



Community Development Service Delivery Review

Municipality of Port Hope

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Project Outcomes

- Improved service delivery and customer service through use of online tools, applications and data management
- Business process mapping for both the public and municipal employees
- Service delivery analytic tools and methodologies to evaluate Port Hope's business processes in support of development
- Customer feedback processes and targeted community surveys and engagement to assess the effectiveness of service delivery strategies
- Accommodating new or increased development demand for development services
- Reduce costs and improve time efficiency through improved customer service



Important Context

- Consideration has been given to the growth projections for the community as an indicator of the expected level of growth – population and employment, over the next 30 years.
 - An anticipated (>38%) population increase of 6,629 people will result in more complex development applications
 - An anticipated employment increase of 1,322 jobs will need to be accommodated on shovel ready employment lands
- Implications of COVID-19 has accelerated the challenges in delivering vital services for municipalities and drawn attention to the need to modernize local services



Methodology

- Review of Community Development (CD) Activities and Programming
 - Background review that detailed the role and function of the department
- Stakeholder Engagement
 - Perspectives on service delivery within planning, economic development and land and building services
 - Senior staff, elected official, committee chairs, external partner organizations,
- Case Study Review of Planning and Economic Development Services
 - Belleville, Brockville and Cobourg
- Recommendations and Reporting
 - Evidenced based report on how to improve service delivery, addressing organizational structure, staffing, technology integration and deployment of enhanced communication tools
 - Relevant KPIs for Planning and Development and Economic Development



SWOT Analysis

- Strengths
 - Strong population growth trends
 - Dedicated staff focussed on supporting community development
 - The integration of technology based tools is underway
 - A good base of partnerships in place
- Weaknesses
 - Structural gaps affect Department's performance
 - Gaps in administrative support affect customer service
 - Lack of training, coordination and communication of roles
 - Technology gaps affect service delivery and municipal competitiveness
 - Lack of a long term economic vision for the community



SWOT Analysis

- Opportunities
 - Build staff capacity to improve Planning and Development service delivery performance
 - Define the role of Economic Development
 - Integrate tools and techniques that improve service delivery
 - Promote planning initiatives that support growth and investment
- Threats
 - Community challenges may affect growth and development
 - Varying regional and provincial priorities could present challenges



Organizational Structure

- Clear alignment of CD accountabilities with Strategic Priorities
- Refocus with enhanced priority on Economic Development
- Investment in Planning capacity using current approved funding
- Increased connectivity between Planning and Building

