed development. Comments typically deal with local issues such as drainage, emergency accessibility, and adequacy of roadways.

Table 5. Notices & Circulations

Perceived Process ¹	Actual Process ²
Completion of Public Notice(s) and circulation is completed with ample time that allows for any follow-up conversations between departments and/or agencies to smooth out potential issues.	Local municipal Clerk compiles the comments from the various local departments and ensure they are communicated to the County.

POTENTIAL ISSUES

- There may be issues that require a significant amount of study (e.g. a new supporting study/plan) being requested through the circulation, as this may be the first opportunity for Brockton to make comments on a given proposal.
- Clarity of the municipality's requests to the County, as part of the circulation, is important at this step.

RECOMMENDATIONS

- Continually monitor the internal capacity of staff to fulfill their role as a commenting agency, with a full understanding of the review time that it may take to accomplish this task, to help understand the resources required to provide meaningful/necessary comments.



3.6 STEP 6 – REPORTS

The Council report is the main communication tool to Councils and the public to find information about the development being proposed and how it fits into the Provincial, County, and local policy context. It is key to decision making, as it outlines the positive and negative impacts of the proposal based on the objectives of the greater community.

Table 6. Reports

Perceived Process ¹	Actual Process ²
<p>Reports are clear and present a sound, reasonable and defensible course of action for decision making. Furthermore, the agency/department comments are outlined and may provide guidance on further applicable applications. Illustrations and diagrams are legible and contain the adequate information for decision makers.</p>	<p>Each application, and therefore subsequent report, may meet the anticipated process to differing degrees, as they may vary in legibility, complexity, and public involvement.</p>
<p>POTENTIAL ISSUES</p> <ul style="list-style-type: none"> Based on some past/sample reports examined, there may be opportunities to expand on the history of the application in question. Based on examples of site plan drawings, some hand drawn illustrations may not translate well into a scanned report. 	
<p>RECOMMENDATIONS</p> <ul style="list-style-type: none"> There may be opportunities to hyperlink past reports within planning reports to demonstrate the history of the application. The information on the content of site plan drawings and/or site sketches could be provided on Brockton's website, as a repeat of the County's guidance. 	

3.7 STEP 7 – PUBLIC INVOLVEMENT

Ensuring transparent and accessible public involvement and input into the development process is an important step and may add additional time to more complex proposals.



Table 7. Public Involvement

Perceived Process ¹	Actual Process ²
The public notices clearly communicate the development intent and provide options as to how the public can be involved in the process.	County Planning department collects comments, concerns, requests for notices of decision. This process may vary with the complexity of the application.

POTENTIAL ISSUES

- Comments and concerns with a given development may be communicated to the County in addition to Brockton staff, which may cause some duplication.
- On site notices may not contain sufficient information to meaningfully communicate the development intentions for the site and give the public/neighbours a clear idea of the proposed form/function of the land use change.

RECOMMENDATIONS

- Assess the quality of the information that is provided through public notices, and on-site 'land use change' notices, to understand the effectiveness of the information being communicated.

3.8 STEP 8 – DECISION MAKING

To finalize the development review process, a decision needs to be made by an approval authority to authorize a departure from the typical 'as-of-right' development (e.g. an amendment or variance to an existing plan or by-law). Council decision making occurs when all the considerations are documented and the public and applicable agencies have been engaged. Informally and publicly stating a position on a development application in advance of this step, can have negative implications and provide unrealistic expectations to the development industry.

Table 8. Decision Making

Perceived Process ¹	Actual Process ²
An approval authority should be deciding within 180 days (or the prescribed Planning Act timelines), based on a clear and defensible position of staff.	Applications are being processed well under the target timelines for decision making, based on the 2019 statistics.



POTENTIAL ISSUES

- Application fast tracking seems to be most common for minor variance applications, which are not typically applications that bring additional housing and/or employment growth to a municipality.
- County Planner may not be able to attend a specific meeting do to two of the Council meetings in the Inland Hub being scheduled on the same evening.

RECOMMENDATIONS

- There is room in the timelines for a shift in focus to provide additional front-end service, if there is a community desire to regularize the Council and/or Committee of Adjustment meeting dates.
- There are opportunities to provide quicker turn-around timelines for severances, although these timelines may be constrained by the meeting schedules of the Land Division Committee.
- Further to this, there may be opportunities for staff-supported severances to be exempt from needing the approval of the Land Division Committee, and delegated to staff, which could speed up the process.
- Explore options to stagger meeting times/days with other local Council meetings occurring in the Inland Hub.
- Consider establishing a formal process for recognizing 'fast-tracking' of application, in situations that may meet a certain threshold of importance (e.g. applications that introduce affordable/needed housing and those that support significant job growth).

The following table provides additional context for recent application processing timelines. There is clear timing advance in the processing of minor variances applications, which is likely due to the frequency of meetings of the committee of adjustment (CoA) over other regularly scheduled council meetings.

Table 9. Application Processing Timelines (2019)

Application Type	Average Processing Time ¹
Minor Variance	66
Zoning By-law Amendment	113
Official Plan Amendment	112
Severance	135

¹ Timeframe from when the application is deemed complete to File Close in days

3.9 STEP 9 – POST-DECISION

In the post-decision step, there may be concern for an appeal of Councils decision and some additional follow-up with the applicant to ensure they are aware of the situation moving forward. Brockton staff



typically do not play a large role in this follow-up, but there is often a 30-day appeal window that developers should be aware of and plan for.

Table 10. Post-Decision Stage

Perceived Process ¹	Actual Process ²
No appeals of applications are received, and developer has clear indication of next steps regarding their development.	Appeals are minimized to the greatest extent possible and there may be some follow-up with developers to know their next steps in the building process.
POTENTIAL ISSUES <ul style="list-style-type: none"> • Appeals are costly and time consuming, so open and clear communication between local and County staff and Councils is essential to minimize them. • Uncertainty in the next steps of the development process may frustrate developers and result in them looking to other communities. 	

RECOMMENDATIONS

- Clear guidance and instruction should be provided to applicants when an appeal period has ended and what the next step in the process would be in order to fulfil the development approved for their site.

4.0 COMPARATORS

To further understand Brockton's land use development process, a comparator analysis was completed to understand the performance of comparator municipalities and to identify opportunities to change how the Municipality's organization is aligned to deliver municipal services. For the purposes of the project, ten (10) comparator communities were selected based on similarities in population, growth influences, and staff numbers. A full list of comparators is illustrated in Table 1.

