

# JMC

## Survey Data (Appendices) 2023



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# Appendix A - Employers & Employees Insight

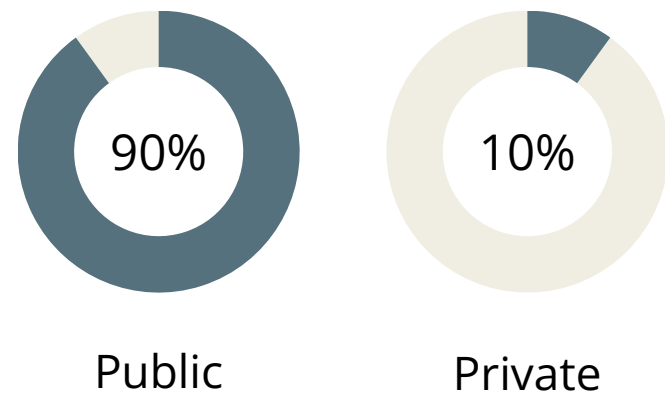


# Workplace Insight

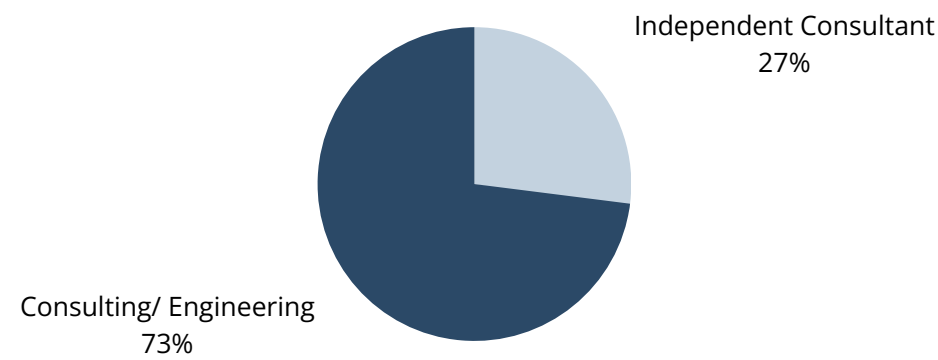




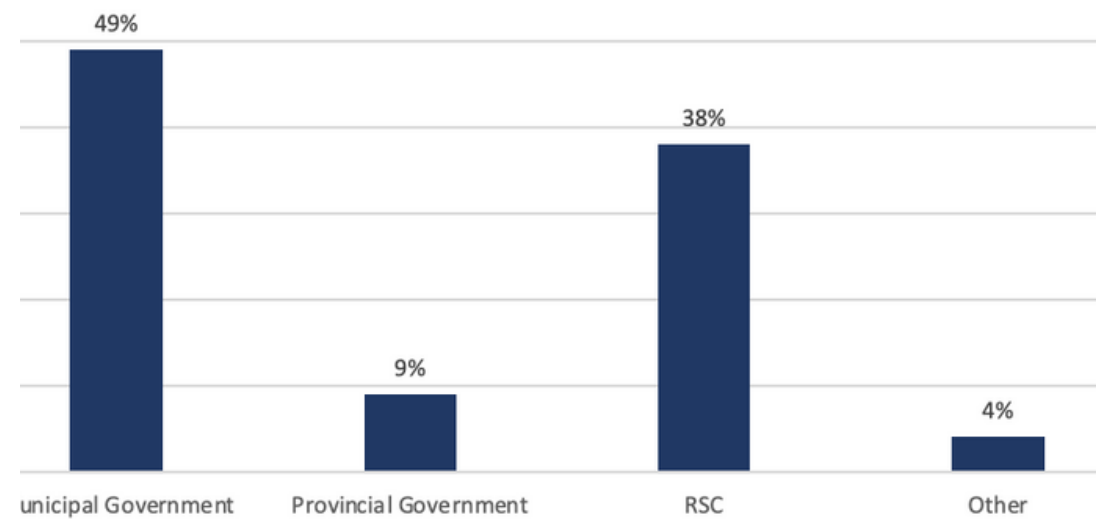
Are you public or private sector?



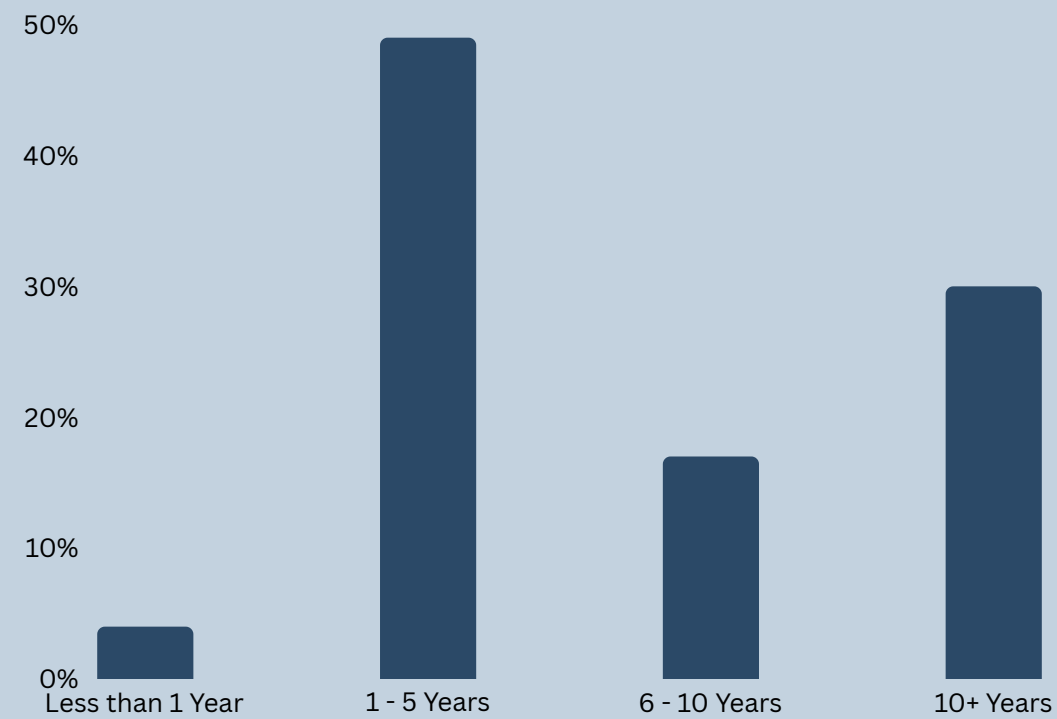
If private, where do you work?



If public, where do you work?



How long have you been employed in your current role?



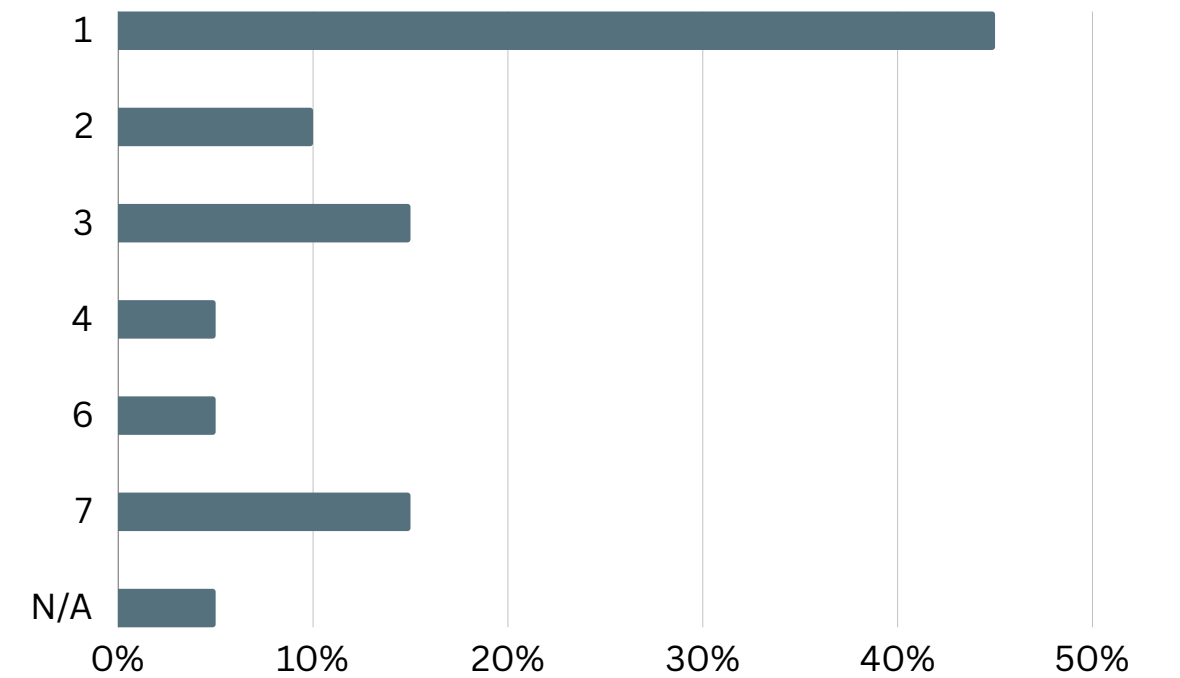
Are you actively searching for a new role?



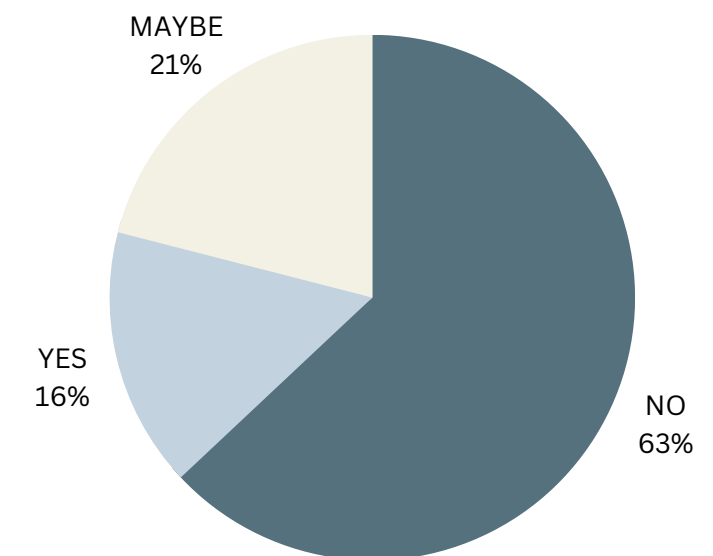
What are the top industries or sectors where graduates typically find employment?

- 1 Government/Public Sector: 40%
- 2 Municipalities (specifically): 30%
- 3 Private Sector/Consulting: 30%

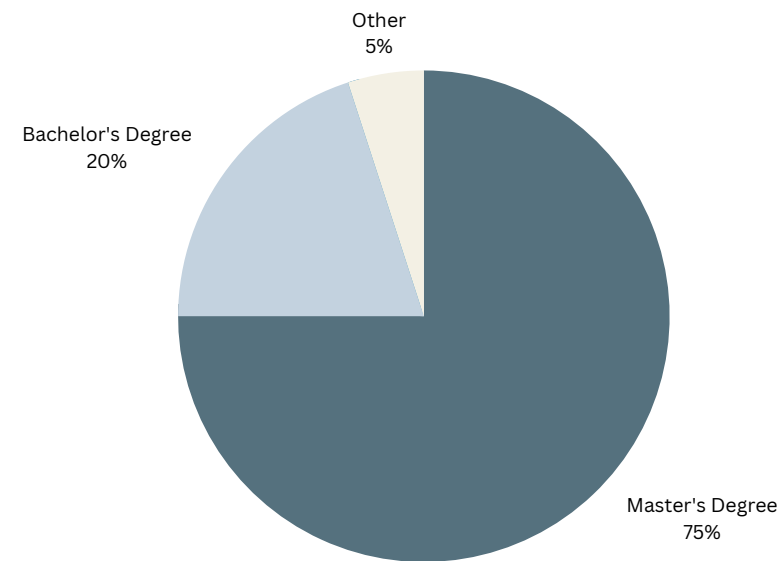
As an organization, how many Planners do you currently employ?



Do you employ or are you open to hiring remote workers in planning roles?



How many Planners do you currently employ with each of the following educational backgrounds?



Note: Others are Contract Positions

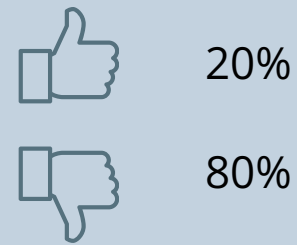
Do you or are you open to providing hybrid work schedules (i.e. some remote work / some in-office hours)?



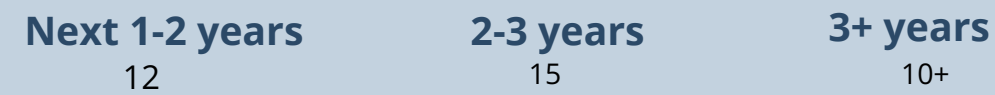
If yes, how many days of remote work per week are you open to?

- No set amount, flexible
- 1 out of 4 (compressed work schedule)
- Up to 50% of their time as remote. Must be approved to ensure service levels for customers

Do you offer any part-time planning positions?

