



Municipality of Port Hope Community Development Department

Service Delivery Review

March 2021



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1. Introduction

The Province of Ontario's Municipal Modernization Program is intended to help Ontario's 405 small urban and rural municipalities find better, more efficient ways to operate and serve their residents and business communities. Under this program, approved municipalities can use the funding to conduct reviews of service delivery and administrative expenditures to improve efficiencies, implement a select range of projects, including developing an online system to enhance the local process for approving residential and industrial developments or setting up new shared services with neighbouring municipalities.¹

The impact of COVID-19 has created challenges in the delivery of vital services for municipalities across Ontario, and rural communities have been particularly impacted. The lack of in-person communications and deployment of online tools to facilitate the delivery of services has drawn attention to the need to modernize local services and more effectively manage the costs of delivering those services in the future.

1.1 Purpose

This service delivery review aims to provide the Municipality of Port Hope with the necessary information to assist in the realigning, reorganizing, and refocusing of its municipal services. Specifically, it seeks to improve customer support and satisfaction, enhance service effectiveness, and improve efficiencies to the Town's Community Development Department, including planning, economic development, and land and building services.

As per direction provided by the Municipality, the primary objective of the review is to assess, evaluate and make recommendations:

- To improve the efficiency and effectiveness of the Municipality's industrial, commercial, and residential development service delivery;
- To improve associated administrative processes; and
- To identify potential modernization opportunities.

1.2 Project Outcomes

Based on a review of the current organizational structure and service delivery model, together with input from staff and stakeholders, this Service Delivery Review Report provides recommendations for:

- Improved service delivery and customer service through the use of online tools, applications and data management;
- Business process mapping for both the public and municipal employees;

¹ [Ontario Supports Modernization of Small and Rural Communities | Ontario Newsroom](#)

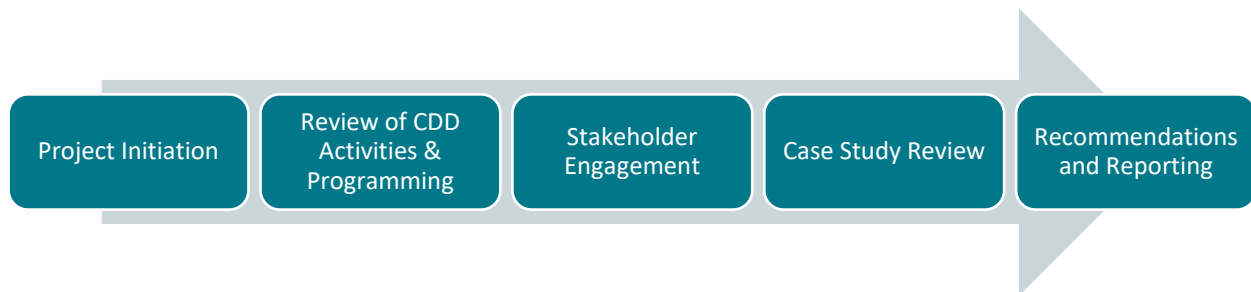


- Service delivery analytic tools and methodologies to evaluate Port Hope’s business processes in support of development; and
- Customer feedback processes and targeted community surveys and engagement to assess the effectiveness of service delivery strategies;
- Accommodating new or increased demand from businesses and the public of development services to ensure that Port Hope’s service delivery strategies can support the anticipated growth;
- Assessing limitations of Port Hope’s service delivery capability because of competing priorities and/or limited resources; and
- Reducing costs and improving time efficiency through improved customer service that focuses on the application of online information technology tools and efficient business processes.

1.3 Methodology

The process for the Municipality of Port Hope’s Community Development Department (CDD) Service Delivery Review is outlined below.

Figure 1: Project Process



The project started with a background review to identify and define the CDD’s role and function in the delivery of planning, growth, and development services including earlier service delivery reviews conducted by the Town. A targeted stakeholder program was drawn up to understand the current perspectives on service delivery within planning, economic development, and land and building services. Interviews were conducted with Members of Council, CDD’S Management Team and Staff and Committee Chairs, including the Committee of Adjustment/Heritage Port Hope and Heritage Business Improvement Area. External partnerships were also explored through interviews with Northumberland Economic Development and Port Hope Chamber of Commerce and select real estate brokers, planning process applicants and downtown businesses. In all, 28 one-one interviews were completed.

Building on these inputs, a SWOT analysis was developed to highlight the received strengths and weaknesses and opportunities to enhance service delivery. With input from CDD staff, the project team also completed a high-level review of the service delivery efforts of three comparable communities with similar planning and economic development objectives (Belleville, Brockville and Cobourg). Interviews were conducted with the Management Team and Staff from these communities, including the Directors of Planning and Development and Managers of Economic Development.

This Service Delivery Review Report concludes the research and analysis undertaken to provide the CDD



with an evidence-based approach to improving service delivery. It outlines key recommendations to address organizational structure and staffing, technology integration, the deployment of effective communication tools and operational processes and methodologies.



2. Current Context

In 2018, the Municipality of Port Hope accounted for the delivery of its municipal services and operations through five core departments. These included Finance; Parks, Recreation and Culture; Works and Engineering; Fire and Emergency Services and Corporate Services. In 2019, following a reorganization of functions, a sixth department, namely the Community Development Department (CDD), was established.

Before the CDD was formed, the Works and Engineering Department housed various Divisions, including Planning and Development, Economic Development, Water and Wastewater, Transportation Operations and Engineering. While these Divisions worked cooperatively and collaboratively to provide services, an opportunity was identified to improve service delivery through a minor reorganization of the current structure. The reorganization was deemed essential as per the 2019 Municipal Budget Deliberations² as the ‘untraditional’ grouping of Planning and Public Works/Engineering functions resulted in challenges, including difficulties in attracting qualified candidates and achieving operational sustainability and succession planning.

The report recommended Council support the reorganization of municipal staffing resources to include a Community Development Department. The Department would include the Planning and Development Division and the Marketing and Tourism Division. A Director would be hired to lead and support staff with a more focused approach and improved collaboration to achieve community development goals and respond to development pressures. It was envisioned that the CDD would allow the Municipality to be more proactive as it relates to growth and development rather than being reactionary.

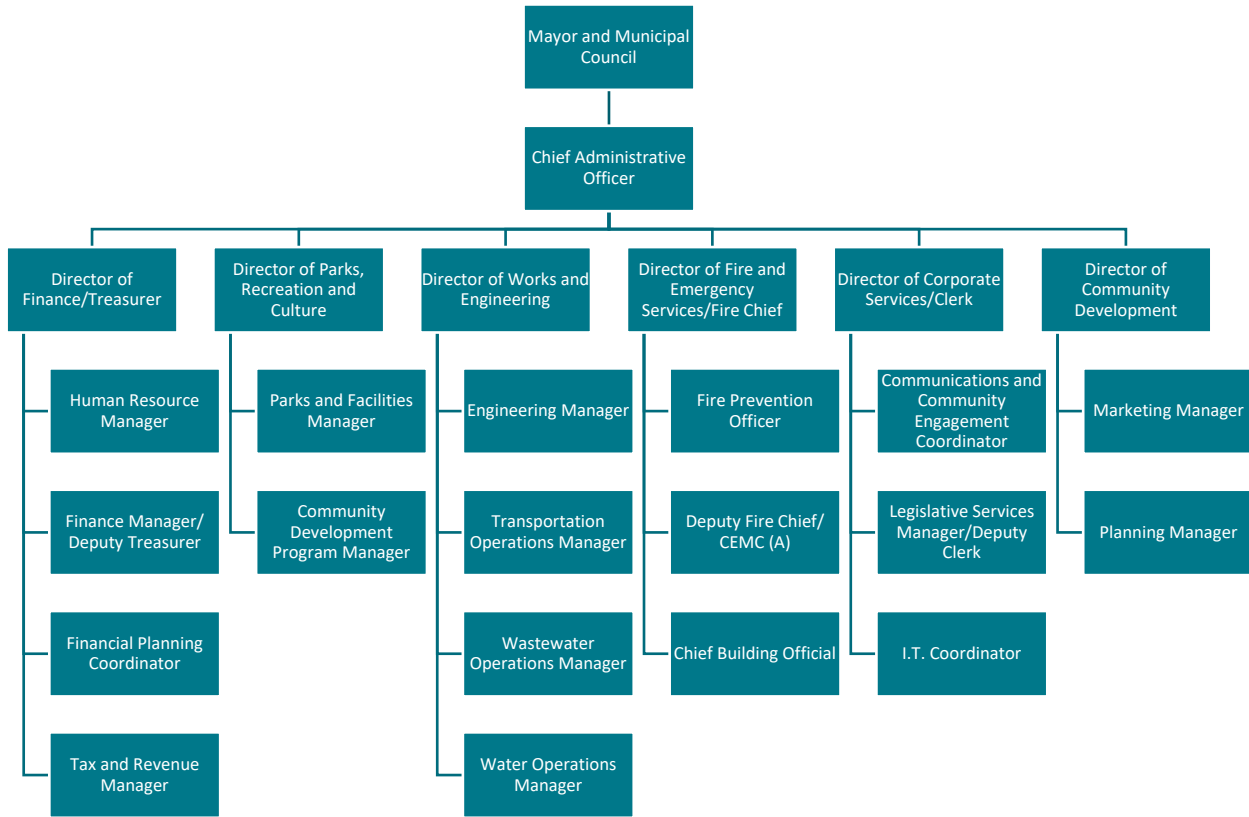
The report also suggested that further consideration should be given to including the Building Division under the Community Development Department, as Building and Planning need to work closely to address development issues. Under this approach, Municipal Law Enforcement's role will be separated from the Building Division and housed within the Fire and Emergency Services Department.