Table 11: Comparator Municipalities

Municipality	Population	Planning/Building Staff
Municipality of Brockton (Bruce County)	9,461	4
Town of Erin (Wellington County)	3,815	3
Municipality of Southwest Middlesex (Middlesex County)	5,723	1
Municipality of West Perth (Perth County)	8,865	4



Town of Shelburne (Dufferin County)	8,126	1
Municipality of Meaford (Grey County)	10,991	3
Town of Kincardine (Bruce County)	8,315	6
Town of Welland (Niagara Region)	52,293	-
Municipality of North Perth (Perth County)	13,130	2
Municipality of Central Elgin (Elgin County)	12,607	6
Municipality of Huron East (Huron County)	9,138	5

4.1 BROCKTON WEB PRESENCE

Based on Stantec's review the current state of the material that is freely available online, there appears to be a wealth of information present from both the Municipality of Brockton and the Bruce County websites. These websites provide an important source of information that support and guide residents and potential developers seeking to invest in the Municipality. Although the needed information can often be located, at times it can take a significant amount of time investigating the process and finding the correct information. From our high-level review the sites, there appears to be a lack of integration between the information available at the upper-tier and lower-tier government, and some missed opportunities to provide cross-over and linkages between the two sets of material.

Furthermore, there are complementary web links, other than the official municipal land use planning websites, that provide useful and relevant material to prospective developers and businesses. At the County level, the following information can be found:

- Business to Bruce (businesstobruce.ca) provides village specific key facts, including information about the home prices and demographics of Walkerton.
- Bruce County Community Profiles (brucecounty.on.ca/communities/walkerton) provides a Community Profile for Walkerton that includes information about the community improvement plan program, quality of life variables, taxation rates, labour force, and recent construction statistics.
- Explore the Bruce (explorethebruce.com) which is geared to tourism activities, and provides links to individual town's tourism pages, including the Town of Walkerton's.
- Jobs in Bruce (jobsinbruce.ca) containing an interactive map of job postings that is searchable by industry and contains useful information for commuters.
- Bruce County Interactive Mapping (maps.brucecounty.on.ca) which shows useful layers such as real estate listings, zoning by-law information, and building footprints. Furthermore, the property search functions are clear and easy to navigate to find specific information about a site, including its assessed value, legal description and size.



On the Municipality of Brockton's site, there is valuable sources of supplementary information for potential developers and builders, including:

- "New to Brockton" page (www.brockton.ca/en/live-here/new-to-brockton) that discusses and provides links to important sources dealing with utilities, doctors and childcare opportunities.
- Brockton's Community Development Project page, which outlines the local and County initiatives providing links to each.
- Brockton's Business Development Opportunities Map, which provides images and specs of the available lands and buildings within the municipality, particularly in Walkerton.

A considerable amount of valuable information is presented clearly, with strong visual aesthetics through the Local and County web platforms. However, this material does not directly feed into the more specific, nuanced material that would be imperative for prospective applicants. For instance, there is not clear links or visual cues that guide a web viewer from the more general information to specifics about the East Ridge Business Park and the availability of serviced industrial lots, or any application processing guidance.

4.2 COMPARATOR WEB PRESENCE

It is understood that one of Brockton's goals is to be seen as a development-friendly municipality. There are many factors that impact how a municipality is viewed from a 'development-friendly' lens, with access to a user-friendly online presence being a key first step. To assess how 'development-friendly' Brockton is compared to municipalities of a similar size, online resources of comparator municipalities were assessed to determine those with the most navigable websites leading to these municipalities being development friendly.

The criteria used to assess comparator municipal websites was split into two general themes: online resources available and website layout. Online resources criteria includes:

- Whether the planning and process is explained (including flowcharts or simplified graphics);
- If timelines, application forms, and report templates are provided for use by land owners and future developers;
- Whether interactive mapping is available and inner-map links are provided to the relevant planning policy; and
- If contact information is provided for to inform users which staff member should be contacted for each type of development project.

Website layout was also assessed and the criteria related to layout is as follows:

- The ease of finding the planning & development page and whether the search button/tool 'finds' the most relevant information



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- Working links
- Departmental page overviews and the general legibility of each tab on the municipal site

Table 12 provides a complete assessment of the above criteria.

	Municipality of Brockton	Town of Erin	Municipality of Southwest Middlesex	Municipality of West Perth	Town of Shelburne	Municipality of Meaford	Town of Kincardine	Town of Welland	Municipality of North Perth	Municipality of Central Elgin	Municipality of Huron East
Online Resources Available											
Planning/Development Process explained?	N	Y	N	Y	N	Y	N	N	Y	N	N
Explanations for various policies?	N	Y	N	Y	Y	Y	Y	Y	Y	Y	Y
Timeline estimates?	N	Y	N	N	N	Y	N	N	N	N	N
Application Forms?	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Report Templates?	N	N	N	Y	N	N	N	N	N	N	N
Interactive Mapping for Zoning/OP?	Y	N	N	Y	N	Y	Y	Y	Y	N	Y
Links in Zoning/OP GIS mapping to relevant OP/ZB sections?	N	N	N	N	N	N	N	Y	N	N	Y
Individual contact information listed on website?	Y	Y	N	Y	N	N	Y	N	Y	Y	Y
Information tracking or ePermit database?	N	N	N	Y	Y	N	N	Y	N	N	N
Website Layout											
Is the 'Planning & Development' page easy to find?	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	N
Does the search button pull up most relevant information first?	Y	N	Y	Y	Y	Y	Y	N	Y	N	Y
Do all links work?	N	N	Y	Y	Y	Y	Y	Y	N	N	Y
Does each departmental homepage have an overview of said page and in-page links to easily jump to various topics on page?	N	N	N	Y	Y	N	Y	Y	Y	Y	N
Is the Planning & Development page laid out in a legible way?	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	N
Total 'Yes'	5	6	5	12	8	9	9	8	9	6	7

Table 12: Online Resources Comparison

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.

However, 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 municipal websites, and the municipalities deemed 'development friendly' due to such include: The Municipality of West Perth, The Municipality of North Perth, and The Municipality of Meaford.

The Municipality of West Perth was chosen as the most development friendly of the comparator municipalities for a number of reasons:



- Availability of flowcharts explaining the planning and development process within each application form, also available on the municipal website
- Policies provided on the municipal website are given brief explanation so that the user may understand both the planning process in Ontario and the role that said policy has in guiding local development
- While specific report templates are not provided under the 'Planning and Development' page, users are able to view previous applications that went before council and can view the related documents, plans, and reports associated with said application. This can assist future developers in knowing the specific details that the municipality requires in each report.
- The Planning and Development page is further broken down into drop down menus, which allows for users to scroll through all planning related documents, applications, and policies
- A "who should I contact?" tab is provided on the municipal site which breaks down every type of application or concern that someone may have and advises whether the municipality or the county should be contacted regarding said concern. Direct contact information to the municipal planner and chief building official are also provided.
- E-permit system is available for building and renovation permits.
- The overall layout of the municipal website is legible and easy to use.