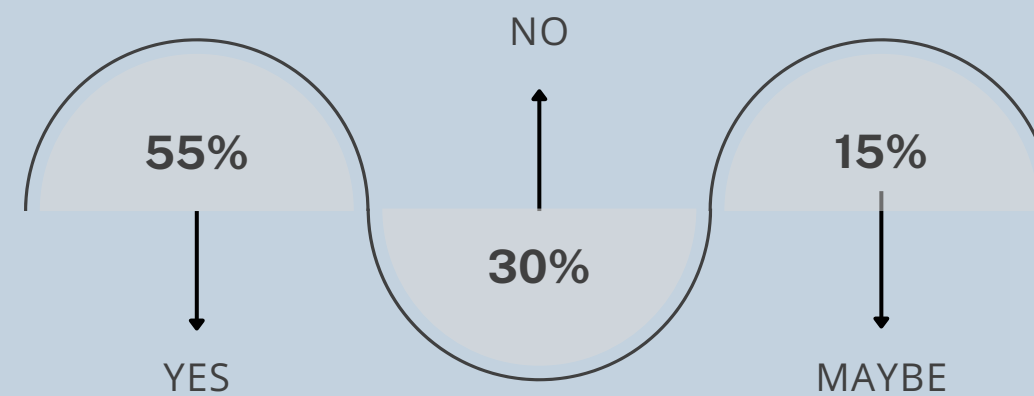


How many additional Planners do you require in the next 1-5 years:



\*Overall, NB employers predict at least 37 vacancies within the next 5 years.

Are you open to rehiring retired Planners on a part-time / reduced basis?



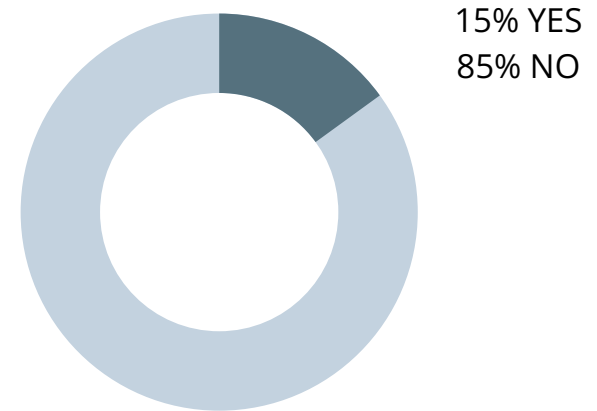
On average, what has been the turnover rate of planners for your organization or company?

**Turnover reported is low.  
Less than 5%**

If able, please describe the types of positions planners move on to.

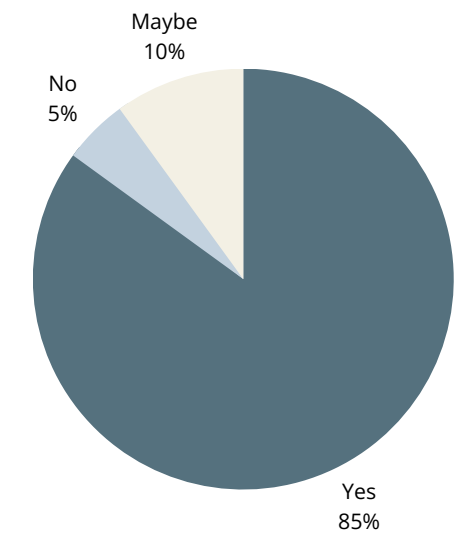
- Private Sector**
  - Private sector role with the development industry
  - Private consulting
  - Junior planners moving to public sector positions
- Public Sector**
  - More administrative roles within the same municipality
  - Public administration
  - CAO
  - Consultant roles (Private Sector).
  - Other municipalities:
    - Bigger city, more career growth potential
    - Higher-paying positions in either the public or private sector
- General Comments**
  - Public, non-planner positions
  - Move to other provinces (career progression)
  - People have left because of promotion, retirement, fired, or moved to a non-planning job in the public sector
  - Other planning positions in other locations, some to management
  - Move to another Municipal government, move out of the profession, and move to a specialized role outside the department but still dealing with planning

Do you actively recruit non-planning graduates for entry-level planning positions?



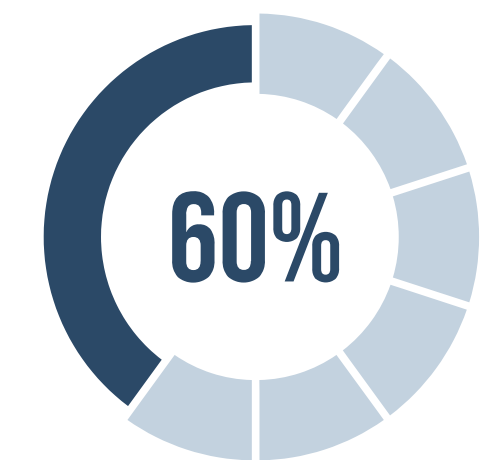
- Comments:
- Yes we do....
    - We would consider someone with an Engineering/ Engineering Technologist, Environmental Science, Law, Geography and Geomatics background
    - property transaction specialists, undergrad degrees in land management, environmental
  - No, we don't...
    - We may have to soon if can't find staff to fill vacant positions
    - To much time to train only for them to leave a year later for community/urban centers

Is your organization anticipating increased work loads over the next 5 years resulting from Local Governance Reform (ie: to implement land use changes)?



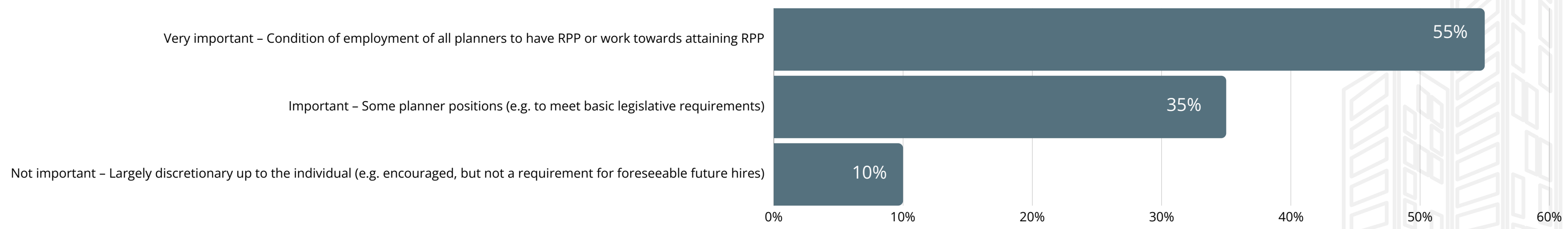
- Comments:
- Yes:
    - We will need more planners to respond to our public clients' demands.
    - We hired a second Development Officer for day-to-day and retained a planner consultant for professional opinions/major approvals
    - We will outsource work to consultants

How many vacant New Brunswick Planning positions do you currently have?



- 60% of participants have at least ONE vacant role.
- 26% of participants have at least TWO vacant roles.
- 55% of the vacancies are for SENIOR planners
- 28% of the vacancies are for BILINGUAL planners
- 75% of participants reported that they use external sources to complete the work (increasing workloads).

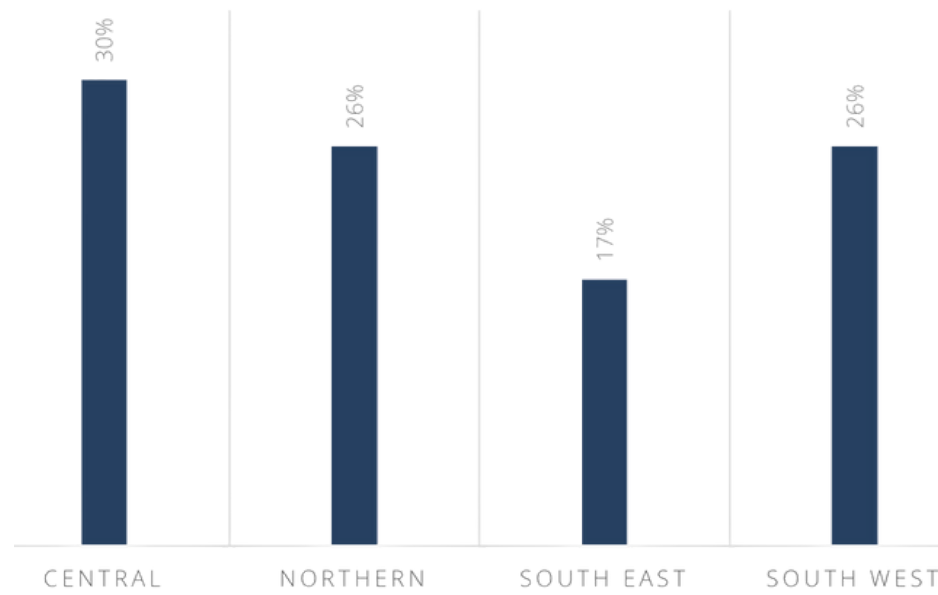
How important is it to your organization that planners in your organization attain/maintain provincial certification (New Brunswick Registered Professional Planner, RPP):



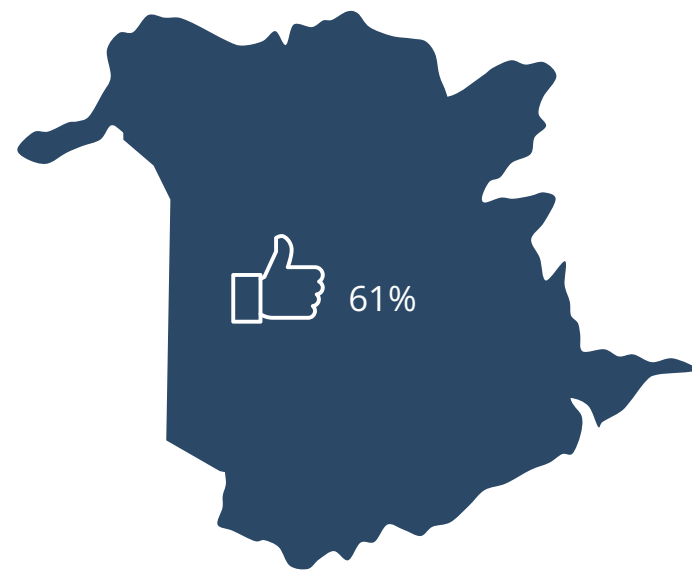
# Community Planner Demographics



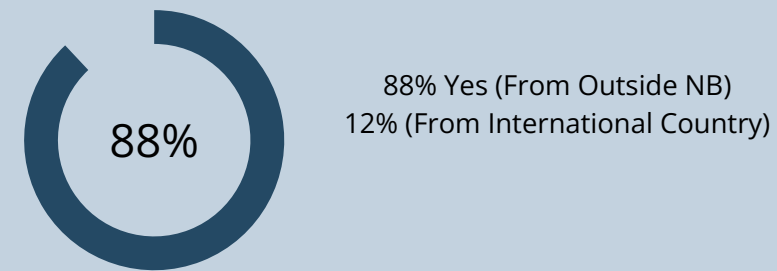
What location are you currently employed?



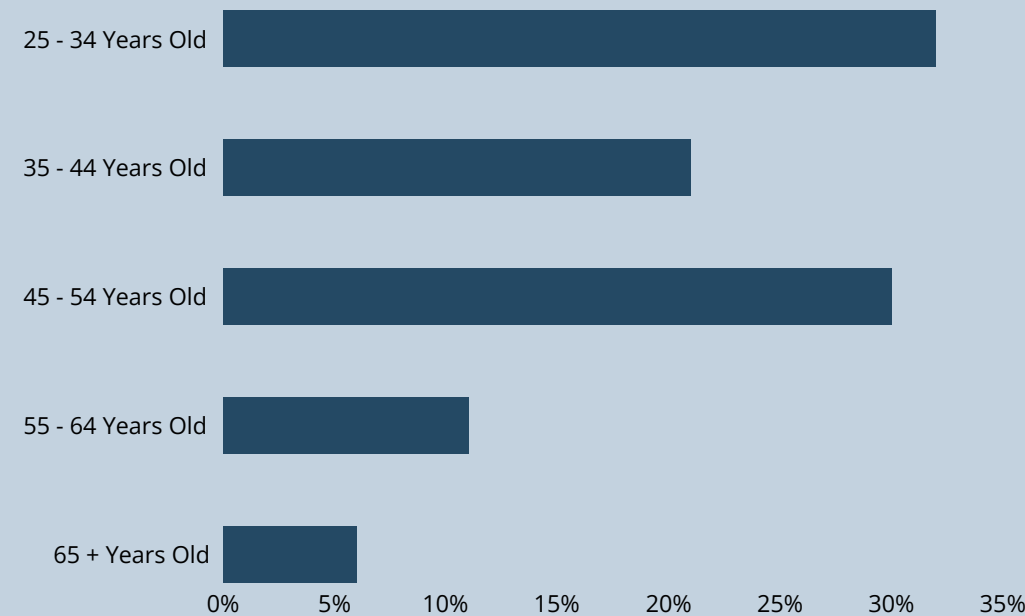
Is New Brunswick your home province?