A current high-level organizational chart of the Municipality of Port Hope is shown in Figure 2. The Planning and Development and Tourism and Marketing Divisions are under the Community Development Department. The Works and Engineering Department include Engineering, Transportation, Wastewater and Water Divisions. The Building Division is housed in Fire and Emergency Services/Fire Chief Department. The Parks, Recreation and Culture Department includes the Community Development Program, and Corporate Services houses the Communications and Community Engagement Coordinator.

² Municipality of Port Hope: Community Development, Report to Council – May 2, 2018. Source: <https://porthope.civicweb.net/document/171859>



Figure 2: Organizational Chart, Municipality of Port Hope, Department Heads & Managers



Source: Municipality of Port Hope, adapted by MDB Insight. Note: Structure does not show department staff and administrative positions.

2.1 Population and Employment Forecasts

In assessing an appropriate organizational structure for the CDD, consideration has also been given to the growth projections for the community. These can act as an indicator of the anticipated level of development activity that is likely to occur in the coming years.

As of 2020, the municipality of Port Hope had a population of 17,902, accounting for 20% of Northumberland County’s population (91,548)³.

As per the Municipality’s Growth Management Strategy (2006), the Municipality’s population is forecasted to increase to 22,145 people by 2034 and 24,299 by 2041⁴. This translates to an increase of 4,243 people from current year estimates.

The Municipality’s intensification target is for 50% of new residential dwelling units to be provided

³ Manifold Data Mining Inc., 2020.

⁴ The Municipality of Port Hope Official Plan 2014 Review, updated 2017



within the Built Boundary. Achieving this intensification target includes establishing six Major Intensification Areas (Toronto Road Employment & Commercial Lands, Central Commercial Area, Croft Street Extension Residential Lands, Croft Street Employment Lands, Philips Farm Residential Lands and Peter Street Employment & Commercial Lands), limited intensification within Established Residential Areas and Heritage Conservation Districts and mixed-use development within the Waterfront Area.

The number of jobs is expected to increase by 1,370 jobs between 2011 and 2034⁵. Also, given that there are enough lands designated to accommodate expected population and employment growth to 2034, no additional land was required to be designated in Port Hope for population or employment uses. However, it is unclear what proportion of lands are currently serviced or 'investment ready', particularly related to employment land or in what timeframe additional lands are likely to be added to the inventory.

Factors that were considered in developing population and employment projections included the Province's expectations as articulated in the Growth Plan, historic building activity, Port Hope's share of the County's population, and Port Hope's location in the County relative to the Greater Toronto Area. Given the age of the Growth Management Strategy's, this may need to be updated as part of the Official Plan Review.

2.2 Departmental Overview

2.2.1 Organizational Structure

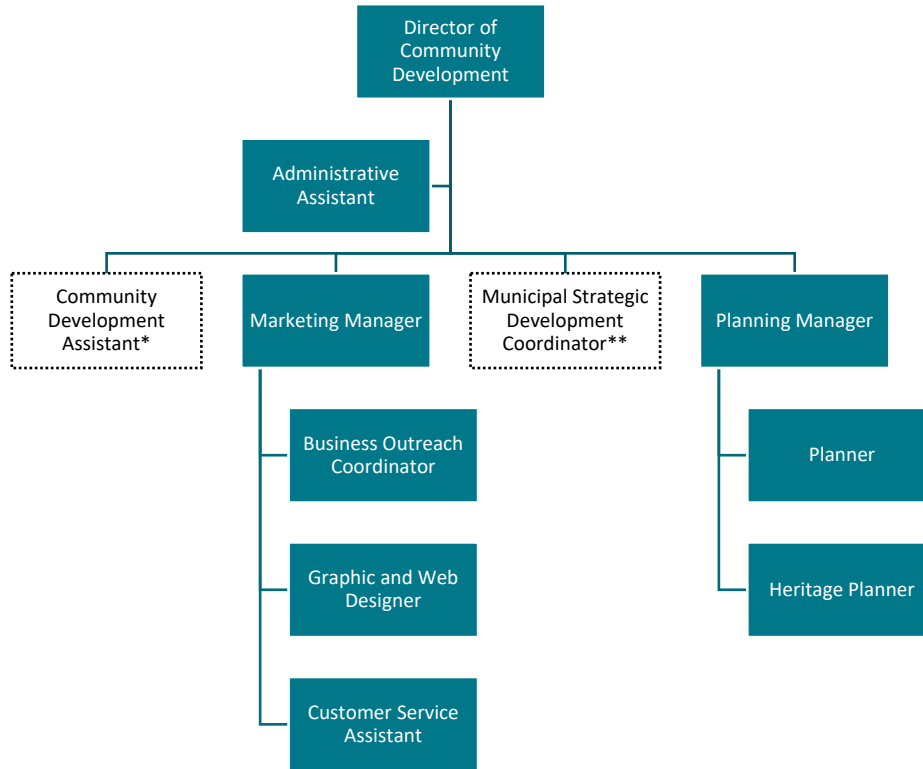
The Community Development Department currently comprises the Planning and Development Division and the Marketing and Tourism Division. The Planning and Development Division focuses on land use planning and development applications and approvals. The Marketing and Tourism Division focuses on marketing efforts geared to business attraction and retention and community branding while ensuring alignment with community brand and business development objectives.

The current organizational chart of the Community Development Division is illustrated in Figure 3.

⁵ *ibid.*



Figure 3: Current Organizational Structure Chart, Community Development Department



Source: Municipality of Port Hope, adapted by MDB Insight. Note:

* Part-time contract.

** Vacant and funded as of March 2021

As of March 2021, the Community Development Department team includes 9 full-time staff, led by a Director, responsible for the strategic economic, residential and community development planning for the Municipality of Port Hope, incorporating Council and community objectives for managed growth which includes community heritage, housing, cultural, landscape and lifestyle objectives. The Director supervises the Planning Manager, Marketing Manager, and the Administrative Assistant. The Planning Manager oversees the Planning and Development Division and provides professional planning advice to Council, public, property owners, property developers and staff regarding land use planning matters and supervises the Planner and Heritage Planner. The Marketing Manager oversees the Marketing and Tourism division and is responsible for developing and implementing a municipal marketing strategy for business development and a community brand based on Council’s strategic objectives. It should be noted that there is no formal marketing strategy in place. The Marketing Manager supervises the Business Outreach Coordinator, the Graphic and Web Designer and the Customer Service Assistant.

The Business Outreach Coordinator is responsible for coordinating a business engagement strategy, business attraction, and growth and leveraging traditional and digital platforms to disseminate information effectively. Currently, there is no formal business engagement strategy in place. This position is also expected to work closely with community partners, including the Port Hope Chamber of



Commerce, CFDC Northumberland, County of Northumberland, Provincial, and Federal government levels.

The Customer Service Assistant (CSA) position while under the Marketing Manager's supervision was created in 2021 to improve administrative and customer service capacity for both Marketing & Tourism and Planning & Development. An Administrative Assistant provides administrative and clerical support to the Community Development Department and serves as the secretary-treasurer of the Committee of Adjustment (COA), administrative support for the Development Review Team (DRT) and backup coverage for the Customer Service Assistant and Administrative Assistant, Works, and Engineering.

As per 2020 Approved Operating Service Level Change⁶, the Community Development Department was approved to hire a Municipal Strategic Development Coordinator. This position would report to the Director of Community Development and primarily support the Planning and Development Division. Responsibilities include support for implementing the strategic plan, coordinating and managing the Department's activities, including municipal planning, and marketing and tourism efforts. The position requires skills and expertise in community and regional planning and development, geographic information system (GIS) analysis and applications, economic and business development, policy development, program management, and operational planning. As of March 2021, this funded position is vacant, and no job advertisements have been posted.