While West Perth was identified as being the most 'development friendly' of the comparators, other municipalities offered important tools that could be of use to Brockton in becoming 'development-friendly'. One development friendly tool comes from the Town of Meaford (County of Grey). The County of Grey provides terms of reference sheets, for land owners and developers, for common development applications and/or reports that may be required as part of an application (i.e. A Functional Servicing Report as part of a subdivision application). While developers familiar with subdivision development in the County of Grey may be familiar with undertaking similar studies and completing various supplementary reports, these terms of reference sheets assist new developers or individual land owners who wish to take on a development but are not as familiar with the requirements. The availability of this information online also reduces the need for multiple submissions due to incomplete applications and saves staff time on guiding land owners through the development process.



Interactive mapping is also an important tool for the development industry and Bruce County's mapping system is one of the best. It provides key information on a property's past assessed value and a building footprint layer that can be easily measured which helps prospective developers with providing insight into the housing market and the forms and types of homes that are prevalent. A useful function that could be explored, is an integrated linking system with the local zoning by-laws that could take a user from the information screen (see area circled in red, as an example) to the applicable excerpt of a zoning by-law.

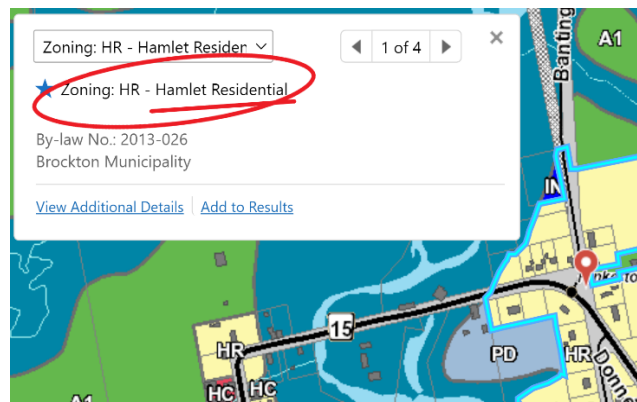


Figure 4: Snip of Bruce County Interactive Map

Another important development-friendly tool is the legibility of the development process, both from a landowners perspective and a developers. While it is standard for municipalities to have an online presence via a municipal website, it is becoming more common for municipalities, through initiatives by economic development departments, to develop secondary websites solely catering to developing and investing in said municipality. Welland's 'Made in Welland' economic development website is an accessible, user-friendly website that offers information that includes economic resources, community assets, and offers tolls that entrepreneurs need to start and grow a business. The website is essentially an invitation for potential investors on why they should choose their community as a place to grow. It is the goal of this portion of the project to use these best practices and guide Brockton in creating similar website.

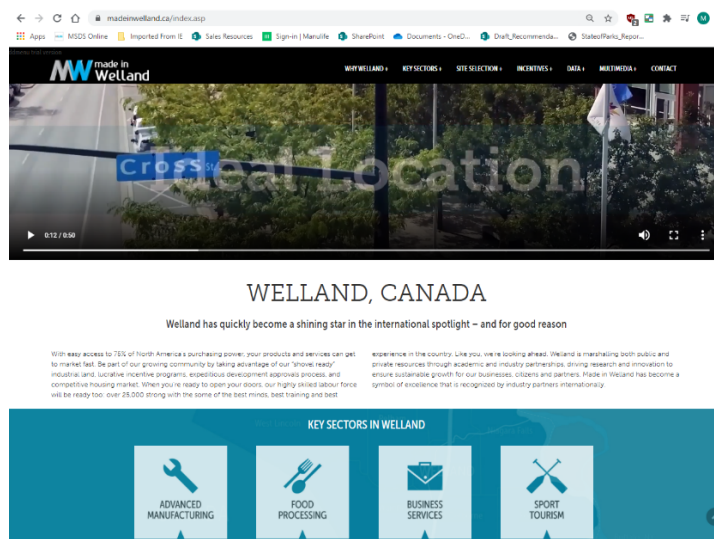


Figure 5: Snip of "Made in Welland" Website

5.0 DEVELOPMENT PORTAL

A key factor in municipalities being deemed 'development friendly' is the provision of a development portal, available to developers and the public, that provides necessary links and information related to



developing in that municipality. This carries forward the ideas presented in the Bruce County Land Use Service Delivery Review (October 6, 2020) that outline a greater need for land use planning policies and processes to be able to be accessible by multiple audience, well-organized and presented in a way that is not text-heavy and laden with jargon.

The following section provides recommendations on content and a necessary framework for an online “Development Portal” for the Municipality of Brockton. The portal would be a ‘Build in Brockton’ site, which can be integrated into the municipality’s existing web structure.

There would be three main components to the development portal: a Portal Main Page, a Vacant Land Inventory, and Active Development Mapping. These components would include the following material:

- **Portal Main Page Content:** Generalized advice will be provided on the main page, with links containing more specific details, based on application types/complexity, that will help ‘walk developers through the development process’. The portal main page will be easily navigable website page structure and content to support creation of easily navigable and provide all necessary information on Brockton’s development process and procedures. We would recommend that there be separate links created to quickly funnel users into different activities based on their needs (OPA/ZBA vs. permitting, residential development vs. industrial etc.). Links on the main page will link to associated municipal and County resources (including pamphlets and forms).
- **Vacant Land Inventory:** Plain language text and mapping (GIS layers) associated with any developable, vacant and underutilized lands in Brockton, within associated land use categories (e.g. residential, ICI lands, etc.). Additional details may be incorporated to highlight municipal land sales in the East Ridge Development Park and other municipally-owned lands (parcel area, permitted uses, and other zoning regulations like building envelope, coverage, etc.). GIS Shape files will be provided so that the data can be easily updated as development occurs.
- **Active Development:** Direction on potential mapping of active development applications, based on phase of submission in approval process, to embed within mapping software. Assess current database software applicability, necessary features, data gathering needs etc. to support future development tracker along with direction on next steps to support website integration.

It is also recommended that the development portal be divided into “Residential Development” and “Industrial Development”, which would breakdown relevant policy accordingly and simplify the process for land owners based on the type of development they wish to pursue. The following sections provide more detail on the specific information that would be include in each portion of the development portal, as well as some example images of what the portal could look like. Utilizing the ‘development friendly’ comparator information provided in Section 4.1, and the background information provided in the sections below, Brockton will have the information necessary to deliver a “Build in Brockton’ development portal through their in-house web-team or via an IT consultant.