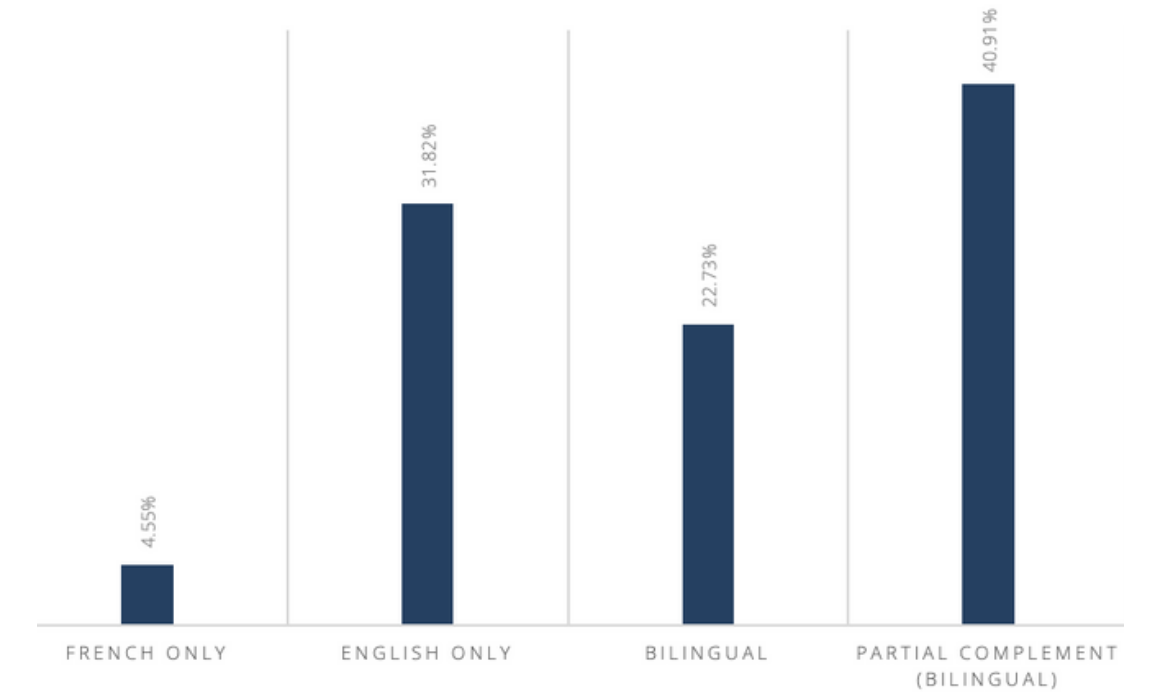
If no, did you relocate to NB to take a position in planning?



For individual respondents, what age group do you fall into?



Please select all that apply for language requirements of planners in your company or organization:



If some planners must be bilingual, roughly what minimum number or percentage of total must be bilingual and what level of bilingualism?

Response Comments:

Full Bilingual Proficiency:

- 100% must be able to answer the client
- One bilingual employee in every section (development and policy)

Partial Bilingual Proficiency:

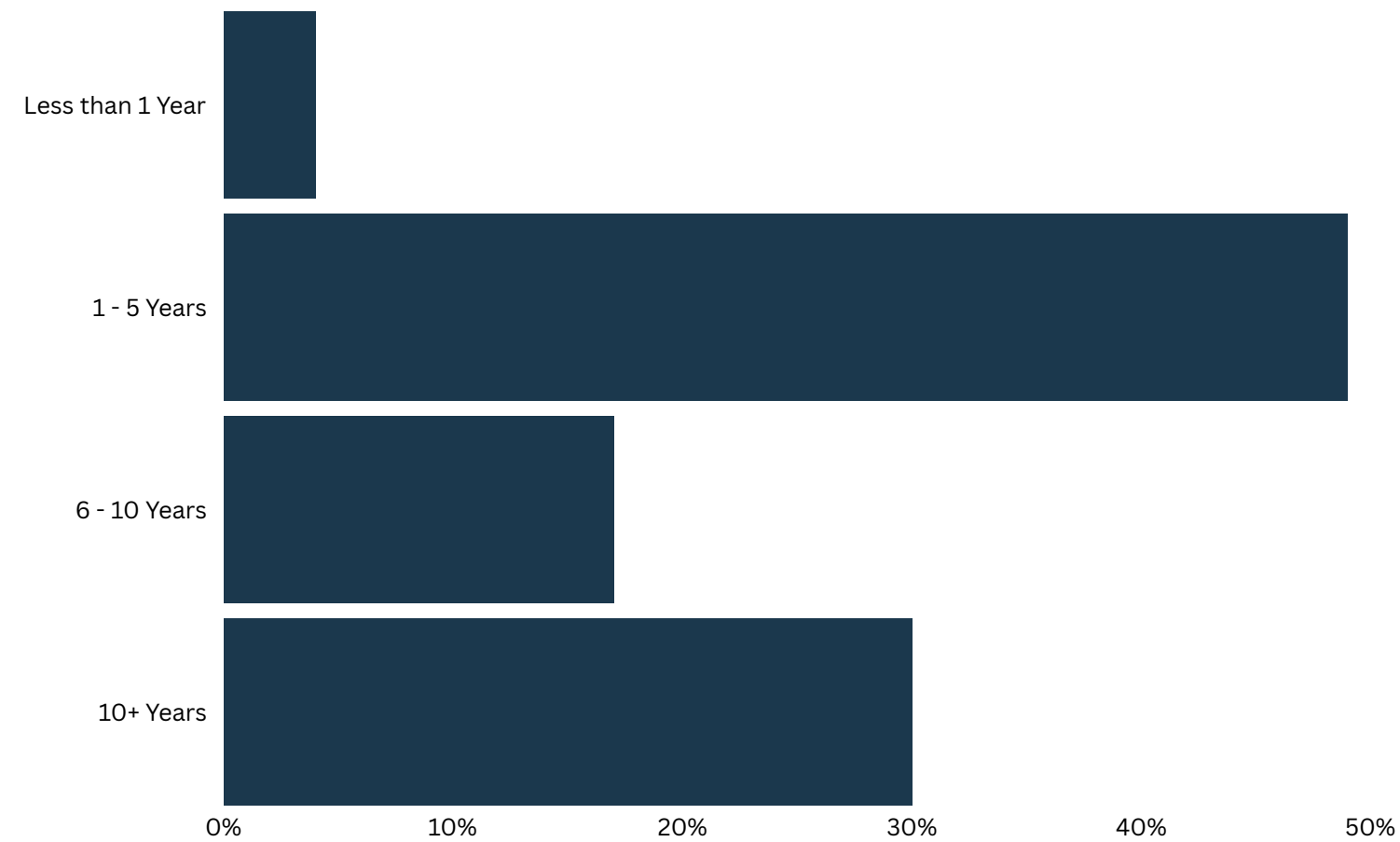
- French 80%, English 20%
- 50% of the complement must be bilingual



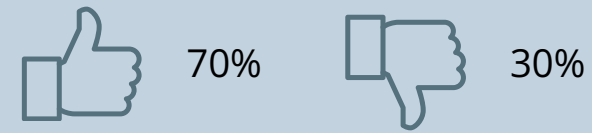
# Workload Insight



How long have you been employed in your current role?



Do you rely on other staff (not planners) to perform planning duties?



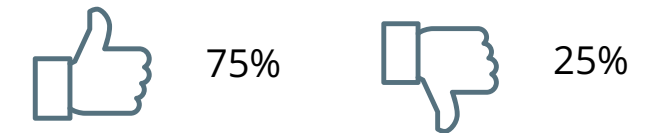
Comments:

- Development Officers
- Planning Technologists
- Project Managers
- Engage a local legal professional to serve as a Development Officer

Has a lack of planners impacted work timelines or service levels?

- 70% Yes
- 15% No
- 15% Some impact (not significant)

Have you had to hire external planning consultants due to a lack of planners to fulfill tasks that are typically completed in-house?



Response Comments:

No:

- However, many joint ventures with other firms, particularly those with a specialty

Yes:

- For professional opinions, by-law/guideline development, New Plans, Rezoning, PAC reports, grant applications, and larger projects.
- Retainer Planning Consultant

Are you actively searching for a new role?



# Professional Pathway Insight



If you are not currently an RPP, are you a pre-candidate or candidate member?

47% responded Yes

**If yes, what route did you take?** 57% who are not RPP reported to have taken the PLAR route.

**How long have you been a pre-candidate or candidate member?** **78%**  
1-5 years

**Describe any challenges or barriers you're currently facing in attaining certification**

- Long wait time (5 years) before candidacy
- PLAR route, need recognition of years of experience
- 5 year time frame, examinations, requirements of PLAR

Describe any challenges or barriers you've faced in attaining certification:

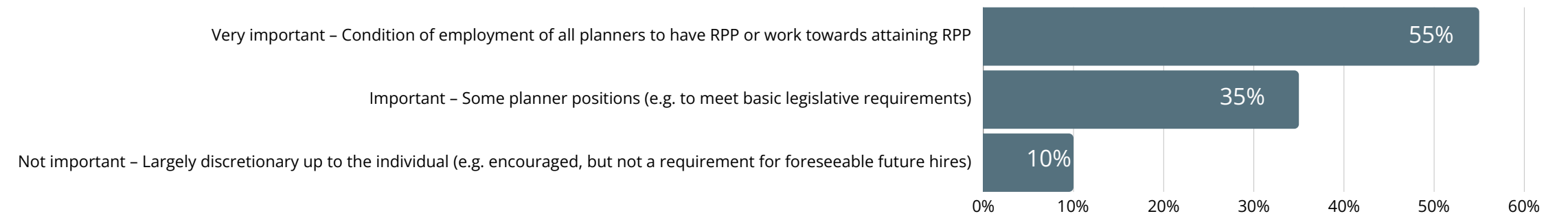
Themes in barriers from survey participants:

1. Academic Materials: The availability and relevance of academic materials.
2. Certification Process: A rigorous process in place today.
3. Geographical Advantage: Availability of mentors.
4. Transferable Roles: Additional time to complete log-books.

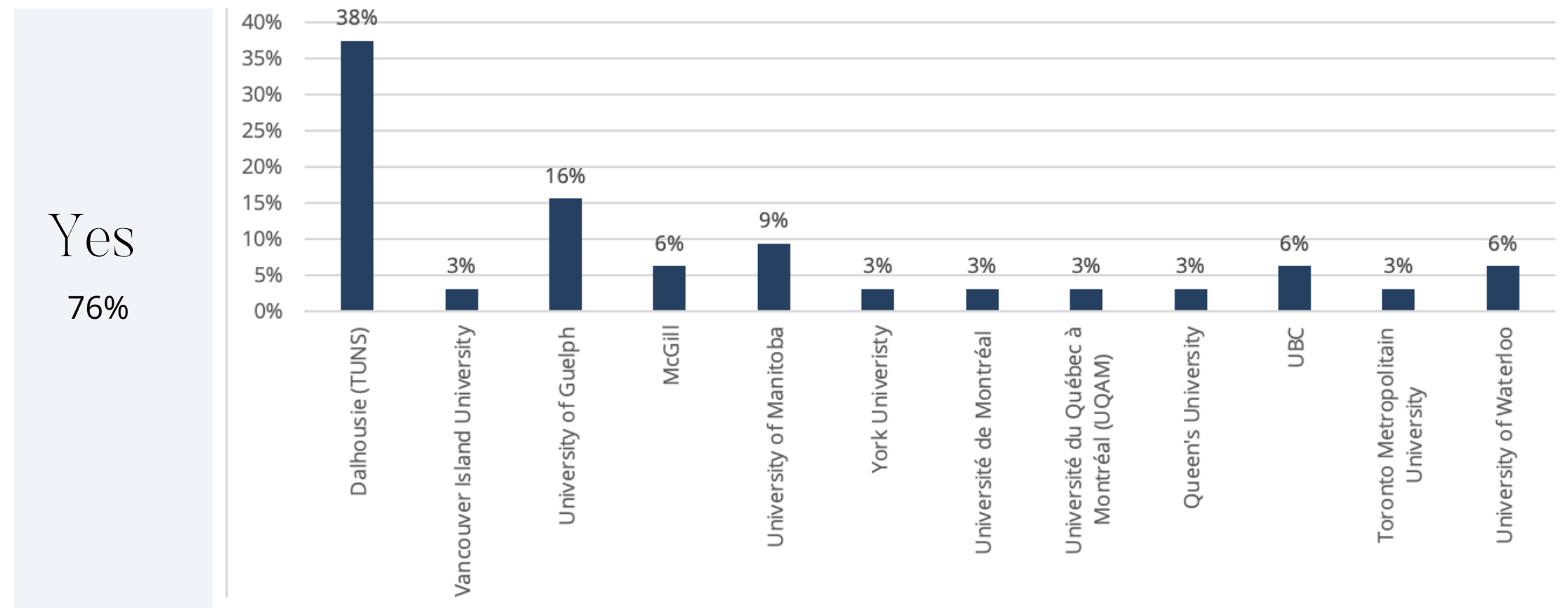
If you are not seeking RPP certification, please describe why.

- Do not meet requirements
- New in NB. I intend to seek RPP when I'm fully settled in the province.
- Cost is high

How important is it to your organization that planners in your organization attain/maintain provincial certification (New Brunswick Registered Professional Planner, RPP):



If you have a planning degree, did you attend an CIP accredited planning school and which one?



Yes  
76%

# Recruitment and Attraction Insight





### When recruiting, what classification of planner are you typically seeking:

The following percentages represent the specific hiring needs reported by each employer participant. Some employers have reported a need to hire multiple classifications and may have several open vacancies per classification.

