

Introduction

Since June 2020, StrategyCorp has been engaged to support Bruce County's 'Land Use Planning Transformation Initiatives' which are aimed at helping the Planning Division update policies and procedures of the land use planning services it delivers.

These projects include:

1. **Land Use Planning Review: Official Plan Update**
2. **Planning Department Services Fees Review**
3. **Memorandum of Agreement Update**

Today I am going to give a final overview on some of the findings from our time working with Bruce County on its Planning Service Delivery Initiatives.

Recall: Review of Bruce County Land Use Planning Division: Structure, Service Delivery Model, Roles and Responsibilities

Produced by Stantec, the report objective was to “support the delivery of modern and efficient services by the Bruce County Land Use Planning Division, including a review of the organizational structure of the division and how it serves the County and eight local municipalities of Bruce County”

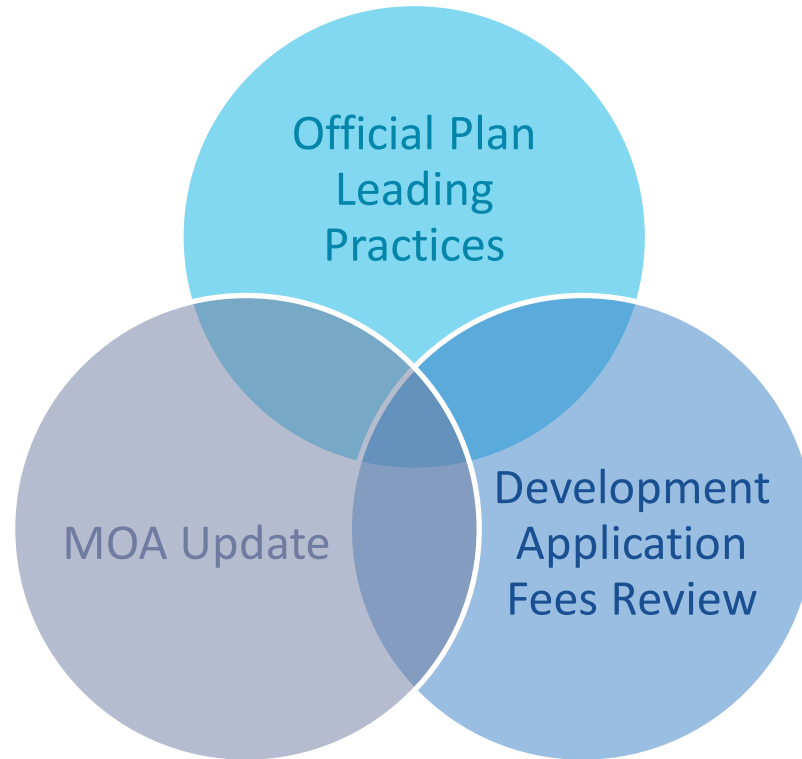
It found:

- Local municipal stakeholder feedback very positive and appreciative
- Suggestions for possible process improvements
- Long-range policy planning is a lower priority to development planning at both County and local municipal level
- Potential ideas from County Comparators:
 - Cross-training for planners (development and policy planning roles)
 - Formalize and enhance long-range policy planning role and function

Stantec Recommendations

- **Update Memorandums of Agreement** – clarify roles, responsibilities, process, costs, etc.
- Continuous improvement of processes
- Prioritize and enhance long-range policy planning role and delivery at County and local municipal level
- **Review planning application fees**; increasing to level to cover a greater proportion of processing development applications and special projects
- Consider Development Charges financing growth-related planning
- Enhance Education, Communication and Engagement mechanisms

Overlapping Elements of the StrategyCorp Projects



Policy leadership

Two-way Communication

Roles and responsibilities

Flexibility and predictability

Wise use of public and private resources

Regional and local priorities

Common Elements of Our Review Process

1. A review of existing or past practices
2. A look to emerging and leading practices in other jurisdictions
3. Detailed interviews with key stakeholders and/or end-users
4. Discussions with key staff, executives, Councils

Initial Findings Across the Three Projects

- **Policies and processes have not been updated in some time, relative consensus that modernization or updating is required.**
 - E.g., becoming a one-shop-stop and real time application tracking
 - Greater alignment of County and local official plans and zoning bylaws
 - Consistent with previous report recommendations
- **Vast majority of stakeholders and local municipal officials engaged highly value the staff who make up the Bruce County Planning Division and think they do a good job.**
 - Generally seen as professional, highly competent, and knowledgeable with a strong public service orientation
 - Most acknowledge significant workloads of staff and turnover in the department
- **Municipal-County staff and council communication on planning matters needs to be improved**
 - This includes communications on individual applications
 - New provincial policy directions and requirements
- **Many of the issues identified are beyond the sole control of County planning staff or the department.**
 - Need for stronger relationships between staff in County and local municipal administrations
 - A clearer division of roles
 - Local planning challenges are sometimes seen as the responsibility of the County
 - Capacity for more specialized support for local municipalities



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