5.1 WEB PORTAL COMPARATORS

As part of the best practices comparator review undertaken and summarized in Section 4.0, municipal examples of web portals were investigated to provide Brockton with content that could be used for the design of the “Build in Brockton” website.

Standard municipal ‘Planning & Development’ municipal web pages were reviewed to determine which provide the most amount of information to the user the easiest way possible. From the comparator analysis, it was determined that municipalities that had individual landing pages for ‘Planning & Development’ with descriptions of the planning process, as well as drop down links for relevant policy that a land owner might be looking for, were easiest to navigate.

Other comparator web pages that provided easily-accessible information to the user include those that provide links to important planning and development information, such as active developments, project initiatives within the municipality and planning applications form. The planning and application forms listed on Grey County's website not only list forms, but also list technical guides for other studies that may be required as part of a planning application. Technical guides included on the website provide guidance for related planning studies, such as: Archaeological Assessment, Environmental Impact Study, Functional Servicing / Servicing Options Study, Noise & Vibration Study, Planning Justification Report, Stormwater Management Study, and Traffic Impact Report.

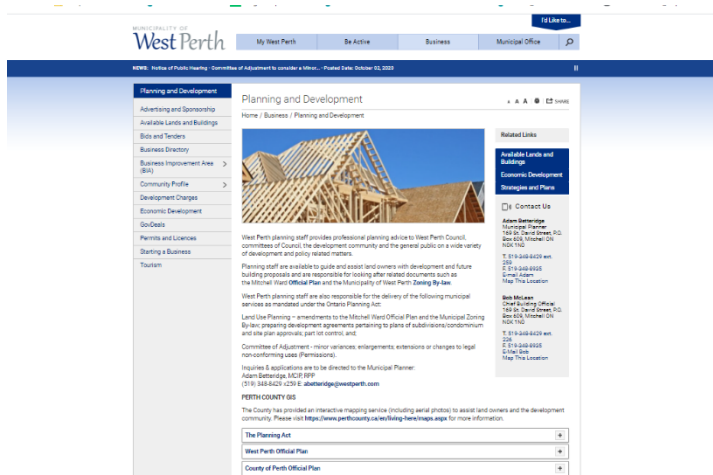


Figure 6: Snip of West Perth Planning & Development Landing Page

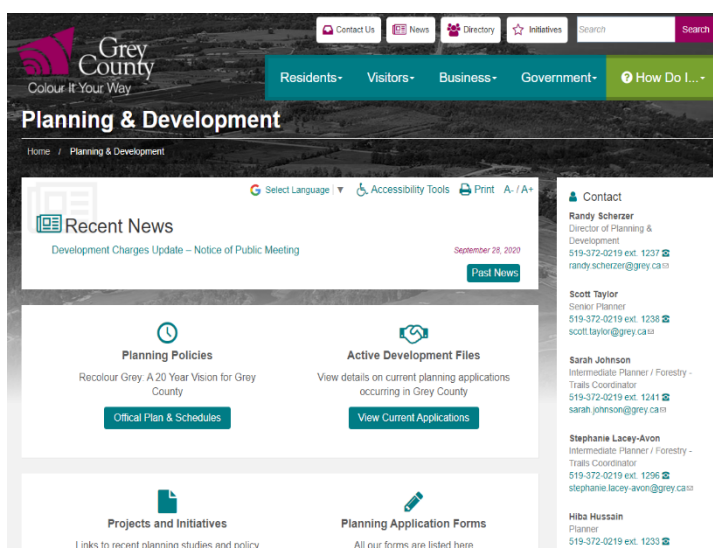


Figure 7: Snip of Grey County Planning & Development Home Page



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Development Portal

Another tool that was found to be useful during the comparator analysis was the availability of an inventory of vacant land and buildings on the municipal website. This allows users and future developers to view potential investment options within the municipality. Figure 8 illustrates Grey County's land and buildings inventory. While the County of Grey only offers its inventory of vacant land inventory on its economic development 'Made in Grey' page, it remains a useful marketing tool and placing a link to such inventory on its main "Planning & Development" site could improve the usability of its municipal website.

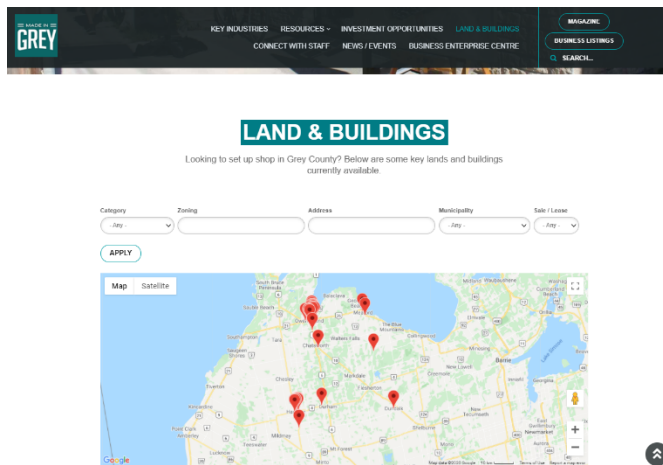


Figure 8: Grey County Land & Buildings Inventory

With specific regard to industrial land availability and marketing of serviced lots, Stantec recognizes that an important component of the Development Portal will be to provide awareness and information about the Phase 2 lands of the East Ridge Business Park. With a final concept prepared for the site, and a complete servicing master plan, a clear map will be developed that outlines the pertinent material that is of primary interest for prospective industries. More specifically, a map can be created that provides the following for each parcel:

- Parcel size and zone;
- Permitted uses, including storage and open space requirements as well as parking;
- Other relevant provisions of the zoning by-law including lot coverage.

This will be created to be graphically appealing, in plain language, and provide contact information to the appropriate department.

5.2 LAND USE PLANNING & DEVELOPMENT FEES

As part of the comparator analysis, a review of comparable fees and development charges for Brockton and the comparator group were compiled. Fees, while necessary to support municipal business and allow for the sustainable growth of the community, also can represent a barrier or hindrance to development and construction. As such, it's important to understand where Brockton sits amongst its peers in terms of application of fees on development. It's important to note here that this section does not represent a fee review related to the appropriateness or necessary scale of the fees and charges examined. Rather, this simply compares similar fees in the various municipalities reviewed to assess where Brockton sits within a range.