#### Junior (0 – 2 years)



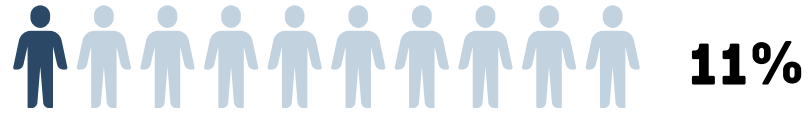
#### Intermediate (2 – 5 years)



#### Senior (5+ years)



#### Management



### Where and how do you recruit for Planners?

Word of mouth and our network

Referral program

Head-hunters/ Recruitment Firms

#### Other methods:

- University and alumni sites
- LinkedIn
- Indeed
- Provincial and federal website
- API and CIP websites
- Facebook and Instagram
- Canadian Institute of Planners website
- HR firm for recruiting
- Municipal websites
- Word of mouth and e-mail outreach
- Immigration Canada

### What planner positions are hardest to fill and why?



#### Why:

- Lack of planners in general
- Challenge with locations
- Bilingualism or both official languages

For senior and management positions, are positions typically filled through internal promotion or external hire?

#### Internal Promotion



% external hires (from outside province)



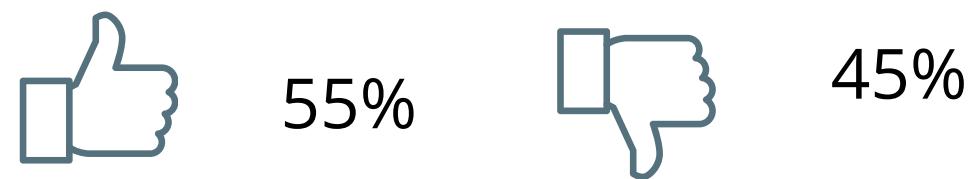
% external hires (from inside province)



What do you think is preventing you from attracting the right candidates?

- 1** Lack of Qualified Pool of Candidates
- 2** Location and ability to offer a competitive salary
- 3** Limited Pool of Senior Planners Looking to Relocate

Do you consider / have you hired international candidates?



If yes, where are they from?

- South America, Algeria, US, Francophone countries (France, Belgique, Maroc, Suisse)

What barriers exist with this process?

- Language training, Visa Issues and adapting to a new context

What are the 3 main challenges when recruiting Planners?

- 1** Lack of Planners in NB: Challenges with language requirements & attraction
- 2** Unwillingness to Relocate: Housing & transportation, rural communities cannot compete
- 3** Compensation: Salary, pay/lack of overtime

What are the 3 MAIN challenges your organization is facing when recruiting Planners?

- 1** Finding planners (25%)  
The need for planners including those that can work in both official languages, is a common challenge.
- 2** Attracting experienced planners to move to NB (20%)  
Drawing planners from other locations to relocate to New Brunswick poses difficulties in recruitment.
- 3** Providing a competitive salary and benefits (15%)  
Offering an attractive compensation package is crucial to attracting and retaining qualified planners.

Other challenges identified include:

- Work Environment and Organization Size: Challenges related to the size of the municipality or organization, work overlap, and limited opportunities for advancement.
- Availability and Qualifications of Planners: Difficulties in finding available planners, especially bilingual or experienced ones, and concerns about qualifications and certification.
- Planning Education: Lack of planning schools within the province and competition with other regions for planners.
- Communication and Sensitivity Skills: Challenges related to effective communication and sensitivity to municipal issues.
- Motivation and Retention: Concerns about motivating planners for long-term commitment and retention within the organization.
- Salaries and Compensation: Salary-related challenges, such as salaries not being high enough or difficulties in finding the right balance between qualification and competitive conditions.
- Regulations and Requirements: Challenges related to provincial regulations and certification requirements.
- Vacancy and Lack of Applicants: Difficulties in attracting applicants or bilingual candidates.
- Workload Management: Challenges in managing contractors' timeliness during increased workloads and mitigating costs during low-demand periods.
- Geographical Location: The rural head office locations present challenges in attracting planners.



What are suggestions that you have to address the recruitment challenges you face when hiring Planners?

### Promoting Planning Profession

- Promote planning opportunities outside NB
- Promote planning in high schools
- Start a planning program in NB
- Advertise for University programs
- Community College program promotion

### Flexible Work and Work-Life Balance

- Flexible/hybrid work
- Opportunity for Co-op programs
- Modify criteria to accept more candidates to the association
- Make the compressed workweek trial permanent

### Recruitment and Attracting Professionals

- Associations more involved in promoting opportunities
- Recruitment fairs through associations
- Attracting more planning professionals through the association

### Support for New Graduates

- Increased co-op/internship planning positions at local government levels
- Investment in training and development
- Providing active mentorship of junior graduates
- Accept, experience + other technical training in a related field

### Relocation and Housing

- More support from the Province regarding relocation (relocation bonuses, rural bonuses or rebates)
- No Doctors available to planners moving to new locations
- Need to sell the City and Province as a desirable place to live

### Other Suggestions

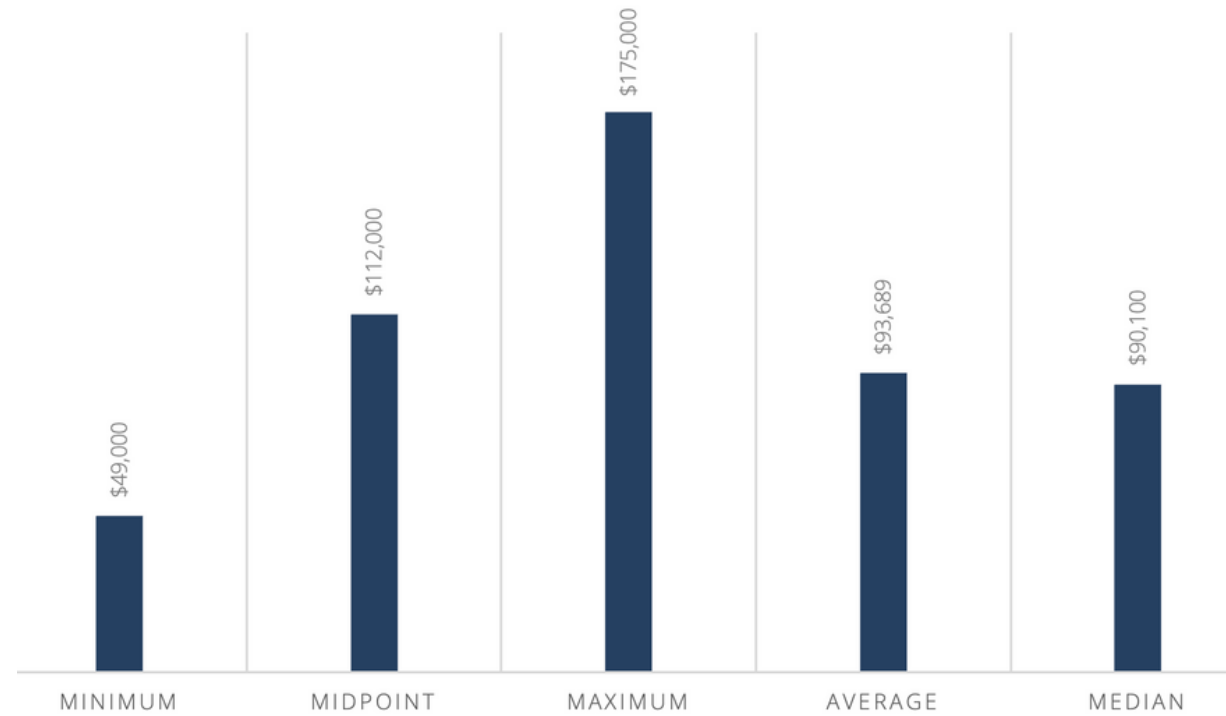
- Enable the ability to become a Professional Planner with a qualified undergrad, similar to Engineering
- Have an additional certification program similar to Professional Engineers that requires hours and mentorship.
- Increase access to learning by providing courses online
- Move more administrative functions to other support roles to increase capacity
- Enable hybrid work model when possible

# Compensation, Benefits and Perquisite Insight

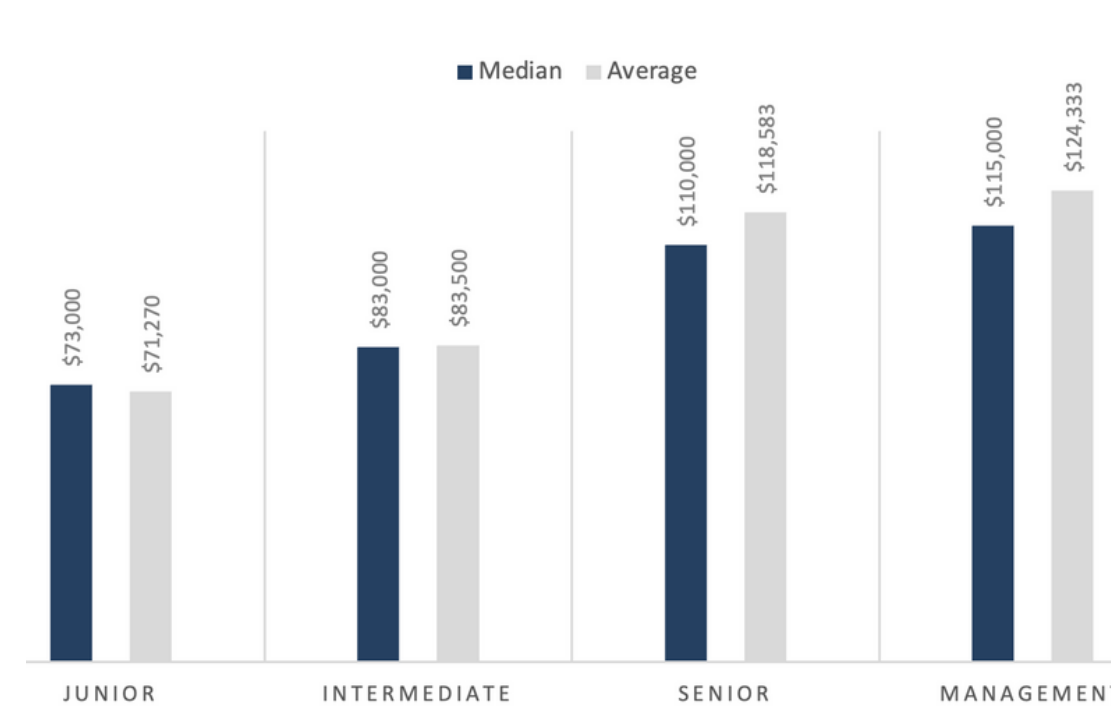


What is the salary range for your current Planners?

New Brunswick Base Pay Overview (Overall, all respondents)



New Brunswick Base Pay Overview (Salary by Position)



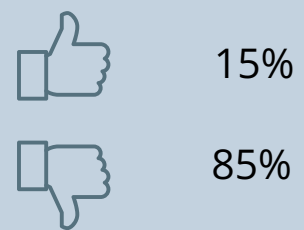
The market "Minimum" is the lowest pay rate for all positions within a given pay grade from all participating organizations. It represents the typical marketplace "entry" rate for jobs within that pay grade.

The grade "Maximum" is the highest pay rate from all participating organizations. It represents the typical marketplace's "highest level of pay" for jobs within that pay grade.

Note: Data Source, CDN Professional Planners National Compensation & Benefits Survey 2019 – Bramm Research. JMC aged the data (to 2023), adding COLA compounded year over year.

Describe the annual/vacation leave program for planners in your organization if applicable.

Do you provide a bonus pay plan for your Planner roles?