In addition to the above FTE's, the Department also includes a Community Development Assistant (CDA) on a part-time contract. The CDA position was created to assist the Director of Community Development with assigned tasks and reports directly to the Director. Key responsibilities of the position include updating the current planning applications web page, transferring the planning applications to the Citywide system, and coordinating the Zoning By-law Review. This contract position will end when the Strategic Initiatives Coordinator is hired.

2.2.2 Budget and Funding

The Community Development Department currently has a total operating budget of \$1,067,684 for 2021. The Department had a budget increase of 7% (an increase of \$67,484) from the 2020 operating budget.

The Planning and Development Division accounts for \$615,273 (57% of total) of the total budget. The Division saw a budget increase of 13% (\$71,369) from 2020. Most of this budget is allocated for staff and benefits at \$630,518 and contracted services totalling \$130,000. In 2021, the Division received Provincial Grants amounting to \$50,000 and collected fees and miscellaneous revenue of \$128,167.

As per the 2021 Budget Financial Considerations for the Strategic Plan (Intentional Growth Planning Strategic Priority), approximately \$60,000 is included in the 2021 budget for Zoning By-law and Official Plan Review and \$93,812 for the Municipal Strategic Development Coordinator. The \$60,000 for Zoning and Official Plan Review includes considerations for Affordable Housing. The 2021 budget does not include allocations for Waterfront and Riverwalk Enhancement or any related master planning.

The Marketing and Tourism division has a total budget of \$452,411 in 2021. Of this budget, approximately \$72,750 is dedicated to programs and services, including online marketing, tourist

⁶ 2020 Approved Operating Service Level Change. Source: <https://www.porthope.ca/en/your-municipal-government/resources/Budget%20and%20Finances/Reports%20and%20Statements/2020%20Approved%20Service%20Level%20Changes.pdf>



connection and advertising. \$332,459 is allocated for staff and benefits. The Division also received a contribution totalling \$104,095 obtained from the Port Hope Low-Level Reactive Waste Project funded by Natural Resources Canada. As per the 2021 Budget Financial Considerations under the Intentional Growth Planning Strategic Priority, this grant is allocated to implementing the Community Improvement Plan (CIP).

Figure 4: Operating Budget, Community Development Department, 2020 & 2021

Items	Budget		2020 vs 2021 Budget	
	2020	2021	Net Increase	% Increase
Admin	\$30,338	\$32,922	\$2,584	9%
Contracted Services	\$80,000	\$130,000	\$50,000	63%
Staff & Benefits	\$584,166	\$630,518	\$46,352	8%
Planning & Development Division	\$543,904	\$615,273	\$71,369	13%
Admin	\$26,600	\$52,202	\$25,602	96%
Programs & Services	\$112,000	\$72,750	-\$39,250	-35%
Contracted Services	\$18,000	\$0	-\$18,000	-100%
Staff & Benefits	\$304,696	\$332,459	\$27,763	9%
Tourism & Marketing Division	\$456,296	\$452,411	-\$3,885	-1%
Total CDD	\$1,000,200	\$1,067,684	\$67,484	7%

Source: Municipality of Port Hope, adapted by MDB Insight



3. Current Performance Profiles

As previously discussed, the Community Development Department comprises the Planning and Development Division and the Marketing and Tourism Division. It provides various services in compliance with Corporate Policy, Corporate Strategic Plan and all applicable Municipal, Federal and Provincial requirements.

Planning and Development Division services include developing and managing strategies and policies for residential planning, including the need for affordable housing, rural and urban development, and long-range community planning for the eastward expansion of the 407 and GO transit services. Economic development services include business attraction efforts, expansion of the Port Hope Business Park, implementation of the Downtown Community Improvement Plan, long-range planning for the Port Hope Area Initiative (PHAI) clean up and visioning for the waterfront. The Community Development Department's functions are guided by and align with municipal priorities of Council's Strategic Plan, 2019-2022, in particular:

- Intentional Growth Planning and Affordable Housing – to achieve a balance between economic growth and residential growth/affordability that includes diversification and enable and increase the availability of affordable housing units and housing options to meet current and future needs.
- Waterfront and Riverwalk Enhancement – to enhance the quality of life for our residents, protect heritage and natural resources, and attract investment and visitors, resulting in increased economic growth. Key objectives include developing a waterfront investment attraction package and the facilitation of the Port Hope Area Initiative (PHAI) clean-up project.
- Intentional Growth Planning – to realign the Municipality's economic development capacity, enable reinvestment and diversification of its tax base to enhance the commercial viability of the downtown and create new business development opportunities throughout the community.

The service profiles of each Division, including a service overview and outputs, staffing, delivery model and budgets, are described below.

3.1 Planning and Development Division

3.1.1 Planning Approvals

The Municipality of Port Hope's Community Development Department – Planning and Development Division carries out the full range of land use functions provided by the Planning Act. This entails both development controls and longer-range planning. Development control is overwhelmingly the Department's primary focus, while longer-range planning is undertaken as time permits. Also, the Department is the key municipal contact for building and land use controls afforded by the Heritage Act. The Planning and Development Division is located as part of the Development Team Office at 5 Mill Street.

Service Overview

Port Hope's Planning and Development Division provides and processes the following shorter-term



development control services:

- Minor variance Applications
- Consent Applications
- Site Plan Applications
- Subdivision and Condominium Applications
- Rezoning Applications
- Official Plan Applications

Port Hope's Planning and Development Division also oversees and carries out the longer-term long-range planning functions of:

- Official Plan update
- Zoning By-law update

Lastly, Port Hope's Planning and Development Division also assists with activities under the Heritage Act consisting of:

- Heritage Permits
- Heritage Building Registry and designated properties, under the Ontario Heritage Act

The Municipality of Port Hope has over 250 designated heritage properties under Part IV of the Ontario Heritage Act. Further, there are two Heritage Conservation Districts in Port Hope: Walton Street, from Mill Street to Pine Street and the John, Ontario, and Queen Street Heritage Conservation District, both under Part V of the Ontario Heritage Act. The community's continuing commitment to the conservation of its heritage has helped define its unique character and charm. A major objective outlined in Port Hope's Official plan is to protect the built cultural heritage resources and, at the same time, encourage rehabilitation of residential development within the Heritage Conservation District. Currently, there is no Heritage Master Plan to assist with the conservation and management of the Town's heritage inventory.

Staffing

The Planning and Development Division has a full-time staff complement of four (4) staff, including an Administrative Assistant to the Director, a Planning Manager, a Heritage Planner and a Planner. Administrative support is also provided through the ad-hoc services of a staff member of the Building Section who share the same office.

Delivery Model and Budget

The Planning and Development Division is funded primarily through the Town's resources, although application fees help offset a minor portion of the overall budget. A 2021 base budget of \$615,273 is allocated for the Planning and Development Division.

3.1.2 Land and Building Approvals

Consideration of the land approvals process has been outlined in the preceding section. In terms of building approvals, building permits are handled by the Building Section that while physically housed at



5 Mill Street South with the Community Development Department, are a separate entity under the Town's organizational chart and under the leadership of the Director of Fire and Emergency Services/Fire Chief/ CEMC.

Before the issuance of a building permit, a "sign off" on the permit by a planner is required, and in the case of a larger project, site plan approval is also required. A heritage permit will also be required if the approvals involve a designated heritage building or a property in the Heritage Conservation District. In this way, the Planning Section has a small but vital function in the building approvals process.

3.2 Marketing and Tourism Division

3.2.1 Economic Development

The Municipality of Port Hope's economic development function has undergone significant changes in recent years. An Economic Development and Tourism Department was created in 2002 with two full-time employees, namely, an Economic Development Officer and an Administrative Assistant. By 2011, the function had moved to the Works and Engineering Department at the Development Team Office at 5 Mill Street.

In 2018, as part of a reorganization of municipal staffing resources, the Community Development Department was set up, combining the Planning and Development Division and Marketing and Tourism Division. The Department provides a scaled-back economic development function under the Marketing and Tourism Division. The Development Team Office at 5 Mill Street now houses the Planning and Development Division, while the Marketing and Tourism Division is at the Capitol Theatre Arts Centre (20 Queen Street).

Service Overview

Port Hope's current economic development functions include activities that focus on investment attraction, business retention and expansion, filming and business support activities, including licences and permits and administering the Town's Community Improvement Plan (CIP). Key economic development services include:

- The continued development of the Port Hope Business Park, including purchase and sale agreement facilitation
- Investment attraction efforts such as the development of a branded hotel and the Wesleyville Lands. These lands, approximately 200 acres in total size, are within the Municipality of Port Hope and encompass most of the properties east of County Road 28 between Dale Road and Highway 401 and are designated for new employment/industrial land use.
- Site selection assistance and the maintenance of an online listing of available lands on the Municipality's website.
- Administering of incentive programs for property and business owners within the Downtown CIP Area as part of the Port Hope Community Improvement Plan (CIP) to encourage redevelopment of ageing buildings and stimulate private sector investment in the revitalization and redevelopment of the Downtown.