Table 13. Fee Comparator Summary

	Brockton	Ranges	
		Low	High
Severance Fee	\$120	\$148	\$2,164
Site Plan Application	County fee	\$160	\$10,000
Development Charge (Single detached, serviced)	None	\$5,552/unit	\$31,211/unit
Subdivision Clearance	\$2,500	\$2,000	\$18,115

Appendix A provides a comprehensive summary of all fees and municipalities surveyed, however the table above provides a short summary. In general, Brockton's current fees consistently land at the low (often the lowest) end of the range of municipalities examined.

Again, while this review does not weigh in on the appropriateness of the current fee structure, the Town's ranking amongst its peers in the area of fees does indicate that current fees and charges do not likely represent any barrier to development within the community.

6.0 COUNTY-MUNICIPAL MATTERS

Concurrently to this review, the County of Bruce is undertaking work through the Municipal Modernization Funding to further improve their land use service delivery framework in a way that addresses the evolving nature of the intersection of the roles and responsibilities of the County and its local municipalities. To that end, they have engaged with local municipalities in an effort to review and update their Memorandums of Agreement, identified as the "Planning Services Agreement", and have retained StrategyCorp Inc. (SCI) to outline recommendations for future updates to modernize the County's land use policy framework in a manner that better reflects the needs of local communities.

6.1 COUNTY REVIEW OF LAND USE SERVICE DELIVERY

StrategyCorp Inc. (SCI) recently finalized a Land Use Service Delivery Review Final Report and Recommendations (dated October 6, 2020) for Bruce County. The report compared policy approaches in Bruce County to other jurisdictions and outlined best practice examples for addressing new trends and provincial requirements.

As part of their review, SCI interviewed the CAOs and several senior staff of local municipalities, conservation authorities and individuals of the development community, and came out with some notable take-aways. Firstly, the role of the County government is changing over time as the nature and expectations of County-level government has shifted. In the past, it was seen as a layer of regulations

and policy, and it is evolving into play a stronger role in the coordination and facilitation amongst local municipalities. Furthermore, there may be inconsistent expectations and/or desires amongst local municipalities for the integrated roles and services that the County is currently providing.

As part of Stantec's management review for the municipality of Brockton's land use development process, we would like to offer some insight and commentary on SCI's conclusions and recommendations:

- There is significant discussion about the municipalities' role as key implementers to County policies, and the County's challenge to managing growth in a unified way. From our review to date, it appears that Brockton may be lacking some expertise, tools and staffing support at the local level to most effectively undertake this role. The County is currently examining organizational and resourcing changes to support a greater role in policy development and implementation at both the County and local level (where agreed upon in updates to the current Memorandums of Agreement) In support, Brockton may wish to consider the addition of dedicated local level staff to work collaboratively with County staff in the application of policy at the municipal level. This additional resource would not only be able to assist in policy implementation (allowing more local level resources for to utilize tools such as site plan control or design guidelines) but also providing a dedicated and knowledgeable single point of contact for development processes with knowledge sufficient to connect day-to-day decision-making on applications with broader policy goals.
- The need to ensure future County policies contain flexibility and responsiveness to changing trends was recommended through the report. There is also a significant role at the local level to be responsive to emerging issues around climate change, affordable housing, cultural heritage and other evolving trends that may need particular attention within the 5-year review cycle of an Official Plan. These issues are often more acutely felt, and can be more appropriately addressed, at a site-level and may overlap with other urban design and building initiatives. Therefore, it is important to understand and utilize the local tools available to municipalities to address issues like energy consumption, landscaping and stormwater management, housing forms and tenures, etc. Site plan control and urban design guidelines are examples of important tools that can be used to achieve County and Provincial direction.
- There is continued reference to the style and format of official plans and the need to update these document with by changing the text-heavy, 'out of fashion' document to a more visually appealing format with visuals and improved graphic design. Stantec feels that this can, and should, be accommodated to an extent as it would help for ease of reading and digesting the material. A move in this direction both at the County and local level, along with other updates of current regulation (such as the Zoning Bylaw and/or others) should be examined with the aim of making these documents more understandable to support clearer guidance and more surety about the vision for the community. This will better support applications as developers will be able to better see where their projects fit into the larger whole.

7.0 SUMMARY OF RECOMMENDATIONS

Based on the feedback received to date, Stantec's assessment of Brockton's internal processes and material, and our best practice review of comparator municipalities, the following list of key recommendations is a result of the first phase of this project.

- Provide a clearer planning application landing page that clearly identifies what a 'growth and development' issue is, and why the municipality needs to be involved.
- The Property Information Form could be linked at the bottom of the page, so information can be fully read before submitting a form. Links to the where the information can be found should be provided on the same webpage and/or embedded in the PDF document.
- Web links to the economic development (real estate listings) page and the Community Development Coordinator should be clearer identified for those interested in larger employment development inquires and/or site selection process. (Note, we heard from developers that real estate agents are typically used for this process.)
- A general "planning @ Brockton" email could be created that both Local and County staff have the option to connect to their email inbox. It could serve as: 1) the main touch point from the website; and/or 2) be copied on all communication between Brockton and Bruce County regarding a file.
- As an alternative, or supplementary, approach the Contact Us portion of the website should provide added clarity on the types of issues that each employee may address (in addition to their name and title). West Perth's website is a good example of this approach, as they delineate who should be contacted between the County to municipal.
- An internal process for tracking the number of inquires is recommended, for future capacity planning.
- "How to Amend an Official Plan" should be outlined on the Official Plan page of the Brockton website.
- Further to this, Brockton's site could provide sections that breakdown municipal planning processes (timelines, provincially mandated requirements, etc.).
- There is a clear 'jump' in knowledge from the Municipal page to the County page, as Brockton's information simplifies the process into three application types, but Bruce County has 18. Changes to expand on the 'knowledge gap' from one site to another should be rectified – new information should 'meet in the middle'. Examples of this recommendation include:
 - Providing sections on the Brockton website with user-friendly links to additional development/building processes (e.g. 'Building a pool? Contact the Brockton CBO').
 - Providing estimated timelines, application fees for each application type.