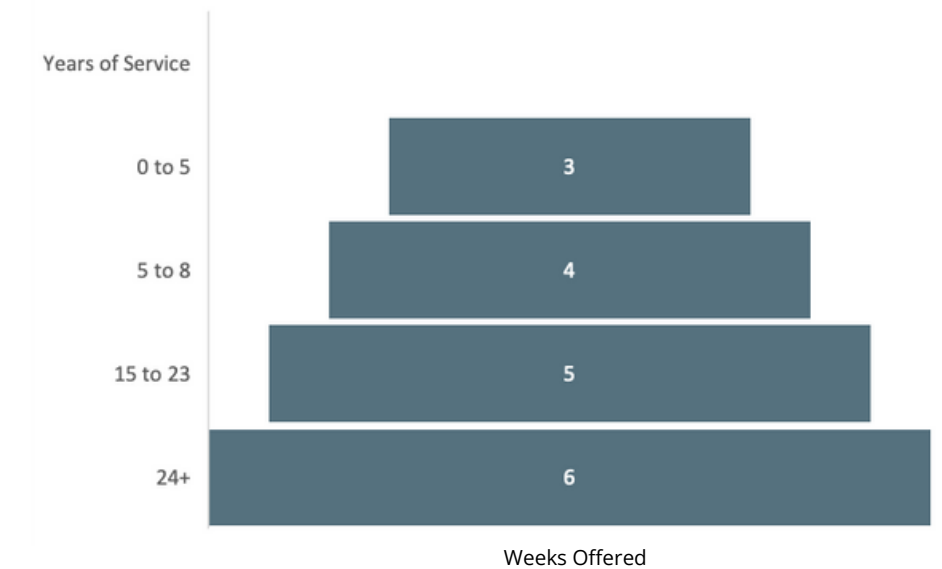
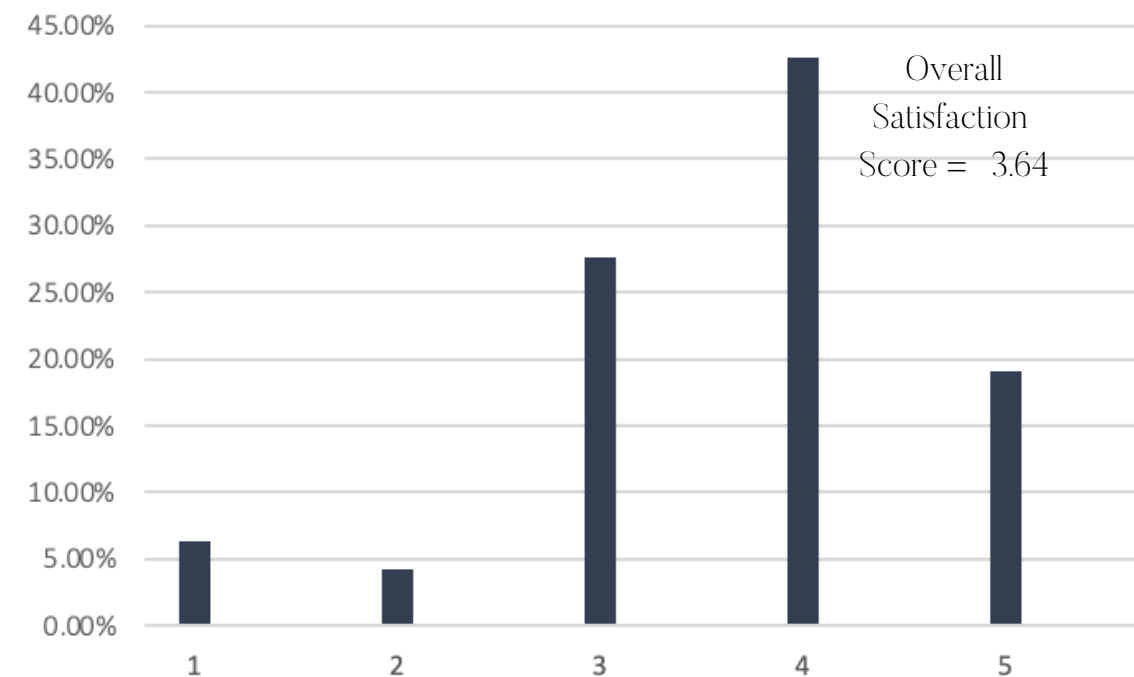


If yes, please indicate the annual % allocated by role level?

Top Answers:

- 3% - 8% variable pay bonus. The median is 5%.
- Depends on company profits and employee performance level (can be up to 50%).
- Some respondents reported that it may be at the discretion of Council, Board or CEO.

What is your level of satisfaction with your current compensation?  
(1 being the lowest and 5 being the highest)



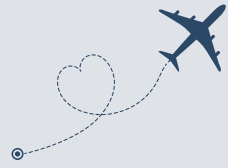
Other arrangements:

- 3 weeks to start and 1 more week every 5 years
- 4 weeks with Christmas break as an extra week
- Option to purchase an extra week of vacation



## What other perquisites do you offer?

### Work style



Flexible Work Arrangements: Some participants reported flexible work arrangements, including remote work options and flexible hours. This allows employees to integrate vacations and leisure into their work lives more easily.

### Professional Development



Professional Development and Training: Majority of participants reported offering PD & training Training and conferences promoted and encouraged Paid Professional Memberships, Certification and Association Fees

Tuition Assistance: Many employers offer financial assistance or reimbursement for employees pursuing further education, professional certification or courses related to the field or their growth.

Mentorship programs are encouraged internally and externally.

### Health



Most participants reported offering a health, drug, and dental plan for their employees.

Employers reported offering between 50% and 100% of the plan premiums paid. Within those plans, the following was offered:

- Median of 80% employer-paid health and drug benefits paid by the plan (with maximums).
- Median of 50% employer-paid dental benefits paid by the plan (with maximums).

### Insurance



Most participants reported offering various types of Insurance to employees. The following was reported:

- Life and AD&D Insurance ranged from \$50,000 to 3 X annual salary.
- Dependent Life reported ranged from \$0 to \$10,000.
- Critical Illness reported ranged from \$0 to \$30,000.
- STD 50% to 80% of base salary
- LTD up to 90% of base salary

## What other perquisites do you offer? (continued)

### Wellness



89% of participants reported additional wellness benefits above and beyond regular health benefits. The benefits reported were:

- Mental Health Support: Employers are increasingly offering mental health programs, counselling services, and access to resources to help employees manage stress, anxiety, and depression.
- **Fitness and Physical Activity:** Wellness programs may include on-site gyms and fitness reimbursements. Median reported is \$500 per year.
- Supporting wellness: some employers are providing opportunities for employees to engage in physical activity during work hours and providing space to store equipment like bicycles during work hours.

### Financial



84% of participants reported providing retirement Income:

- Retirement income based on employee's salary and years of service.
- The range is competitive between 4% and 12% employer matching.

On-going financial perquisites:

- Performance-based merit increases
- Cost of living based merit increases

### Other



Other perquisites that were reported by participants:

- Moving allowances \$5,000 to \$10,000
- Signing bonus during the recruitment process
- Car allowance for senior leaders that varies between \$400 and \$1,000 per month
- Personal leave, paternity/maternity and adoption leave up to 75% of your base salary
- Technology allowance, including tablet, cell phone, laptop, additional screens, e-notebook, headphones, and other tools to enable employees to work at their best.
- Remote work office equipment, including chairs, desks, screens, ergonomic assessments, printers.


# Professional Competency and Development Insight




Expand on the type of professional development you offer or receive:

Conferences & Events	<ul style="list-style-type: none"> <li>• Training, national/international conferences</li> <li>• Corporate and outside conferences, seminars, workshops</li> <li>• National conferences, within reason</li> </ul>
Training & Skill Development	<ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Professional skills (writing, time management)</li> <li>• Learning new software</li> </ul>
Language Training	<ul style="list-style-type: none"> <li>• Language training, conferences for continuous professional learning</li> </ul>
Certification	<ul style="list-style-type: none"> <li>• Provincial and National Certification</li> <li>• Professional Development through NB offerings</li> </ul>


Do you provide or receive on-the-job training/mentoring for junior planners?

 90% YES


Do you provide professional development for candidates/newly hired employees to gain skills required?

 100% YES

Do you pay or receive payment for professional dues for initial certification or maintaining certification?

 100% YES

Do you feel you have opportunities for advancement in Planning roles within NB?

 62% YES

What type(s) of skills/experience are candidates and currently employed Planners missing that could benefit your organization?



**1**  
**KNOWLEDGE OF LEGISLATION AND CIVICS**  
Good knowledge of the law in NB, Understanding of civics laws, ect.



**2**  
**PROBLEM SOLVING AND CRITICAL THINKING**  
Critical thinking/problem solving



**3**  
**COMMUNICATION AND PUBLIC SPEAKING**  
Confidence with public speaking



**4**  
**WRITING AND FACILITATION SKILLS**  
Stronger facilitation skills; cross-agency connections



**5**  
**PROFESSIONAL DEVELOPMENT & NETWORKING**  
Professional Development at larger scale conference (workshops/networking)



**6**  
**PRACTICAL EXPERIENCE, PROJECT MANAGEMENT & SUPERVISORY SKILLS**  
General practical experience in leading people (professional and technical staff). Hands-on work experience (lots of fresh graduates being employed), Lack of Project Management concepts

Top THREE top skills required.



Critical Thinking



Decision Making



Writing

Have you changed roles in the last 3 years – 10 years?



62% YES

If yes, describe why.

**Career Changes for New Opportunities:**

- Went private to public sector due to the desire for a change in work environment.
- Moved from policy to development after relocating provinces.
- Shifted to semi-retirement.
- Sought new challenges beyond the current role.
- Workplace politics

**Family and Location Influences:**

- Changed cities and relocated to NB to be closer to family in the Maritimes.

**Advancement and Promotions:**

- Moved up from senior to manager level, seeking new opportunities.
- Moved for better pay and remote work.

**Transition to Self-Employment:**

- Left employer and became self-employed.
- Pursued a better salary and more engaging urban projects in the private sector.

**Educational and Personal Growth:**

- Completed a University degree in Community Planning.
- Underwent two job changes mainly for personal reasons.

If actively seeking, are there any employer interventions or changes that can be made that would encourage you to remain in you current role?



- Increased **compensation and benefits** to match other nearby jurisdictions.

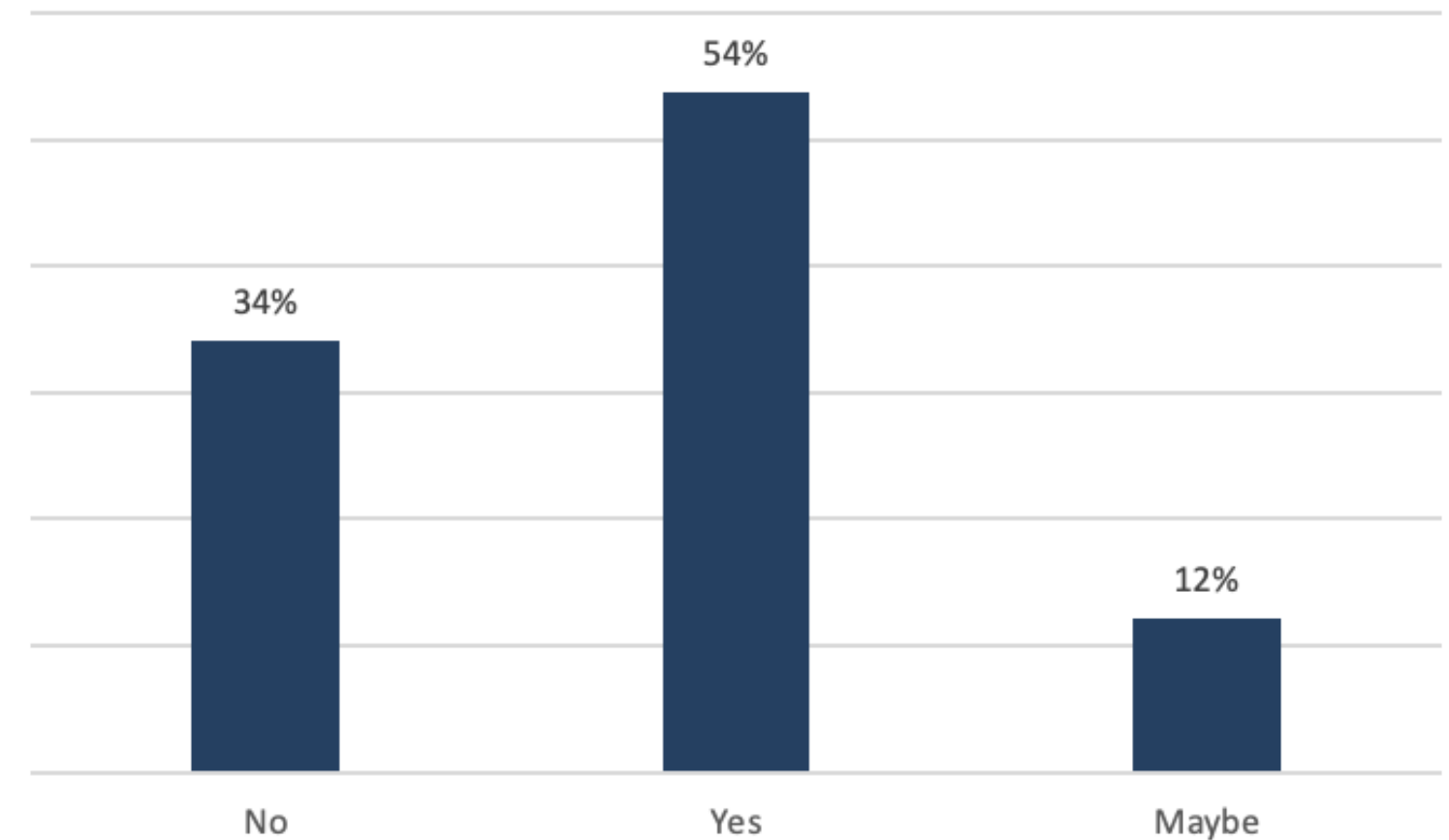


- More equal **delegation of workloads** to other planners (reducing stress and burnout).



- Improvements to **outdated systems and programs** for meetings and reports.

Do you have opportunities for advancement in a Planning role with your current employer?





# Supply and Demand Insight



## What are suggestions that you have to address the shortage in this profession?



### Education and Awareness:

- Develop planning programs in NB schools to introduce students to the field.
- Raise awareness of planning through school outreach and youth engagement.
- Collaborate with universities to establish planning programs and pathways.
- Promote planning as a career choice, especially in high schools.



### Compensation and Benefits:

- Improve compensation, benefits, and work-life balance to attract and retain planners.
- Increase salaries to match other regions.
- Enhance mentorship programs and formalized attraction efforts.



### Work Arrangements:

- Offer flexible work arrangements, including hybrid and remote options.
- Provide part-time, seasonal, and term positions.



### Promotion and Recruitment:

- Promote planning as a profession in public media and schools.
- Attract diverse talent and increase inclusion efforts.



### Professional Development and Skills:

- Strengthen mentorship opportunities for skill development.
- Create accessible courses and training for certification.



### Government and Policy:

- Secure continuous funds for planning initiatives and community support.