- Supporting advertising and sponsorship opportunities for businesses looking to connect with their target audience and to increase their brand awareness.
- Support for film production through an updated film policy, support for filming inquiries, assisting consultants in selecting film locations and providing film permits.

There is currently no economic development strategy for the Municipality.

Business support programming is also provided through several community partners, including Port Hope and District Chamber of Commerce, Heritage Business Improvement Area (HBIA), Northumberland Economic Development, Business and Entrepreneurship Centre Northumberland and the Workforce Development Board. As a response to COVID-19, the Division's Staff is part of several working groups of the Northumberland Economic Recovery Task Force focused on supporting the region's economy, including micro and small business, manufacturing, tourism, agriculture, professional, and development/construction.

Staffing

While the Municipality does not have a dedicated economic development staff, there are currently two full-time employees that carry out the various functions. The Marketing Manager is responsible for business development and retention, the business park development project and the downtown revitalization project. The Business Development Coordinator focuses on business engagement and acts as the Film Liaison Officer and supports the relationship with the Port Hope Chamber of Commerce.

Delivery Model and Budget

Economic development is provided primarily through the Town's resources. A 2021 base budget of \$436,889 is allocated for the Marketing and Tourism Division. However, the budget does not specify how much is allocated for specific Economic Development functions.

3.2.2 Marketing and Tourism

Before the establishment of the Community Development Department, Tourism Marketing and Promotion was positioned as a service under the Economic Development & Tourism Department. A full-time Tourism Coordinator position was created in 2001 to actively promote Port Hope to media, tourism and consumer groups and fosters partnerships with relevant committees, associations and groups. With the reorganization and establishment of the Community Development Department, Marketing and Tourism was housed at the Capitol Theatre Arts Centre (20 Queen Street).

Service Overview

- Producing marketing collaterals including the annual Port Hope Visitors' Guide, seasonal rack cards, shopping, antique, and dining & accommodation brochures, walking tour booklet, maps, postcards and posters for distribution locally, regionally and provincially.
- Through partnerships with a digital agency, the marketing team developed Port Hope's Tourism app. The app utilizes Beacons to assist tourists visiting Port Hope by providing interactive guided tours. Through Google Places, the town's business listings are integrated into the app allowing visitors to navigate and search by category, view details and provide reviews.
- Hosting the Port Hope Tourism website (visitporthope.ca) offers a directory of businesses available to residents and community members. Contact information for businesses, including websites, is



provided, partly due to the Digital Mainstreet, ShopHERE initiatives funded by government grants. Within this website are interactive calendars that showcase a variety of events and activities and marketing opportunities available to business owners. The website relies on events and programming to draw tourists to the municipality rather than businesses, including restaurants and shops.

- The Division operates the Visitor Information Centre at 20 Queen St. in downtown Port Hope.

Staffing

The Marketing Manager manages the Marketing and Tourism division. The Manager is responsible for marketing and advertising, and communication strategies. The Marketing and Tourism Division also includes 2 FTE's, namely, the Business Outreach Coordinator and the Graphic and Web Designer. To improve administrative and customer service capacity for both Marketing and Tourism and Planning and Development, a full-time Marketing & Tourism Customer Service Assistant was appointed in 2021. The CSA reports to the Marketing Manager.

Delivery Model and Budget

Marketing and Tourism are provided primarily through the Town's resources. A 2021 base budget of \$436,889 is allocated for the Marketing and Tourism Division. Of this budget, approximately \$18,955 was allocated in 2020 for Visitor Guide-Creative, Mailing (no budget in 2021). Online Marketing has a budget of \$28,500 in 2021, an increase from \$12,116 in 2020.

3.3 Performance Metrics

The Community Development Department tracks metrics yearly to assess the impact of the Municipality of Port Hope Official Plan and related Municipal and County policies. Key metrics include building permit activity and housing market information. These data serve as key indicators of housing and employment activity, assess the level of local investment and economic performance and identify emerging development related issues and trends within the Municipality of Port Hope. Key growth indicators include:

- The value of total building permit fees increased by 27% per cent from \$313,956 in 2018 to \$400,949 in 2019. Residential building permit values accounted for 54% of total fees at \$216,030, while non-residential building permits accounted for 28% at \$112,975.
- The value of non-residential building permits in 2019 increased by 95% per cent from \$57,906 to \$112,975. Commercial development dominates the non-residential building permit and accounts for the sharp increase from 2018-2019.
- Considering Planning Applications, the Planning Department received 33 applications per year on average, with the highest number of applications received being 52 applications in 2017. The majority were Consents to Sever applications.
- As part of the Municipality of Port Hope Development Team, the Community Development Department coordinates with other Municipal departments, including Works & Engineering, Fire & Emergency Services, and Parks, Recreation & Culture, as well as the County of Northumberland and external agencies such as the Ganaraska Conservation Authority and the Ministry of Transportation



for development review and pre-consultation meetings. There were 17 meetings in 2019 and only 7 meetings in 2020 due to the impact of COVID-19.

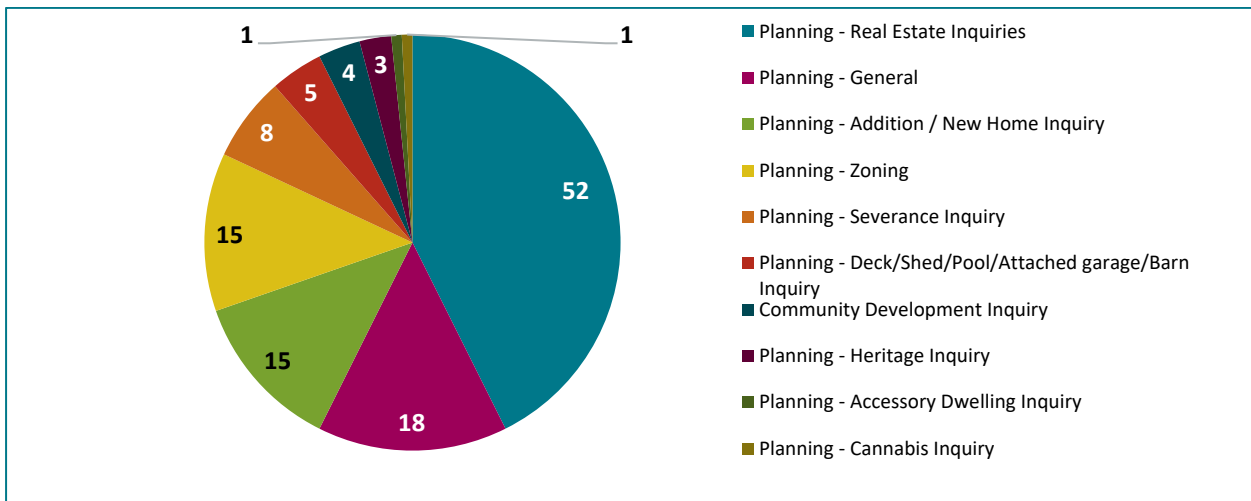
- As of September 2020, the Community Development Team has received 17 Heritage Alteration Applications.

Tracking Planning Inquiries

To further streamline development and planning services, an upgrade of the municipal website was completed. This upgrade was intended to make select services more accessible to the public by providing easier access to applications and providing a dynamic application page that updates all existing applications in the municipality. The municipality also purchased Citywide in 2019 for asset management and tracking works and engineering services, including work order processes for planning applications. All inquiries made online, in person and through the phone are tracked using this database.

Citywide was introduced to Planning in June of 2020 and was fully integrated in December. In January 2021, the Division saw a total of 122 enquires, the majority of which were real estate inquiries.

Figure 5: Planning Inquiries, Community Development Department. January 2021



Source: Municipality of Port Hope, adapted by MDB Insight

Municipal Projects and Initiatives

The Municipality of Port Hope also has several planning-related initiatives underway. These include:

- **Community Improvement Plan (CIP)** – As part of the 2018 Downtown Revitalization Project, the Downtown Port Hope Community Improvement Plan (CIP) was initiated. The Planning Act and Municipal Act, 2001 provided the legislative basis for municipal community improvement planning, enabling municipalities to initiate community improvement activities intended to achieve positive change to the existing physical landscape, either through municipally driven or incentive-based programs.
- **Municipal Zoning By-law Review** – The Port Hope Zoning By-Law 20/2010 Review was scheduled to begin in 2020. The pandemic has shifted priorities for the Community Development Department, which has impacted this review's timeline. It is anticipated to begin in 2021.



- Official Plan Review – The initial planning stage for reviewing severance policies in the Rural Area of the Municipality is underway. The pandemic has shifted priorities for the Community Development Department, which has impacted this review's timeline.