- Specific application information could include: farm severances, pool, deck, fence, urban severance, new residential build, etc.
- Linkages between sites should be fixed/improved. This may involve a better communications strategy between the IT departments at the County and local municipality, and a mechanism that any County site updates should be communicated to Brockton to ensure that links do not break when pages are moved around and/or deleted.
- Further to this, an annual review of the municipal website could be established to align with Bruce County's review of their website.
- There should be a clear explanation as to when *no* application is needed (to minimize unnecessary inquiries). Note: this should be paired with a clear communication on the need for development applications, which was a recommendation of Step 1.
- Increase clarity on who/how Site Plans are dealt with and provide links to Applications with descriptions of process.
- Provide links from the paragraph on ongoing Subdivisions to their site plans, application notices, mapping, construction etc. to provide an indicator to builders/prospective homeowners where they can find more information if hoping to build.
- Posting older, perhaps ongoing applications (or submission materials) to the website provides a template for prospective developers.
- Providing a list of general terms of references for accompanying studies that may be requested of applicants in support of a complete application. This would serve to reduce the amount of incomplete applications that the County and local municipality receive.
- Apply for an Investment Ready: Certified Site designation from the Ministry of Economic Development, Job Creation and Trade for all industrial property located within the East Ridge Business Park. The Government of Ontario offers financial and marketing support to owner's of industrial property to assist in promoting industrial properties to global decision-makers. This provincial initiative would provide an opportunity for Brockton to attract new investors to the municipality.
- Continually monitor the internal capacity of staff to fulfill their role as a commenting agency, with a fulsome understanding of the review time that it may take to accomplish this task, to help understand the resources required to provide meaningful/necessary comments.
- There may be opportunities to hyperlink past reports within planning reports to demonstrate the history of the application.
- The information on the content of site plan drawings and/or site sketches could be provided on Brockton's website, as a repeat of the County's guidance.
- Assess the quality of the information that is provided through public notices, and on-site 'land use change' notices, to understand the effectiveness of the information being communicated.

- There is room in the timelines for a shift in focus to provide additional front-end service, if there is a community desire to regularize the Council and/or Committee of Adjustment meeting dates.
- There are opportunities to provide quicker turn-around timelines for severances, although these timelines may be constrained by the meeting schedules of the Land Division Committee.
- Further to this, there may be opportunities for staff-supported severances to be exempt from needing the approval of the Land Division Committee, and delegated to staff, which could speed up the process.
- Explore options to stagger meeting times/days with other local Council meetings occurring in the Inland Hub.
- Ensure Council members receive regular planning education so they can communicate the most relevant and up-to-date information to land owners. This could be done by hosting regular planning 101 sessions that review provincial planning legislations, recent tribunal (LPAT) decisions for similarly-appealed developments, and timelines requirements of the Planning Act, etc.
- Consider establishing a formal process for recognizing 'fast-tracking' of application, in situations that may meet a certain threshold of importance (e.g. applications that introduce affordable/needed housing and those that support significant job growth).
- Clear guidance and instruction should be provided to applicants when an appeal period has ended and what the next step in the process would be in order to fulfil the development approved for their site.

At this time, Stantec welcomes feedback and input from the staff of Brockton and Bruce County, the development community, public agencies and local organizations, Council and the greater public. With this feedback, additional refinements will be made to these recommendations and cumulate in a Final Report. Further to that, specific marketing and outreach information will be provided to support the establishment of a Development Portal and other hard copy material for the development community. See Section 5.0 of this report for specific recommendations and ideas about the information to be presented in this new Portal.