### Support and Resources:

- Recognize international planners and facilitate immigration opportunities.
- Provide resources and guidelines for hiring international planners.



### Other:

- Launch media campaigns to highlight planning and its benefits.
- Address work-related stress and create supportive workplaces.
- Explore ways to improve pay, especially for challenging tasks.
- Support fair compensation for actual time spent on tasks.
- Be open to modifying by-laws for improved planning practices.

# Appendix B - Educational Institutes Insight

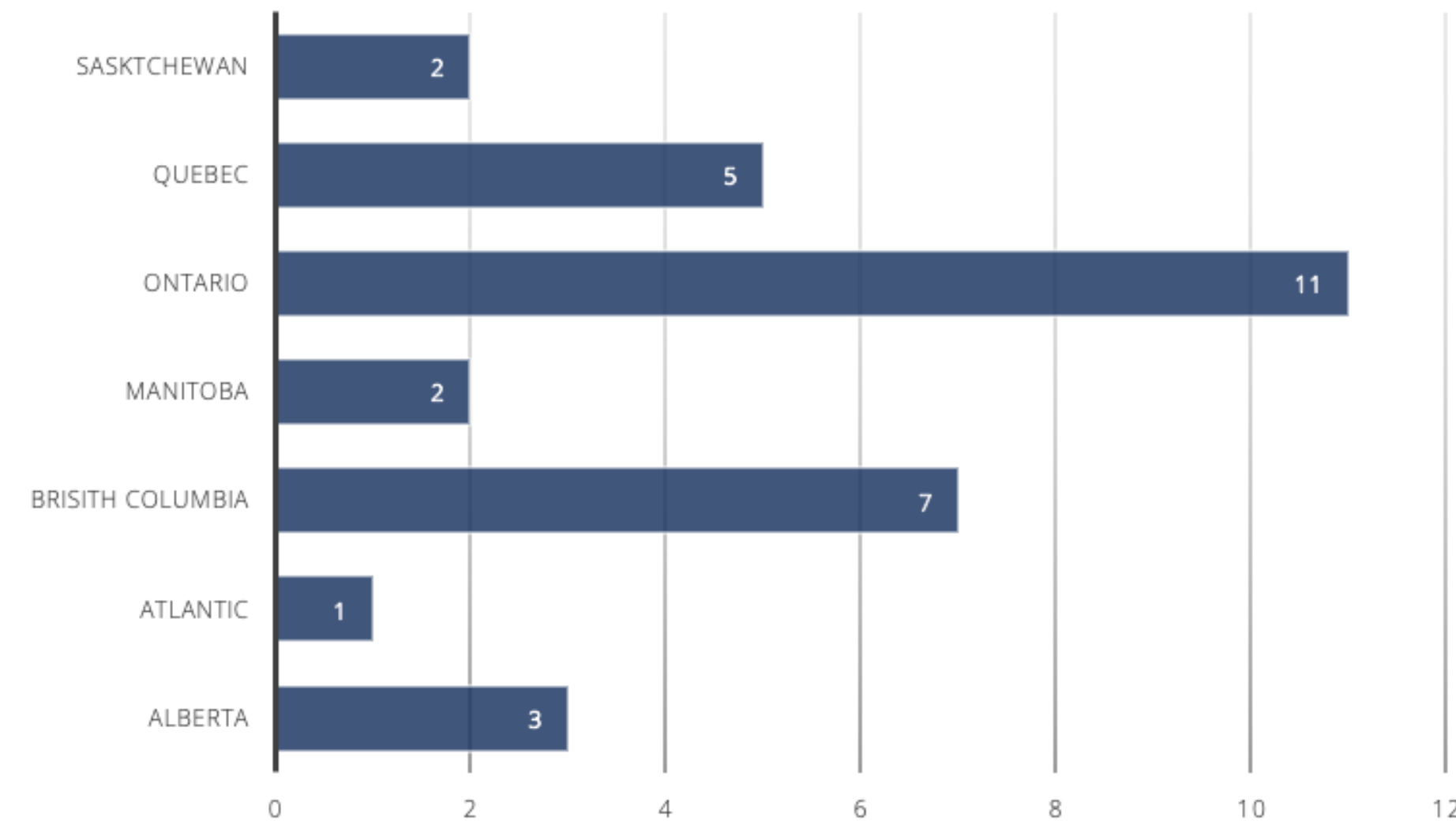


# EDUCATIONAL INSTITUTES (NATIONAL)

Canada has 31 accredited and non-accredited community planning degree programs.

- Accredited programs meet specific educational standards set by the Professional Standards Board (PSB).
- Non-accredited programs still provide valuable education in the field, and graduates can follow the PLAR route for RPP certification.

Number of schools per province (offering degrees in community / urban planning or related fields)



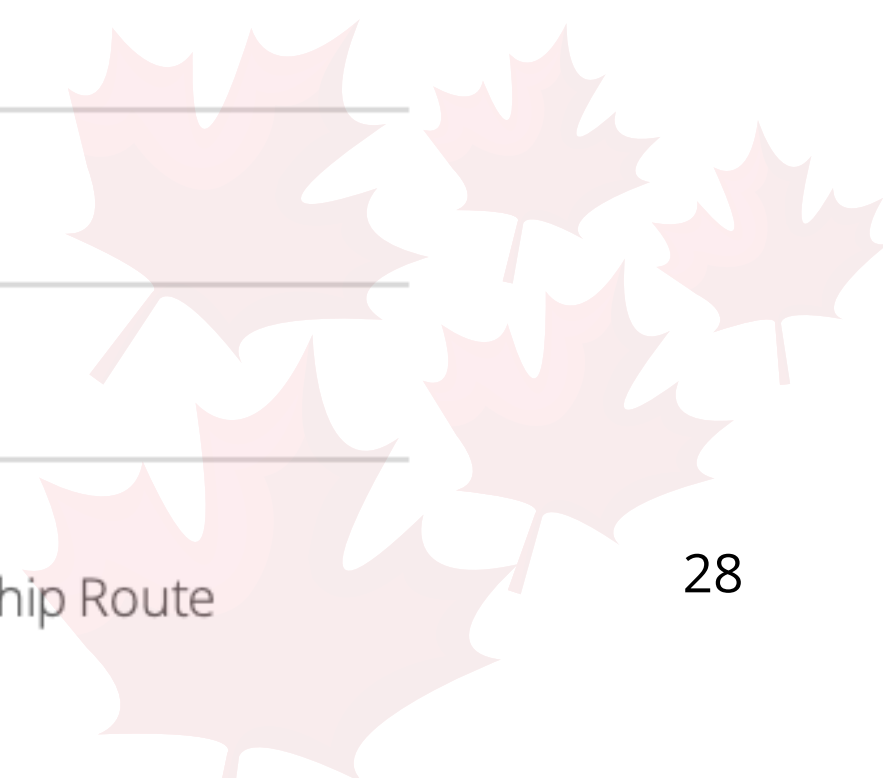
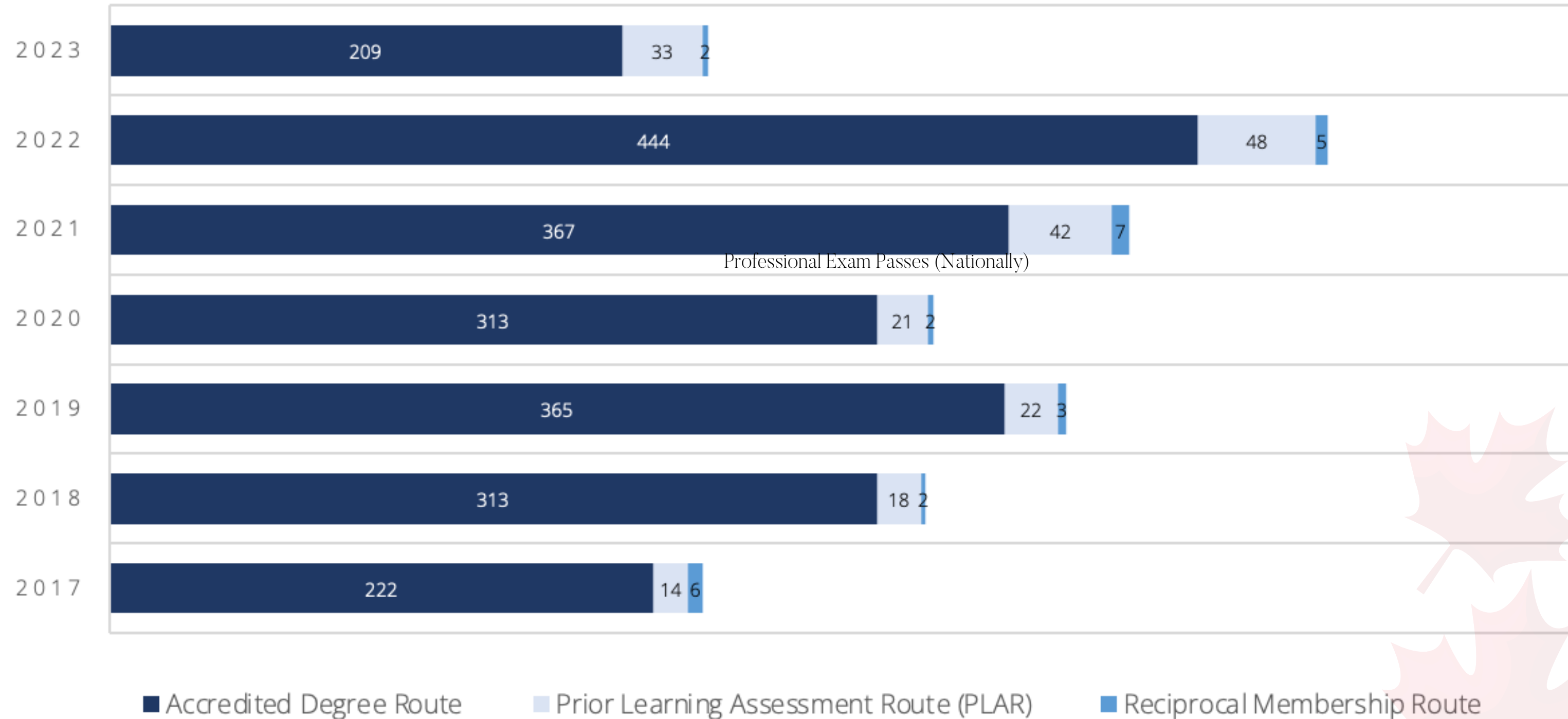
Universities (by province) offering degrees in community planning or related fields

Province	School
Alberta	University of Alberta - Department of Earth and Atmospheric Sciences
	University of Calgary - Faculty of Environmental Design
	University of Lethbridge
Atlantic Canada	Dalhousie University - School of Planning
	Selkirk College
	Simon Fraser University - City Program
	Trinity Western University
Brisith Columbia	University of British Columbia (UBC) - School of Community and Regional Planning
	University of Fraser Valley
	University of Northern BC
	University of Victoria
Manitoba	University of Manitoba - Department of City Planning
	University of Winnipeg
Ontario	Carleton University
	Fanshawe (London)
	Nipissing University
	Toronto Metropolitan University (Formerly Ryerson University)
	University of Toronto - School of Cities
	University of Waterloo - School of Planning
	University of Western Ontario
	Wilfrid Laurier University
	Queen's University
	University of Guelph
York University - Faculty of Environmental and Urban Change	
Quebec	Concordia University
	Université de Laval
	University of Montreal
	Univeristé de Quebec, a Montreal
Saskatchewan	McGill University - School of Urban Planning
	University of Regina
Saskatchewan	University of Saskatchewan - Regional and Urban Planning Program

# PSB- CANDIDATES BY YEAR

RPP Candidates (by path)