4. SWOT Analysis

The SWOT (strengths, weaknesses, opportunities, threats) Analysis that follows provides further indication of the Department's challenges and opportunities in supporting its core function. This is derived from the review of available background material and the feedback received from CDD staff, senior management, elected officials, community stakeholders and members of the business community.

Strengths

- **Strong population growth trends**
 - Port Hope enjoys strong population growth, a diverse labour force and sector strengths in manufacturing, agriculture, and retail trade. Transportation infrastructure, including Highway 401, VIA Rail, and proximity to GOTransit, provides quick access to the Greater Toronto and Hamilton Area (GTHA) as well as other eastern Ontario destinations and border crossings to the USA.
 - Port Hope has a unique and identifiable heritage built-form downtown, which has attracted investors and businesses to the core. To date, there is minimal intrusion by the franchise and national chains although it is noted that many of these types of businesses have located in Cobourg.
 - Residential land use in Port Hope has similarly divided geography with predominantly older historic properties in the core and central area, with new infill and new dwellings styles on the periphery to the west and northwest.
- **Dedicated staff focused on supporting community development**
 - The Municipality and Community Development Department has leveraged Port Hope's advantages for business growth and development. The Port Hope Business Park, proposed hotel development and designation of future employment uses in and around Wesleyville are examples of this effort.
 - A focus on downtown development, including the CIP, waterfront investment attraction package, the facilitation of the Port Hope Area Initiative (PHAI) clean-up project and film production assistance, serve to encourage investment in the community.
- **The integration of technology-based tools are underway**
 - To further streamline and provide efficient development and planning services, an upgrade of the municipal website has been completed. This upgrade aims to make these services more accessible by providing easier access to applications and providing a dynamic application page that updates all existing applications in the municipality.
 - The municipality also purchased Citywide in 2019 for asset management and tracking works and engineering services such as work order processes for planning applications. All inquiries made online, in person and through the phone are tracked using this database.



- Port Hope Marketing and Tourism currently host an online Business Directory through the 'Google My Business' tool. Local businesses are encouraged to visit the free online tool and enter pertinent information, which gets included in Port Hope's business directory.
- **Good base of partnerships in place**
 - The Waterfront and Riverwalk Working Group (WRWG) provides recommendations to Council on the strengths, attributes, and opportunities to enhance the Ganaraska River's assets and waterfront, as well as economic development and recreational opportunities. A Request for Proposals to complete a Waterfront Master Plan is expected in 2021.
 - Port Hope Heritage BIA (HBIA) oversees the improvement, beautification and maintenance of municipally-owned land and buildings and promotes the area as a business and/or shopping destination.
 - The Port Hope Chamber of Commerce advocates on behalf of the business community and works with partners to support the Town's business sector.
 - The Northumberland Economic Recovery Task Force convened as a response to COVID-19 is informed by six working groups focusing on targeted sectors including micro and small business, manufacturing, tourism, agriculture, professional, and development/construction.

Weaknesses

- **Structural gaps affect Department performance**
 - Although CDD comprises the Planning and Development Marketing and Tourism Divisions, the two groups seem to have no connection and work independently. The Planning and Development Division's location at 5 Mill Street and the Marketing and Tourism Division at the Capitol Theatre Arts Centre contributes to this disconnect.
 - While the marketing and planning managers report to the Director of CDD, there appears to be a lack of capacity for long-range planning or visioning related to both planning and economic development. Gaps in middle management with the ability to support a long-term visioning for the community impact the outcomes of both divisions.
 - Although it shares resources with the Community Development Services Department, the Building Section is administered independently, making it logistically more challenging to align efficiencies with the Community Development Department and foster collaboration between staff.
- **Gaps in administrative support affect effective service delivery**
 - Department staff understand the need to provide quality customer service. However, staffing gaps, as it relates to customer service assistants, impacts performance. The Building Department, which shares the same building as the Planning and Development Division, "lends" a receptionist who has no connection to the department. This translates to poor service delivery and gaps in responding effectively to inquiries.
 - Gaps in expertise and experience in long-range planning functions, including sustainable community planning and heritage planning, affects the Department's efforts to meet the increasing demand for planning and community development services. Additionally, the



Planning and Development Division's lack of a dedicated planning assistant presents a challenge for front-line planners.

- **Lack of training, coordination and communication of roles**
 - The lack of training, coordination and communication of roles was identified by CDD staff. Staff are not clear on individual responsibilities or performance targets. Staff see themselves as reactionary (“firefighters”) instead of working towards relevant performance targets and KPIs. This is seen as affecting the Department’s credibility both internally and externally and results in a perception that the Department lacks ‘foresight.’
 - A lack of transparency/accountability was also identified. This is attributed in part to the lack of well-defined targets and roles. Having the two divisions in different locations has also contributed to this perception.
 - While the Port Hope Chamber of Commerce and Port Hope Heritage BIA (HBIA) are identified as critical partners central to growth and development, there is a lack of clarity on who does what and how these partnerships can be more effectively leveraged. Several current functions within CDD may be more appropriately contracted to these organizations (e.g. visitors guide, visitor information centre), freeing up staff time to do more relevant economic development work (e.g. BR+E programming, relationship management).
- **Technology gaps affect service delivery and municipal competitiveness**
 - Although a GIS system and Citywide programs are currently in place in the Town, both functions are housed within the Works and Engineering Department. This affects the ability of the Planning and Development Division to leverage and use these systems effectively. The perceived lack of expertise related to the GIS system and the inability to routinely work with digital mapping may also impact the effectiveness of staff.
 - All CDD’s planning documents, applications and strategies should be easily found on the municipal website and kept current, including full AODA compliance. Currently, several documents are not available in this format, meaning members of the public cannot access them online.
 - There is currently no online application registry to help search, view and comment on any current planning applications.
 - Digital tourism marketing could be enhanced through more effective storytelling, video, podcasts, and social media through Instagram Guides and Instagram Reels. Content creation should focus on niche marketing and local and visitor stories. Harnessing data tracking tools such as Environics Analytics can help track visitor data by harnessing mobile movement data.
- **Lack of long-term economic vision for community**
 - Port Hope lacks a long-term vision for economic growth that residents, businesses or investors can easily understand. There is currently no strategy for developing additional employment lands, no focus for the targeted attraction of businesses to the Town, and no plan to manage waterfront development or downtown revitalization.



- There is a general lack of understanding on the part of the Council and key stakeholders of what ‘economic development staff’ do, and to what extent investment attraction activities are being undertaken. The lack of year over year reporting on relevant KPIs contributes to this perception.
- While the Municipality of Port Hope suggests it supports the principles of green and sustainable community living and heritage preservation of its downtown, the perception is that this is not being reflected through development approvals.
- While the agricultural industry is identified as a key priority in the Official Plan, there is little effort to support the diversification of the Town’s prime agricultural areas and a perceived lack of policy support for this in the Official Plan.
- There is confusion about what “heritage” is and the importance of the existing built form to Port Hope’s economic development and tourism efforts. The lack of a Heritage Master Plan is seen as adding to the challenge of conserving and managing the inventory of heritage properties in the Town.
- The lack of progress on the Official Plan review and updating of the Municipal Zoning By-law (currently paused because of COVID-19) has impacted the Town’s ability to focus on and prioritize long-range planning.

Opportunities

- **Build staffing capacity to improve planning and development service delivery performance**
 - While many stakeholders noted that Port Hope’s Planning and Development Division staff are competent, the team is not seen as having a great deal of experience with the planning process itself. Planning staff are often required to act as an intermediary between developers and Council, which is also a role that requires experience and practice. Additional training and mentorship can play an important role in bringing this experience to the team.
 - The Division could improve its performance outcomes by creating or better defining certain positions within the department. For example:
 - i) Realign the Municipal Strategic Development Coordinator position as a Manager of Planning Services with experience and expertise that could help expedite development control approvals and the implementation of timelier long-term planning studies.
 - ii) With heritage being a substantial resource for drawing visitors and businesses to the area, the municipality should fully embrace this and build on/leverage the community's heritage aspect. An experienced heritage planner could be useful to facilitate the improvement of heritage resources and assist interested stakeholders and property owners. A Heritage Master Plan could establish an overall vision and long-term goals for the conservation and management of these resources.
- **Redefine the role of Economic Development**
 - Replace the position of Marketing Manager with a Manager of Economic Development Services whose responsibility it is to oversee the creation and implementation of an economic development strategy, develop, manage, and implement economic development programming and services, and build partnerships that increase opportunities for non-residential assessment growth, high-quality employment and business to business interaction.