8.0 REFERENCES

COMPARATOR FEES

Review of Fees of Comparably-Sized Municipalities

Appendix A



BROCKTON COMPARATOR ASSESSMENT
10/06/2020

	Municipality of Brockton	Town of Erin	Municipality of Southwest Middlesex	Municipality of West Perth	Town of Shelburne	Municipality of Meaford	Town of Kincardine	Town of Welland	Municipality of North Perth	Municipality of Central Elgin	Municipality of Huron East
Municipality Stats											
Population	9,461	3,815	5,723	8,865	8,126	10,991	8,315	52,293	13,130	12,607	9,138
Planning/Building Staff	4	3	1	4	1	3	6	-	2	6	5
Fees											
Planning Fees	removal of holding provision - 150.00 Compliance Letter - 150.00 Consent/Severance - 120.00	Minor Variance - \$600 Zoning Compliance Letter - \$75	Zoning Certificate - \$60 Severance - \$1750 ZBA - \$1200 MV - \$800 OPA - \$1750	ZBA - \$1250 MV - \$750 Removal of H - \$200 OPA - \$1250 Part Lot Control - \$750 Zoning compliance certificate - \$60	Minor Variance - \$1815 OPA - \$9055 + \$2625 contingency ZBA (minor) - \$2415 + \$1050 contingency ZBA (major) - \$6035 + \$2100 contingency Holding removal - \$2115 Combined OPA/ZBA - \$9660 + \$4200 contingency	MV - \$1400 Consent - \$1900 OPA (Major) - \$8400 OPA (minor) - \$3620 ZBA (major) - \$3300 ZBA (minor) - \$2100 H removal (H3) - \$650 H removal (all other) - \$250 H removal application fee - \$1000	OPA - \$148 ZBA - \$148 Severance - \$148 MV - \$148 Joint Application - \$220 H removal - \$160	Regional OPA - \$18,125 Regional OPA (Boundary Expansion) - \$36,000 Regional OPA (pit/quarry) - \$113,885 Local OPA (major) - \$8,715 Local OPA (minor) - \$5,180 Secondary Plan (privately initiated) - \$13,460 ZBA - \$1,300 H Removal - \$650 Severance (urban) - \$620 Severance (rural) - \$875 MV - \$420	OPA - \$1600 ZBA - \$1600 Removal of (H) - \$700 MV - \$700	OPA - \$750 ZBA - \$750 Combined OPA/ZBA - \$750 MV - \$400 Severance - (County Managed) - H removal - \$750 Temp-use by-law - \$750	OPA - \$3,788 ZBA - \$1947 Combined local OPA/ZBA - \$4762 Combined County OPA/local OPA - \$6277 Combined County OPA/local OPA/ZBA - \$7306 MV (1-2) - \$1514 MV (3+) - \$1947 Severance - \$2164 removal of H - \$540
Development Charges	Municipality absorbs costs in an effort to foster an environment that is supportive of business expansion and investment.	Total Residential (Single + Semi) with Water - \$31,211.00 Total Non Residential with water - \$11.43 per sqft Total multi-res with water - \$23,739.00 Total 2 bed apartment with water - \$17,958 Total bach/1 bed apartment with water - \$15,254.00 Special Dwelign with water - \$12,410	Not available on website.	Rural: Residential per capita - \$482 Single - \$1,183/unit Semi - \$1,183/unit Town/multi-unit - \$1,015/unit Apartment - \$869/unit Mitchell: Per capita - \$3,624.08 Single - \$8,879/unit Semi - \$8,879/unit Town/multi-unit - \$7,610/unit Apartment - \$6,523/unit	Single/Semi = \$15,400 Multi Dwelling = \$12,328 2 + Bed apartment = \$8,727 1 bed apartment = \$5,980 East-Area Road Improvements DC's - Residential: Single/Semi = \$12,531 Single/semi duplex = \$10,029 2 + Bed apartment = \$7,101 1 bed apartment = \$4,866 Non-res - \$65.80/sq.m West Area DC's: Single/Semi = \$1,593 Multi Dwelling = \$1,275 2 + Bed apartment = \$903 1 bed apartment = \$619 Non-res - \$4.24/sq.m School Road Area Dc's: Single/Semi = \$4,963 Multi Dwelling = \$3,972 2 + Bed apartment = \$2,812 1 bed apartment = \$1,927 Non-res - \$26.17/sq.m	Municipal-wide: Unserviced - Single/Semi = \$5745 Rows/Other multiple = \$3865 Other non-residential = \$21.70/sq.m Industrial = \$12.31/sq.m Serviced - Single/Semi = \$13517 Rows/Other multiple = \$9088 Other non-residential = \$88.37/sq.m Industrial = \$47.89/sq.m Service Area 1: all same as above* Service Area 2: Unserviced - Same as above* Serviced Change - Single/Semi = \$16,233 Rows/Other multiple = \$10,912 Other non-residential = \$112.33/sq.m Industrial = \$60.66/sq.m Service Area 3: Unserviced - Same as above* Serviced Change - Single/Semi = \$16,320 Rows/Other multiple = \$10,971 Other non-residential = \$108.73/sq.m Industrial = \$58.50/sq.m	Development application fee - \$285 Municipal Development requiring professional review - deposit (\$20,000) Municipal admin fee - 10% of actual costs to a max of \$3000 Single/semi - \$14,057.08/unit rows/multiples - \$9562.50 Apartments - \$7173.15 City: Single/semi/duplex - \$7722.53 Row/Multiples - \$6958.34 Apartments (1+bach) - \$3722.05 Apartments (2+) - \$6567.06 Retirement/special need/lodging home - \$3,282.08 non-res - \$3.06/sqft Only Water: Single/semi/duplex - \$7144.72 Row/Multiples - \$6437.70 Apartments (1+bach) - \$3443.56 Apartments (2+) - \$6075.70 Retirement/special need/lodging home - \$3,036.51 non-res - \$2.79/sqft Wastewater Only: Single/semi/duplex - \$7006.20 Row/Multiples - \$6,312.89 Apartments (1+bach) - \$3376.80 Apartments (2+) - \$5,957.90 Retirement/special need/lodging home - \$2,977.64 non-res - \$2.73/sqft No services: Single/semi/duplex - \$6428.39 Row/Multiples - \$5792.26	Municipal Wide Services: Single/semi - \$8745 2 bed + apartment - \$4875 bachelor & 1 bed apartment - \$3273 Multiples - \$5675 Special dwelling/care units - \$2798 Com/Inst/Ind/Ag - \$0 Wind Turbines - \$5929 Urban Services (Water/wastewater/swm): Single/semi - \$5552 2 bed + apartment - \$3068 bachelor & 1 bed apartment - \$2057 Multiples - \$3763 Special dwelling/care units - \$2324 Commercial/Institutional - \$3/sqft Industrial - \$1.78/sqft Agricultural - \$0/sqft Urban Services: Port Stanley/Lynhurst/Southblock Lyndale/Southdale - Single/Semi - \$10,410.48 Multi-dwelling - \$9096.88 Apartments - \$6320.47 Non-res (only port stanley) - \$4.49/sqft Meadow/Green Subdivision: Single/Semi - \$669.33 Multi-dwelling - \$585.15 Apartments - 406.15 Belmont: Single/Semi - \$10,215.39 Multi - \$8,926.10 Apartments - \$6,201.79 Non-res - \$4.30/sqft Norman: Single/semi - \$9,741.14 Multi-dwelling - \$8,511.73 Apartments - \$5,913.87 Non-res - \$3.84/sqft	Single/Semi - \$4779.71 Apartment - \$2,902.20 Multi-Dwelling - \$4,176.50 Non-res - \$2.01/sqft Urban Services: Port Stanley/Lynhurst/Southblock Lyndale/Southdale - Single/Semi - \$10,410.48 Multi-dwelling - \$9096.88 Apartments - \$6320.47 Non-res (only port stanley) - \$4.49/sqft Meadow/Green Subdivision: Single/Semi - \$669.33 Multi-dwelling - \$585.15 Apartments - 406.15 Belmont: Single/Semi - \$10,215.39 Multi - \$8,926.10 Apartments - \$6,201.79 Non-res - \$4.30/sqft Norman: Single/semi - \$9,741.14 Multi-dwelling - \$8,511.73 Apartments - \$5,913.87 Non-res - \$3.84/sqft	Not available on website.	