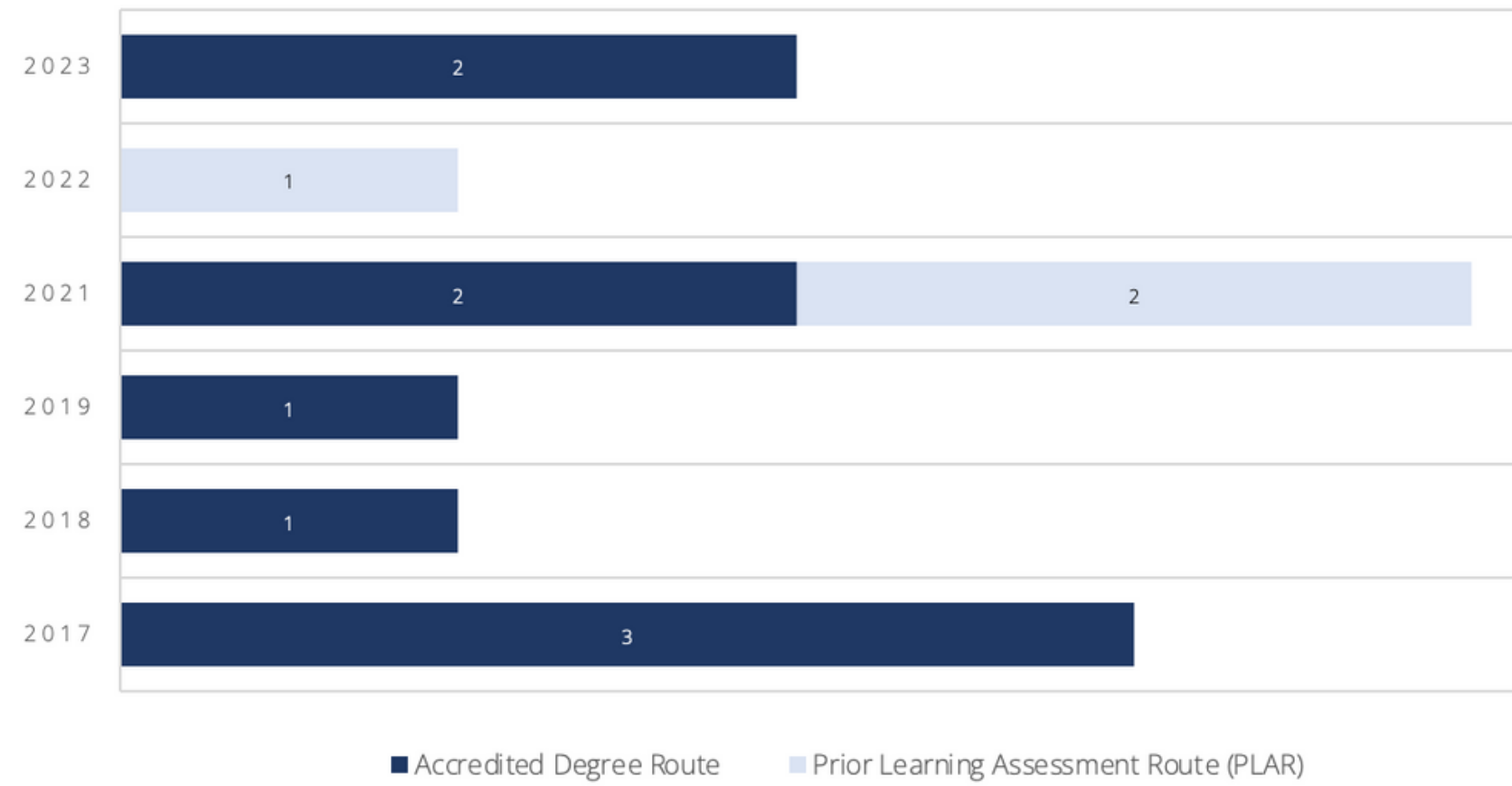
National



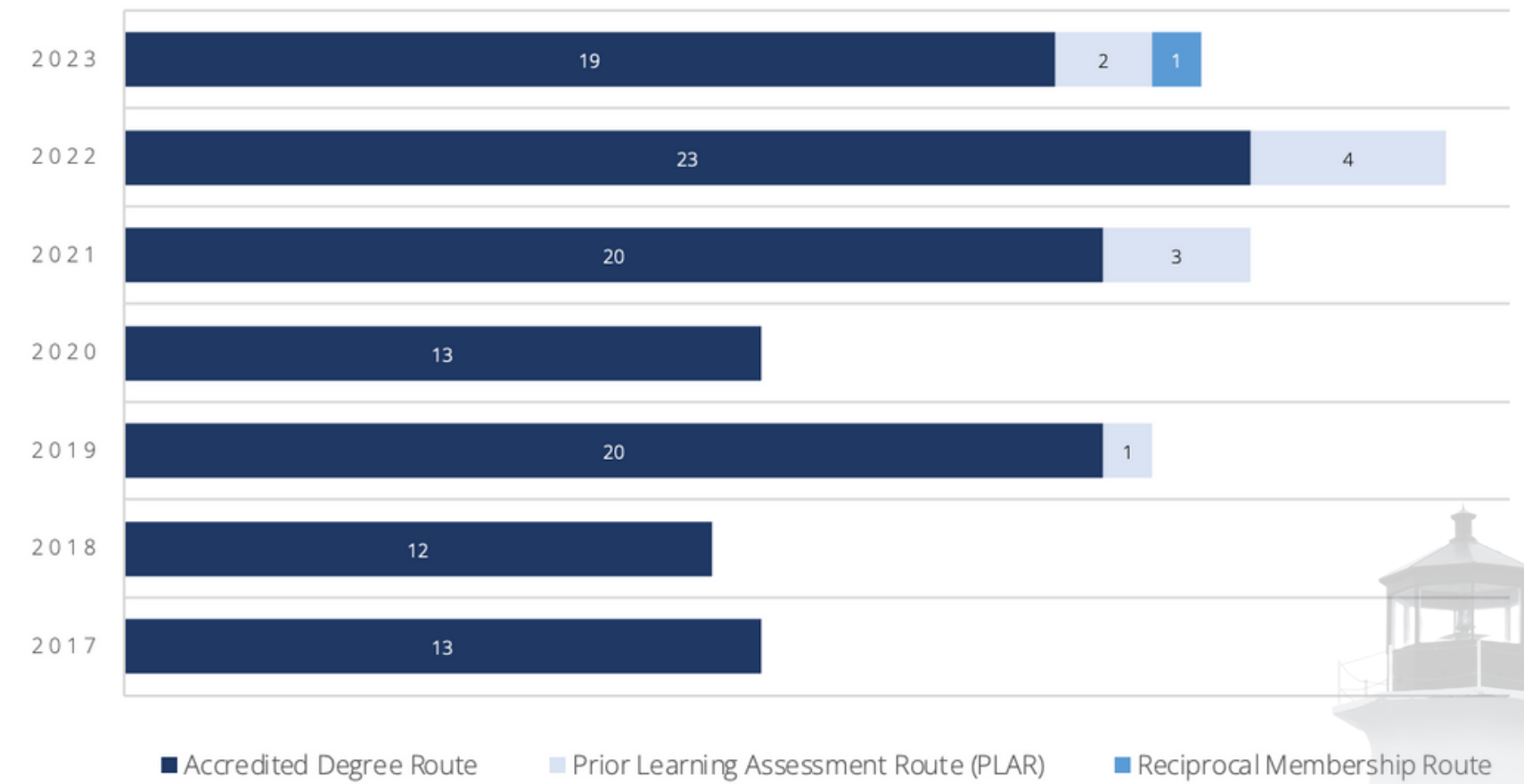
# PSB- CANDIDATES BY YEAR

RPP Candidates (by path)