- The Business Outreach Coordinator position should be repositioned as an Economic Development Coordinator responsible for business retention and expansion programming, implementing the CIP and currency of branded marketing materials.
- Contract the Chamber of Commerce/Heritage BIA to operate the visitor information centre and produce the visitor guide.
- **Integrate tools and technologies that improve service delivery**
 - Wherever possible, online and digital access to information should be readily available, and online applications provide further opportunity to streamline processes. The CDD has some customer-facing interface/online platforms but can expand on these (for example, creating an online interface for planning applications). There is an opportunity to modernize business processes by moving development approvals and permitting online to ensure a timelier response to residents and businesses' inquiries. Clear lines of communication with the public should be identified.
 - Additional resources/tools that seek regular input from the business community should also be explored including business satisfaction surveys, BR+E toolkits etc.
 - The municipality should also consider other tools/technology resources that enhance and support its understanding of and relationship with the local business community (e.g. CRM software).
- **Promote planning initiatives that support business growth and investment**
 - While the Downtown Community Improvement Plan has a grant program in place, there has been little uptake for the program to date, which may be attributed to COVID or the scale of available resources. The grant program needs to be actively marketed and promoted to local businesses and adjusted, as necessary on an annual basis.
 - Staff should also consider the need for a rural CIP program that supports agricultural diversification and sustainability for the agricultural community.

Threats

- **Community challenges may affect growth and development**
 - The community is generally perceived as resistant to change, which may hinder the attraction of new business and investment to the community. Given the community's anticipated growth and its proximity to the GTHA, a determination of what future growth will look like is warranted and needs to be effectively communicated. The lack of master planning has hindered this discussion.
 - The lack of housing diversity and the growing challenge of providing 'attainable' housing, not just 'affordable' housing will be a barrier to the attraction of younger workers. This may have negative implications for future investment attraction activities. The modernization of the Zoning By-law can assist in addressing this issue.
- **Varying regional and provincial priorities could serve as challenging**
 - Different tourism priorities at the local and County level have impacted the tourism marketing efforts. Similarly, the lack of a County level film policy and related marketing limits production opportunities.



- Servicing constraints and the Province's Places to Grow legislation could potentially restrict the growth or expansion of the Settlement Area and access to additional developable employment and residential land.



5. Municipal Case Study Findings

As part of the service delivery review, the activities and programming associated with the service delivery efforts of three comparable communities were also studied. The communities included the Town of Cobourg, City of Belleville and City of Brockville. The case studies focus on the organizational structure, the range of services provided, technology improvements focused on service enhancement and business support programming. A detailed analysis of the municipal case studies including service overview, organizational chart and staffing, budget, partnerships and performance measures are provided in *Appendix - Municipal Case Studies*.

While the case studies served as key learnings for service delivery, a direct benchmark to Port Hope's current performance cannot be done as the economic development, planning, tourism and marketing mandates differ by communities and are dependent on municipal priorities. However, each of the communities provides the same core services, including investment attraction, business retention and expansion, planning approvals, land development, marketing and event coordination, and tourism. Thus, comparisons can be made to understand how service delivery can be improved, meet the new or increased demand from customers for services, reduce costs and improve revenue streams. The following discussion provides a high-level summary of the key learnings that emerged.

5.1 Planning and Development

All the development control work undertaken by Port Hope's Planning and Development Division has timelines and regulations established by the Planning Act and associated regulations. However, the number of applications received each year is beyond the municipality and Staff Division's control. A range of external factors determines if a particular type of application is required. In a similar vein, the complexity of applications can also range significantly. These two factors impact the overall workload and performance of the Planning and Development Division. Over the previous three years, the Planning and Development Division has dealt with a total of 63 applications ranging from a high of 31 in 2019 and a low of 14 in 2018.

Currently, the Division is running near capacity in terms of handling planning applications. Add in the additional heritage applications, and there are constraints on the output of timely approvals. This has observable impacts on the overview and processing of longer-range planning activities, such as ensuring the Town's Official Plan and Zoning By-law up to date.

The Planning Departments in Cobourg, Belleville and Brockville were contacted, and interviews were held with the head of each of these departments. Although lessons were learned from all three municipalities, the operations of the City of Brockville's Planning Department aligns the closest with planning in Port Hope and provided significant insights.

Brockville processes approximately a dozen planning applications a year, excluding minor variance, consent, site plan and heritage applications. The value of these permits is in the range of planning work undertaken in Port Hope. In terms of the use of technology, every employee in the Corporation and every desktop or laptop computer has quick and easy access to the City's GIS system and can immediately call up maps and a range of land use and planning data that has been geo-coded for each parcel of land. Thus, by clicking on a property, a staff member can access a window that shows any



surveys of the property or any site plan agreements and drawings. This very powerful tool allows for quick response to inquiries and allows for maps and mailing lists to be generated without much time or effort. The City still has a largely manual permitting system but is in the process of evaluating a range of digital platforms. The selection of and installation of an electronic permitting system will occur in 2021.

Brockville has a pre-consultation process for applications, which involves pre-screening by planning staff to determine what other departments and agencies need to be invited to a pre-consultation meeting. By selectively inviting participants to a meeting in this manner, there is better response and turnout because those who are invited know that the need for their input has been recognized. Where their input is not necessary, they are not tied up.

In Brockville, the two planning positions are filled by individuals who have 14 and 20 years of planning experience, respectively. This level of experience and knowledge allows them to react relatively nimbly to a wide range of applications and to think beyond “filling in” or “checking off a box” and work with applicants to expedite the review and obtain approval of their applications.

Brockville, Belleville and Cobourg, all have their Building Departments situated within planning and development services. This allows for a better transfer of information and paperwork from the planning department to the building department and ultimately to a building permit. Thus, whether it be a site plan application, minor variance or zoning by-law application, the information generated in the planning phase is within easy reach and access to the building (department) phase.

Co-locating or integrating the two divisions would allow for the better sharing of support staff in terms of data inputting (building permits or minor variance applications, etc.) and provide an improved point of contact for anyone wanting to build or develop a property in Port Hope.

Port Hope’s CDD would also benefit from having a senior planner with significant experience in one or more municipal planning departments and a heritage planner that is well trained and knowledgeable about the Heritage Act.

5.2 Economic Development

The 2012 Municipality of Port Hope Service Delivery Review suggested that the economic development function was progressive and delivered efficiently. While business attraction and business retention activities were comparable with most communities, the Department also offered progressive services, including event coordination, film liaison and a business incubator. Since the 2012 review, significant changes have occurred specific to economic development functions. The municipality currently has no manager of economic development and no economic development strategy. While an economic development strategy is not necessarily central to the delivery of programs and services, it provides a framework for the development of programs and services based on a long-term economic vision of a community. It contributes to the efficient use of staff time and resources and supports the identification of relevant KPIs. Two of the three communities have some degree of a strategic plan in place. All three municipalities use some form of KPIs to report on economic development priorities.

Cobourg’s economic development functions are currently delivered without an Economic Development Manager (recently retired) or a current strategic plan. The Small Business Facilitator delivers economic development functions while a Venture 13 Programs and Operations Coordinator oversees programs focused on entrepreneurial development. Both these functions report directly to the CAO in the absence



of the Economic Development Officer. The Small Business Facilitator has key targets and KPIs designed to improve business retention and business support programming. The KPIs have also ensured Council support for economic development and improved budget planning. As part of their business retention and expansion program, Cobourg's Economic Development Team operates a corporate calling program and maintains regular contact with various sector organizations, including Northumberland Manufacturers' Association. A central aspect of Cobourg's service delivery was the continued and strong partnerships within municipal departments. For example, the Marketing and Events Manager and the Small Business Facilitator have regular touchpoints regarding marketing, tourism, culture, recreation and business priorities.

Cobourg's economic development staff are co-located with Northumberland CFDC, Northumberland's Manufacturing Association and Northumberland's Makers within Venture 13 (Cobourg's innovation and entrepreneurship centre) allowing opportunities to advance the local innovation ecosystem and supporting entrepreneurship among the broader business community.

The City of Belleville's Economic and Strategic Initiatives Department also provides key lessons for improving Port Hope's economic development services. The staff of three are located within the Office of the CAO. The Manager of Economic Development, who is also a member of the leadership team within Engineering and Development Services, is supported by a tourism coordinator and an administrative assistant. Economic Development used to be housed within Development Services, but a decision was made to move the function to the CAO's office. This has presented challenges to developing and maintaining relationships with planning and ensuring that business interests and concerns are recognized at a staff level. This is particularly relevant as the Manager of Economic Development also manages the sales and development of the City's employment lands.

Belleville's BRE program is extensive, and staff regularly engage with local businesses and business leaders to determine and quantify local businesses' current and future needs. Some of the key outcomes of recent BRE surveys include the development of a family physician recruitment program, a "Work in Belleville" labour initiative, business park signage installations, a Downtown Community Improvement Plan (CIP), revised planning and development policies to streamline development and building and planning department restructurings to ensure more efficient service delivery. The Department also works with Loyalist College to facilitate the development of training programs geared toward local business needs and collects statistics and information to understand the state of the local economy. The manager works closely with Quinte Economic Development Corporation to market the industrial community and with the local DMO to support and promote tourism. The Chamber of Commerce is responsible for Visitor Information Services.