Building Permit Fees	Building Permit Fees By-law provided on website Demolition Permit - 250 com/ind/inst - \$100+0.90/sqft Single res - \$100 + 0.80/sqft Multi res - \$100 + 0.80/sqft Silo - 300 Farm Buildings - \$100 + 0.30/sqft	Fees found within Fees and Charges By-law Demolition Permit - \$200 for <600m2 / \$1,300 for >600m2 Assembly - \$1/sqft (min fee: \$2500) Institutional - \$1/sqft (min fee: \$2500) Indus - \$1/sqft (min fee: \$2500) Res - \$0.88/sqft (min fee: \$2200) Secondary Dwelling: \$0.78/sqft Business/Personal Service: \$1/sqft (min fee: \$2500) Merchantile: \$1/sqft (min fee: \$2500)	Fees found within fees and charges by-law. Demo Permit - \$300.00 (\$2000 security fee for single/semi, \$1/sqft security for all other building types to a max of \$10,000) Agricultural - \$0.12 - \$0.24/sqft (min fee: \$200) Commercial - \$0.35/sqft (min fee: \$250) Industrial - \$0.35/sqft (Min fee: \$500) Institutional - \$0.35/sqft (min fee: \$500) Residential - \$0.70/sqft (min fee: \$750) Residential Accessory - \$0.25/sqft (min fee: \$100)	Fees and Charges provided on website tab, sorted by section. Com/Ind/Inst - \$60 + \$0.35/sqft Agricultural - \$60 + \$0.20/sqft	Provided by Dufferin County and fees listed on County online permit system (need sign-in info to access)	Available on the municipal website - Demo - \$500 (buildings listed in 1.2.2.3 div C of Building Code) / \$150 (all other buildings) New construction - \$1,100 min (\$1.23 ft2) Residential Additions - \$200 min (\$1.23 ft2) Renos - \$150 min (\$1.23 ft2) Institutional - \$1,200 min (\$3.41/\$1000 value) Commercial - \$1,100 min (\$1.06 ft2) Comm reno - \$500 min (\$9.26/\$1000 value) Industrial - \$1,200 min (\$0.68 ft2) Ind reno - \$500 min (\$3.61/\$1000 value)	Demolition - \$100 Building > 108sqft - \$0.80/sqft Agriculture - \$0.35/sqft (livestock) / \$0.30/sqft (non-livestock) Public service building - \$11.50/\$1,000 up to \$2,214,500 THEN \$8.50/\$1,000 from \$2,214,501 to \$11,000,000 THEN \$7.00/\$1,000 over \$11,000,000	Demolition (singles/buildings < 3,000sqft) - \$144 Demolition (other) - \$0.05/sqft Assembly - \$1.91/sqft Institutional - \$2.22/sqft Single/semi/duplex - \$1.45/sqft Single unit/apartment/hotel - \$1.18/sqft Business/personal service - \$1.81/sqft Merchantile - \$1.45/sqft Industrial - \$0.92/sqft Agriculture - \$0.24/sqft	Demolition - \$100 Residential - \$100 + \$0.67/sqft Com/Ind/Inst. - \$100 + \$0.60/sqft Agricultural - \$100 + \$0.20/sqft	Small building demo permit - \$150 Large building demo permit - \$850 New homes, duplex, apartments - \$2400 (min fee) \$1.00/sqft theatres, offices, arenas, business services, merchantile/factories - \$3716.19 (min fee) \$1.06/sqft for buildings > 2,500 sqft (\$5/\$1000 construction value where sqft cannot be determined) Hospitals and care facilities - \$3716.19 (min fee) \$1.06/sqft for buildings > 2,500 sqft (\$8/\$1000 construction value where sqft cannot be determined) Farm buildings - \$1,932.43 (min fee) \$1.06/sqft for buildings > 2,500 sqft (\$14/\$1000 construction value where sqft cannot be determined)	Easy to apply for Building Permit - details when BP is required, how to apply section, details various permits and provides forms and fees on one page. Demolition - \$100 fee (returned after clean-up satisfactory of the CBO) Res - \$60 + \$0.40/sqft Com/Ind/Inst - \$60 + \$7 / \$1000 of total construction costs Ag - \$60 + \$0.20/sqft + \$400 for liquid manure storage Other construction - \$60 + \$7 / \$1000 of actual construction costs
Subdivision Clearance Fees	Fees they do collect are provided within the Amended Fees and Charges By-law on 'Fees and Charges' tab of the Municipal Website Admin Fee - \$0.10/sqft, min of \$500 Encroachment or Servicing Agreement - \$250.00 Draft Plan Subdivision Fee - \$150 per lot/block Subdivision Agreement - \$2,000 deposit, invoiced for cost Registration of Sub - \$1,000 Approval Extension - \$500 1st request, \$800 2nd request, \$1000 3rd request	Not available on website.	Fees found within fees and charges by-law. Draft Plan of Subdivision Review - \$2000	Plan of Condo - \$2500 Subdivision - \$2500 Consent - new lot (no agreement) - \$2715 + \$785/lot Consent - Lot Addition - \$2,415 Plan of sub/condo - \$18,115 + \$5250	Consent - new lot (with Development Agreement) - \$3925 + \$785/lot Consent - new lot (no agreement) - \$2715 + \$785/lot Consent - Lot Addition - \$2,415 Plan of sub/condo - \$18,115 + \$5250	Subdivision/Development Agreement: \$10,000 Pre-servicing Development Agreement: \$1,450 (\$2500 deposit) Pre-development agreement: \$1,450 (\$2,500 deposit) Draft plan approval extension: \$600 Draft plan clearance letter: \$200		Managed by Region. Draft Plan review - \$5,180 + \$1,145/ha to a max of \$22,840 Revisions to submission - \$1,300 Modification to DP - \$2,595 Extension of DP - \$1,300 Clearance (per phase) - \$2,595 Combined Condo/Site Plan Fee - \$3,890 Plan of Standard Condo Review - \$2,595 Revisions to Condo submission - \$1,300 Modification to Condo - \$650 Extension of DP of condo - \$720 Clearance of Conditions - \$720	Subdivision Agreement - \$5,000 Deposit < 6 units - \$2,000 Deposit 7 - 20 units - \$5,000 Deposit > 21 units - \$10,000	Development Agreements (Sub/condo) - County Managed - Sub agreement - county - Plan of condo - \$2000 + actual costs	Managed by County Plan of sub/condo (1-10 blocks/lots/units) - \$6493 Plan of sub/condo (11+ blocks/lots/units) - \$6493 + \$162/lot/unit/block over 10 to a max of \$15,918 Draft approval extension - \$540 Phasing final approval - \$1,081 for phases over 2 Changes to draft approval (plan or conditions) - \$540
Site Plan Application Fees	Site Plan Agreement Registration - \$114	Fees found within application forms provided on website. Site Plan Application Fee - \$2000 Site Plan deposit - \$5,000 Minor revision - \$500.00 Minor revision site plan deposit - \$1000.00	Fees found within fees and charges by-law. Site Plan and Site Plan Amendment - \$1500 Pre-Con - \$1000	Fees and Charges provided on website tab, sorted by section. New - \$750 Renew - \$350 Deposit - \$5000	Site plan <2 ha (to execution of agreement) - \$3015 + \$2625 contingency Site plan 2 ha - 10 ha (to execution of agreement) - \$6035 + \$4725 contingency Site plan >10 ha (to execution of agreement) - \$8450 + \$7085 contingency Part lot control - \$2100 + \$105 per lot (< 20 lots) or \$80 per lot (> 20 lots)	Development/Site Plan Review (Major/Minor): Scale Specific Calculation Site Plan (Major): \$10,000 (\$5,000 deposit) Site Plan (minor): \$1,450 (\$1000 deposit) Site plan agreement amendments (major): \$700 (\$1,000 deposit) Site plan agreement amendment (minor): n/a	Site Plan - \$160 Admin fee - \$300 Professional Review Fee (deposit) - Minor - \$2000, Intermediate - \$5000, Major - \$10000 Minor amendment - \$114 Part-lot exemption - \$985	Fees provided in application. Site Plan Control - \$1400 Minor Change - \$1225 Site Plan exemption - \$768	Site Plan Fee - \$1,500 - Plus Deposit (Minor) - \$5,000 - Plus Deposit (Major) - \$10,000 Part lot control - \$700/block	Site Plan Approval - \$300 Development Agreement (Site Plan and Consents) - \$500	Part lot control exemption - \$1082 (Magaed by County) Site Plan control
	Indicates Development Friendly - based off of initial review										