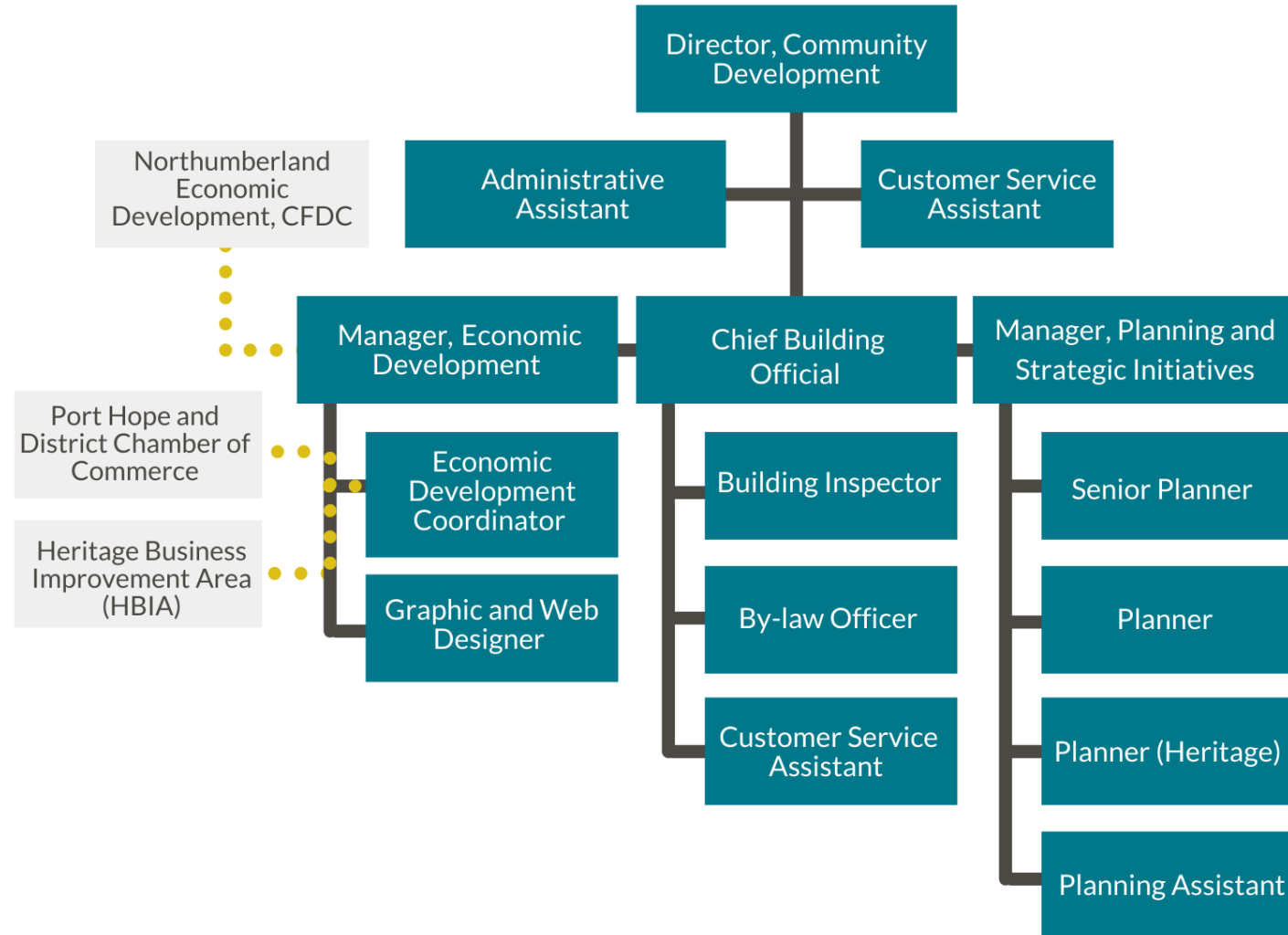


Organizational Structure

- Current Full Time Equivalents (FTE): 10
- Proposed FTE: 11 (*subject to budget approval*)
- Use current vacancies to implement recommendations
- Follow standard HR practices and policies to ensure clarity on new/revised job descriptions, performance expectations and a match of skill sets



Recommendations - Organizational Structure





Staffing

- Manager, Planning and Strategic Initiatives will focus on:
 - Managing and administering municipal land use policy and planning
 - Managing strategic community development priorities and initiatives (e.g.: Intentional growth and affordable housing)
- Use vacant Strategic Development Coordinator position to fund Senior Planner position
- Hire a trained and experienced Heritage Planner
 - Help existing workload, provide knowledge of specific field of planning
 - Acknowledged that this expertise is difficult to recruit



Staffing

- Refocus from Marketing and Tourism to Economic Development (which includes tourism, filming and investment attraction)
- Manager, Economic Development will focus on:
 - Overseeing the creation and implementation of an economic development strategy
 - Developing, managing the implementation of programming and services
 - Increasing opportunities for non-residential growth and high quality employment
- Shift focus of Business Outreach Coordinator position
 - Realign as an Economic Development Coordinator, focused on Business Retention and Expansion and Community Improvement Programs
 - Reports to the Manager, Economic Development



Performance Improvements

- Institute a framework for pre-screening Planning and Development pre-consultation meeting requests for staff
- Update the system for fielding customer service requests for the Municipality
- Undertake a comprehensive review of the current approach to processing and reviewing development applications and give consideration to creating a ‘priority path’ for high value projects
- Consider the installation of an Economic Development Advisory Committee to provide Council with strategic advice and input on non-residential development
- Explore opportunities to improve staff’s capacity through professional development support on more management and leadership roles
- Build partnerships with local stakeholders to support implementation of select programs
- Contract the Chamber/Heritage BIA to manage the visitor information centre and visitor guide



Leverage Technology

- Upgrade the municipalities GIS platform and software to allow convenient access within the organization
- Explore the feasibility of online information technology tools and/or market intelligence platforms to ensure service delivery effectiveness
- Provide the resources required to ensure that planning documents and applications are AODA compliant and available online
- Develop an internal newsletter to keep staff informed of key initiatives, activities and performance within municipal departments

Thank you

Q+A