While the Department does not have an economic development strategy in the traditional sense, the recently created Economic Destination Development Committee has prepared a Strategic Plan that will provide a framework for economic development programming and priority setting in addition to Council's priorities.

The Economic and Development Services Department in Brockville is responsible for coordinating economic development programming in the City and the management of the City's business parks. The Department oversees the Brockville Arts Centre's operation, the Leeds & Grenville Small Business Enterprise Centre, the contract for the delivery of tourism services for Brockville and the sale of



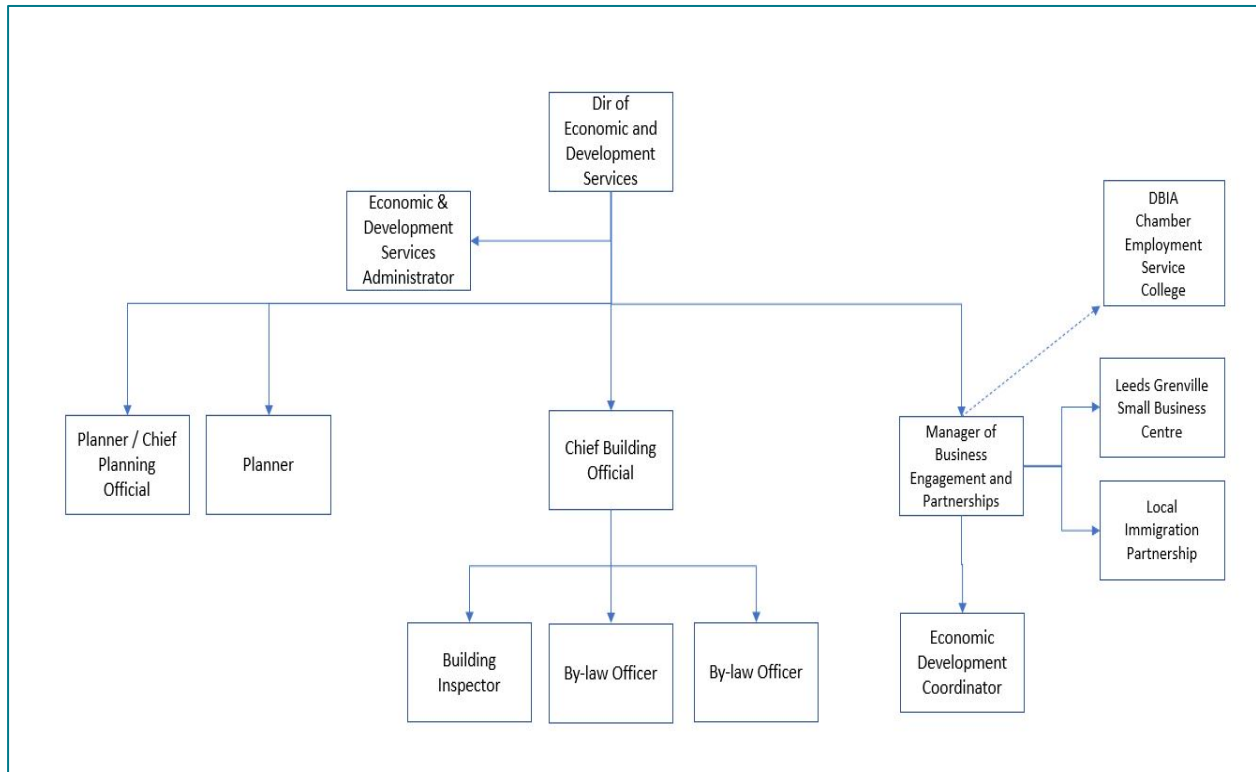
industrial land. The Department also partners with various entities to help attract new industrial and commercial employers to the region (e.g. St. Lawrence Corridor Economic Development Commission, County of Leeds and Grenville); helps to train, and enable small and medium businesses to scale up and grow (e.g. Leeds & Grenville Small Business Enterprise Centre and 1000 Islands Community Development Corporation), and secures marketing support for the area (e.g. Brockville and District Chamber of Commerce). This approach has allowed the department to track the town's performance against a broad range of metrics in a fully transparent manner so that both Council, residents and the business community are well-informed of the department's activities. The City is currently recruiting for a Manager of Cultural Services who will take over the management of the Tourism Services contract and the Brockville Arts Centre.

As noted earlier, Brockville's organizational structure is a good proxy for Port Hope. The Department is led by the Director of Economic and Development Services, supported by a strong experienced staff team. The Director supervises two experienced Planners, the Chief Building Official the Manager of Business Engagement and Partnerships and the Economic Development Coordinator. The Director also manages the relationship with the Tourism Services provider, which until recently was the Chamber of Commerce. The City has contracted with The Aquatarium to deliver a range of tourism services for the City. The Manager of Business Engagement and Partnerships manages the contractual relationships with the Leeds Grenville Small Business Centre (LGSCB) and the Immigration Partnership in addition to other external partnerships. They also manage the relationships with key stakeholders, including DBIA, Chamber of Commerce, and St. Lawrence College. There is a current economic development strategy in place and a waterfront masterplan that will be updated as part of a forthcoming Official Plan Review.

The organizational structure of Brockville's Economic and Development Services Department is shown in Figure 6.



Figure 6: Organizational Chart, Economic and Development Services, City of Brockville



Source: Economic and Development Services, City of Brockville

6. Recommendations

6.1 Revise Organizational Structure & Location

1. Based on the service delivery review results, a revision of CDD's current organizational structure is proposed. This includes:
 - a. Bringing the Building Division (Chief Building Official) under the Community Development Department allows for stronger collaboration and increased interaction of Building and Planning. This recommendation is similar to the observations in the 2019 Municipal Budget Deliberations⁷.
 - b. The Marketing and Tourism Division is renamed the Economic Development Services Division.
 - c. New staff positions including hiring for the Municipal Strategic Development Coordinator, a dedicated Planning Assistant and an Economic Development Services Manager. The Municipal Strategic Development Coordinator is to be renamed as Planning Services Manager. These recommendations are further detailed in section 6.2.

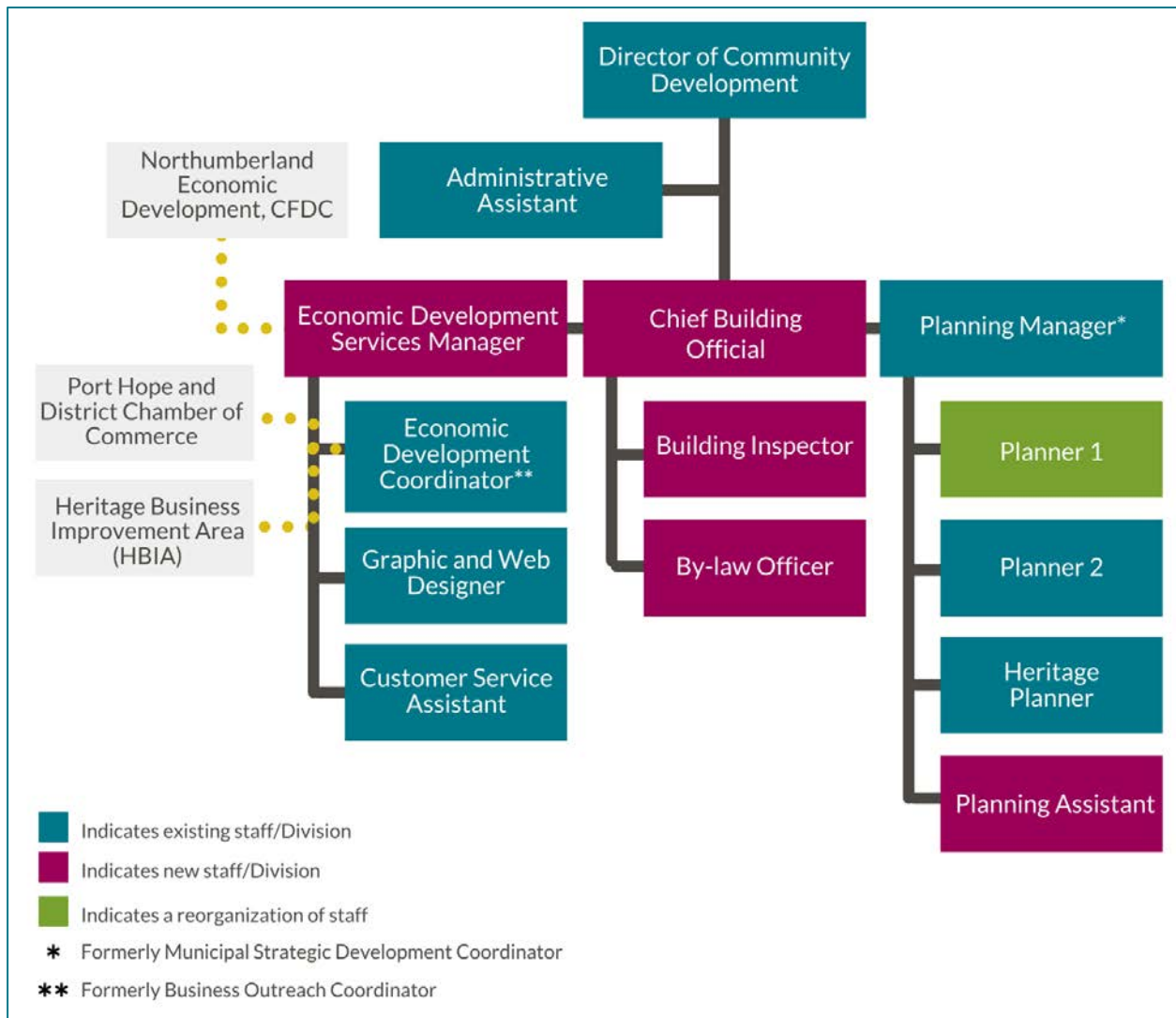
⁷ Municipality of Port Hope: Community Development, Report to Council – May 2, 2018. Source: <https://porthope.civicweb.net/document/171859>



- d. Reorganize current staffing positions to convert the current Planning Manager into Planner 1 and positioning the Business Outreach Coordinator, Graphic and Web Designer and Customer Service Assistant under the Economic Development Services Manager. The Business Outreach Coordinator is to be renamed as Economic Development Coordinator. These recommendations are further detailed in section 6.2.
- e. Discuss contracting select tourism and marketing services to external partners including Northumberland Economic Development, Port Hope and District Chamber of Commerce and Heritage Business Improvement Area (HBIA). These recommendations are further detailed in section 6.3.
- f. With the inclusion of a dedicated planning assistant, clarify the Customer Service Assistant's role to ascertain the need for additional staff in a support function.
- g. Given the level of staff interaction consider moving the Graphic and Web Designer position to Corporate Services.



Figure 7: Proposed Organizational Structure Chart, Community Development Department



2. Consider opportunities to co-locate the Planning and Development Division with the Economic Services Division (formerly Marketing and Tourism), the Chief Building Official, Building Inspector and By-law Officer.

6.2 Staffing and Resourcing

3. Hire for the full-time Municipal Strategic Development Coordinator. The position would have expertise in sustainable, community, and development planning and report directly to the Director of Community Development. As identified in the organizational chart, this position is to be renamed as Planning Services Manager to ensure that the position's roles and responsibilities are effectively communicated within Municipal departments and the community at large.



- a. The Manager will have a minimum of 12-14 years of progressive municipal planning experience would help expedite development control approvals and oversee the implementation of timelier long-term planning studies.
4. Hire an experienced Economic Development Services Manager to oversee the creation and implementation of an economic development strategy, develop, manage, and implement economic development programming and services, and build partnerships that increase opportunities for non-residential assessment growth, high-quality employment and business to business interaction.
 - a. The Manager will have a minimum of 7 years of related work experience in Economic Development, including 4 years of demonstrated supervisory/management experience.
 - b. The Manager will directly supervise the Economic Development Coordinator (formerly the Business Outreach Coordinator), Graphic and Web Designer and Customer Service Assistant
5. Reorganizing the reporting relationship of the Business Outreach Coordinator to bring them under the Economic Development Services Manager. The Business Outreach Coordinator would focus on business retention and expansion programming, implementing the CIP, and updating branded marketing materials. As identified in the organizational chart, this position is to be renamed as Economic Development Coordinator to ensure that the position's roles and responsibilities are effectively communicated within Municipal departments and the community at large.
6. Hiring a trained and experienced Heritage Planner is essential to help in the current workload. Currently, the Division utilizes the resources of one of the three planners, and although the position is “nominally” labelled Heritage Planner, the incumbent does not have extensive knowledge or experience in this specific field of planning.
7. While the Customer Service Assistant was hired to improve administrative and customer service capacity for both Marketing & Tourism and Planning & Development, the current CSA reports to the Marketing Manager. The review identifies a need for a dedicated Planning Assistant for the Planning and Development Division. This position would help with the paperwork and administration of development control applications and free up the time of the planners and serve as the first point of contact with the department, whether in person, by telephone or electronically.

6.3 Performance Improvements

8. To better allocate resources across the municipality, the Planning and Development Division should institute a framework of pre-screening pre-consultation meeting requests to determine which members of the Development Review Team are required for each specific pre-consultation request.
9. The system for fielding customer service requests for the municipality needs to be updated and revised with particular emphasis on responding to telephone calls. The Development Services Department should not be fielding calls for other departments.
10. The Planning Section would benefit from a more comprehensive review of the current approach to processing and reviewing developing applications and the creation of detailed Site Plan, Subdivision and Zoning By-law amendment manuals inclusive of checklists and best practices.



11. Consider the installation of an Economic Development Advisory Committee to provide Council and staff with strategic advice and input to a vision for non-residential development, including retail, commercial and industrial growth to ensure a well-balanced approach to future growth and the sustainability of the community over the long term.
12. Explore opportunities to improve staff's capacity through professional development support to take on more management and leadership roles. A review of roles and responsibilities should be undertaken and KPIs should be assigned to these positions so that Staff are aware of their performance targets.
13. Ensure an open and collaborative work environment that recognizes staff achievements and ensures that staff feel supported in their roles.
14. Build partnerships with local stakeholders including the Port Hope Chamber of Commerce and Heritage BIA to support the local networking opportunities, uptake of the Digital Main Street Program and implementation of the Downtown Community Improvement Plan (CIP).
15. Contract the Chamber of Commerce/Heritage BIA to operate the visitor information centre and produce the visitor guide.

6.4 Leveraging Technology

16. Upgrade the municipality's GIS platform and software to allow easy and convenient access to GIS capabilities at every workstation in the organization.
 - a. Enhance the GIS platform to allowing the geo-tagging of all municipal assets and the geo-tagging of all pertinent data relevant to each private property (i.e. surveys, building permits, site plans, minor variance approvals, etc.). This includes the timely updating of the base map and the property fabric.
 - b. Ensure staff of the Development Services Department can leverage the GIS platform to create maps and mailing list and mailing labels.
 - c. Ensure that the Citywide database is effectively leveraged and utilized with a stronger planning focus
17. Explore the feasibility of online information technology tools and/or market intelligence platforms to ensure service delivery effectiveness. Efforts could include:
 - a. Software such as Access or a propriety software to set up databases to track the processing of development applications. Institute realistic timelines for the approval of the different types of applications.
 - b. A data analytics tool such as Environics Analytics to track tourist and consumer movements. The tool uses privacy-compliant mobile movement to provide real-time data for marketing and business applications.
 - c. Customer relationship management (CRM) tools or cloud-based services such as Salesforce for effective customer relationship management service, marketing automation, analytics, and application development.



- d. A Customer Service E-commerce Software currently in place for the Municipality. The software allows for customer service integration to a website and can be explored to understand relevance and feasibility for the CDD.
18. Provide the resources required to ensure that planning documents and applications are AODA compliant and available on the municipal website.
19. Develop an internal departmental newsletter to keep staff abreast of key initiatives within the various municipal departments.

6.5 Key Performance Indicators

Annual performance indicators need to be developed, tracked and communicated to ensure effective service delivery. This will ensure accountability and demonstrate the impact and value of CDD activities. Some of the key performance indicators could include:

- The average number of days to final approval of Zoning By-law Amendment
- The average number of days to final approval of the Site Plan Application
- The average number of days to final approval of Heritage Permit
- The average number of days to final approval of Minor Variance Application
- The average number of days to final approval of Consent Application
- The average number of days to final draft approval of Plan of Subdivision Application
- The average number of days to the registration of Plan of Subdivision
- Total for the year of all-new draft approved lots
- Total for the year of all new approved lots: not in a subdivision; not in a settlement area; created by intensification and/or redevelopment
- Inventory of number of draft approved lots; total number of registered lots
- Total for the year of building permits issued for all forms of new residential housing by type; permits for affordable housing for low- and moderate-income households
- Social Media Analytics
- Website Analytics
- Number of Businesses or Pre-businesses Assisted
- Number of Businesses Started
- Number of Business visits completed
- Number of Businesses assisted
- Number of Leads per sector generated
- Number of Prospects identified
- Number of Opportunities Lost





Appendix

Municipal Case Studies (under separate cover)