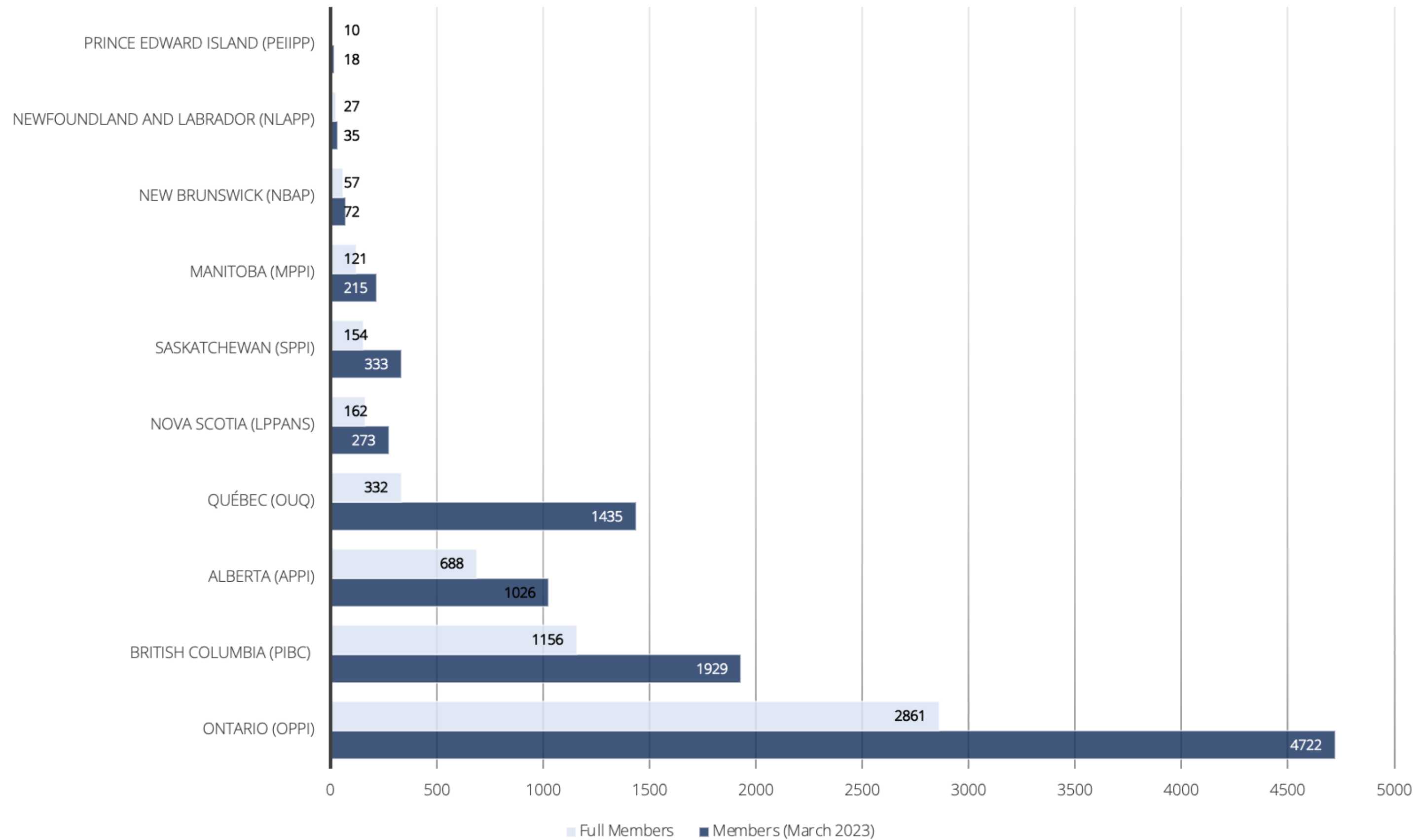
NB



Atlantic Canada



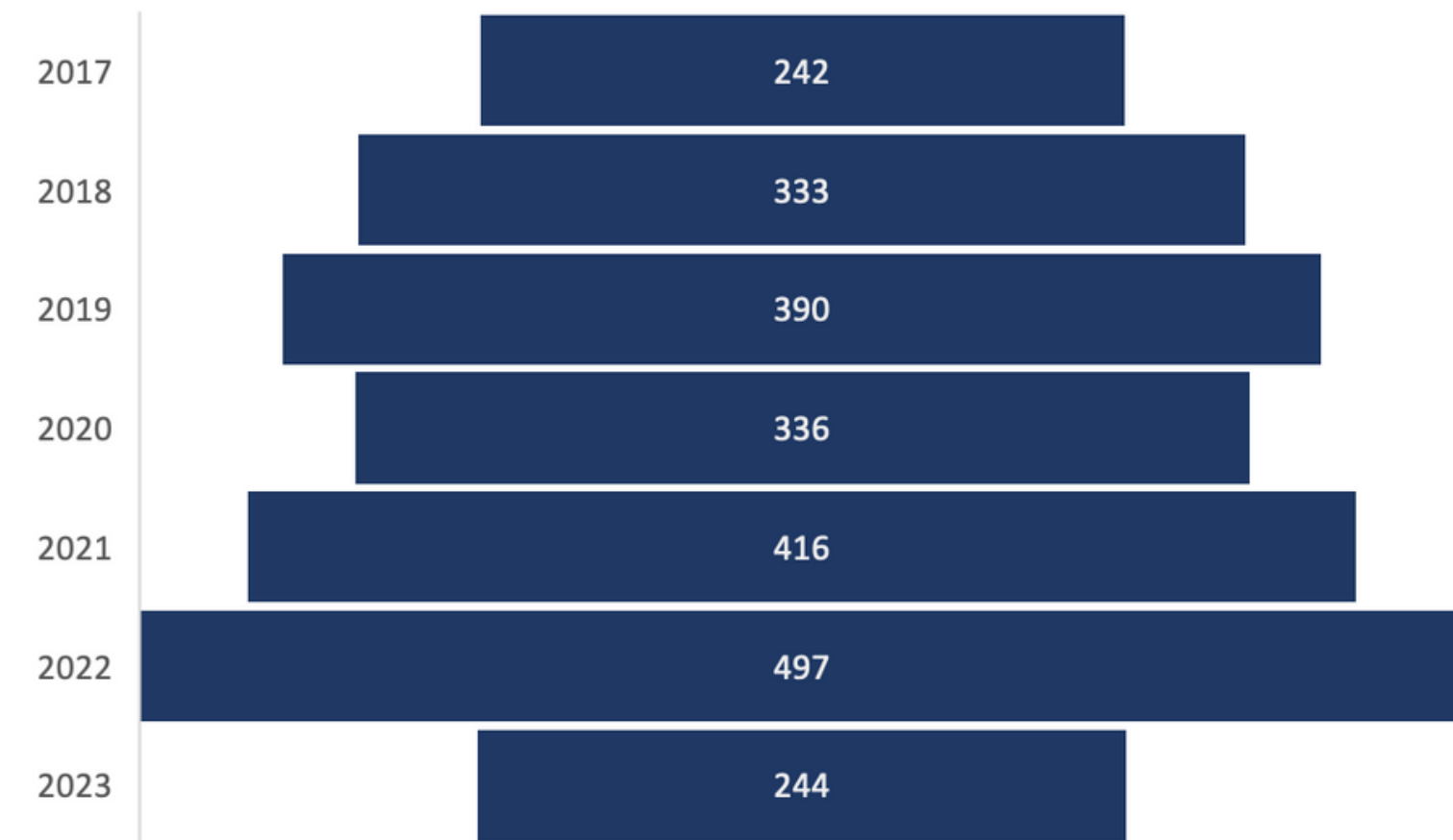
# MEMBERS-PROVINCIAL AND TERRITORIAL INSTITUTES & ASSOCIATIONS



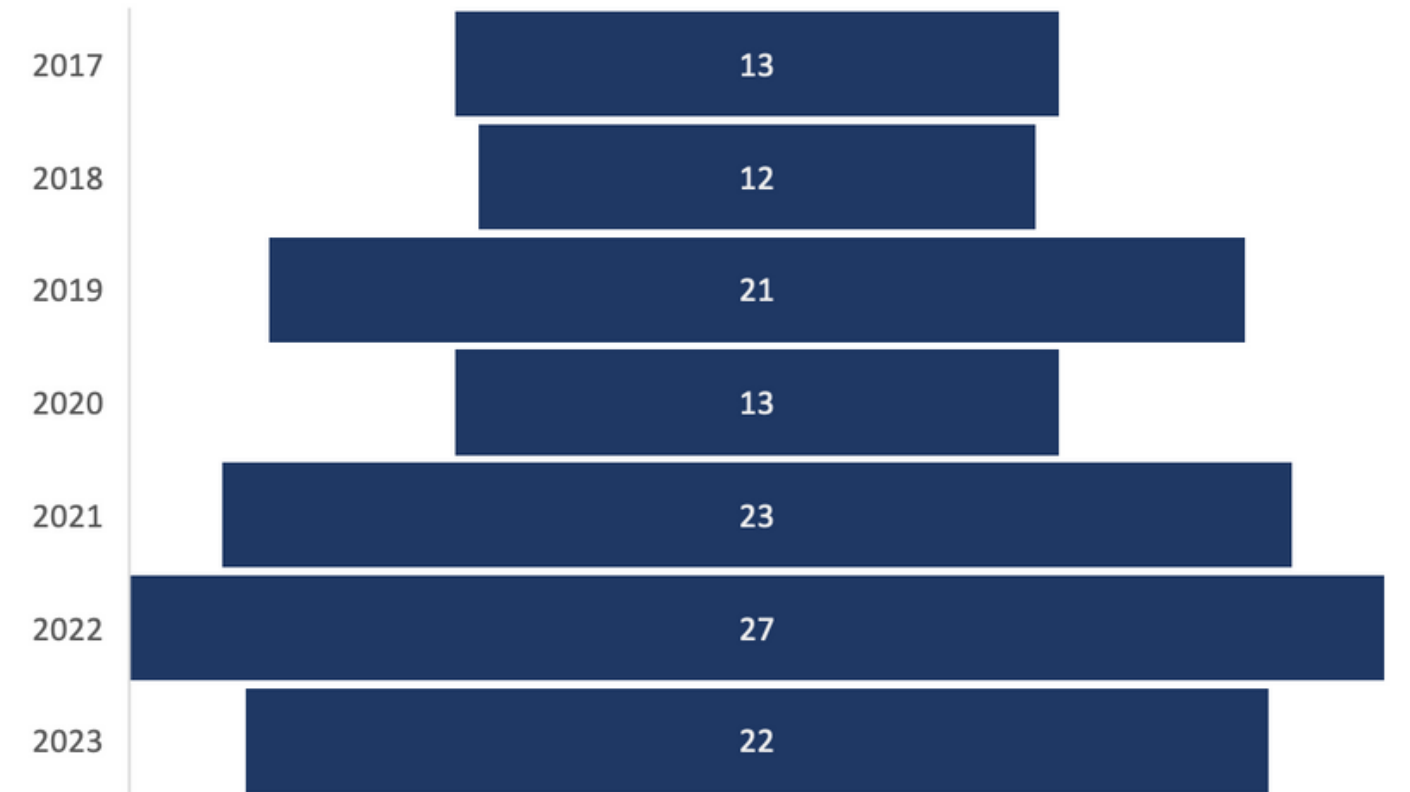
# PSB- CANDIDATES BY YEAR

RPP Candidates- Total

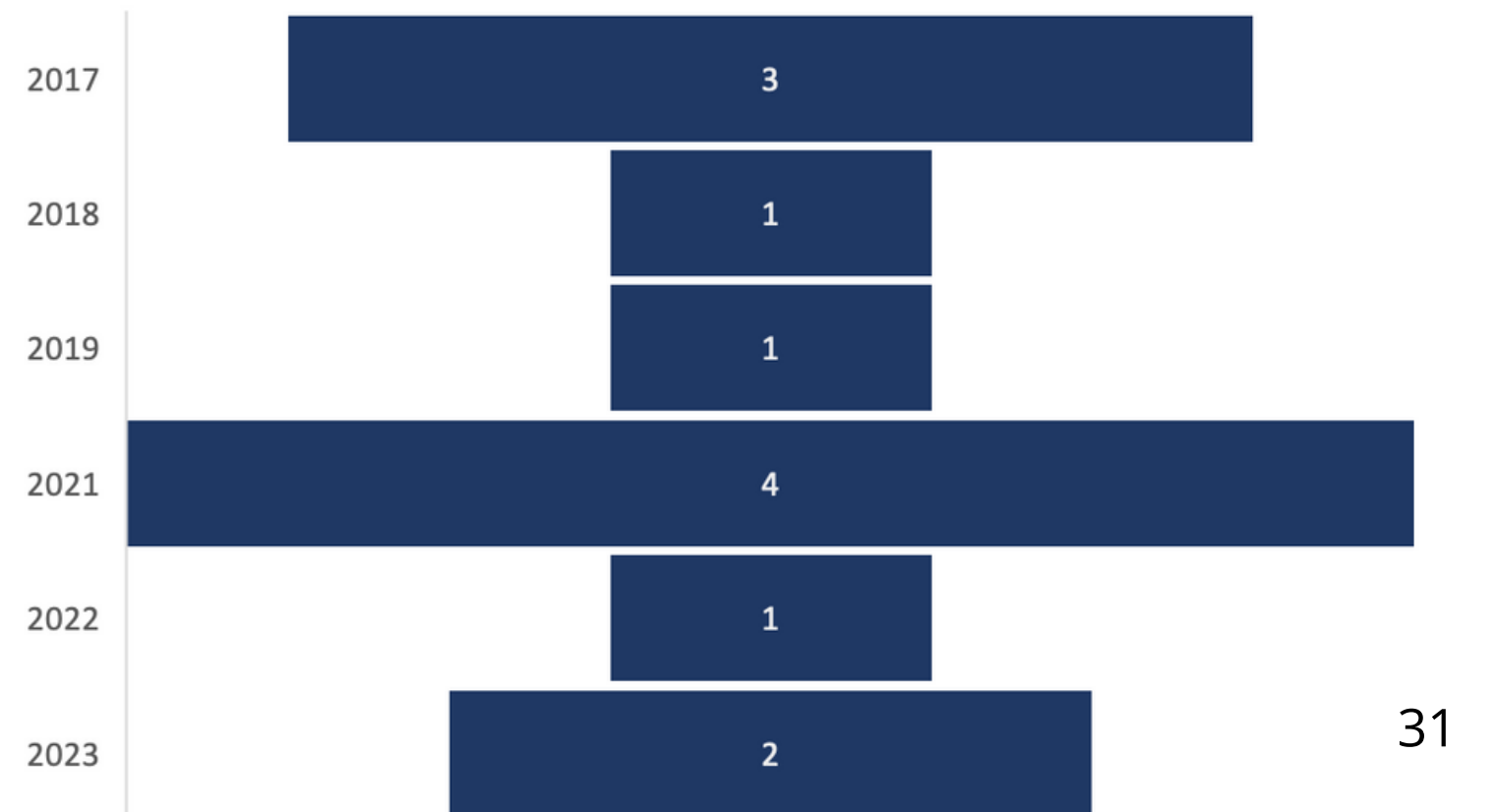
National



Atlantic  
Canada

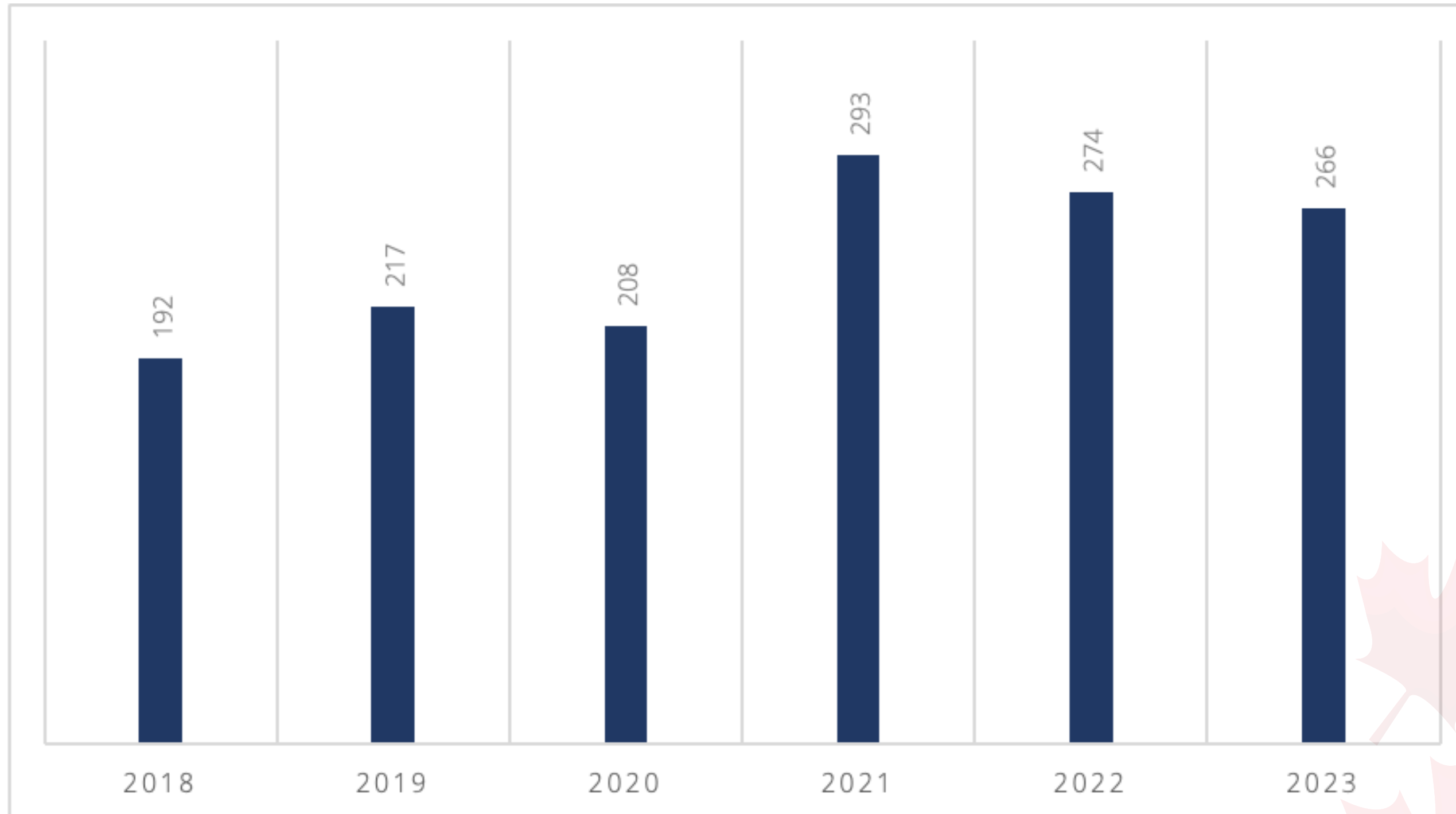


NB





# PROFESSIONAL EXAM PASSES (NATIONALLY)



# Appendix C -Focus Group Insight

JMC conducted focus group sessions with various groups of participants to gain insights into the current situation. The goal of the sessions was to identify and analyze the key factors that can influence the future strategy.

The findings will serve as a foundation for strategic planning efforts, helping identify strengths to capitalize on, weaknesses to address, opportunities to seize, and threats to mitigate.



# FOCUS GROUP KEY FINDINGS

JMC conducted focus group sessions with various groups (PSB, CIP, OPPI & NB Directors) to gain insights into the current situation. The goal of the sessions was to identify and analyze the key factors that can influence the future strategy.

The results demonstrate specific areas of strength, and some areas require attention. Pages 16-18 provide more detail about each group's discussion topics.



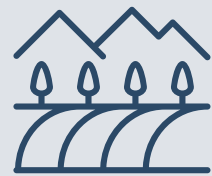
## Collaboration:

- Collaboration with Immigration Canada could help attract newcomers with planning qualifications.
- Efforts to align with other provinces
- Reciprocal agreements with the US and Australia offer the potential for international recognition,



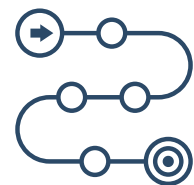
## Supply & Demand

- Low applications and unrelated education for foreign candidates hinder senior planner recruitment.
- A shortage of planning professionals both in Canada and globally presents a challenge for meeting demand, particularly evident with a 50% increase in Ontario over the past year.
- Heightened salary expectations (due to market and rising cost of living) for entry-level compared to what NB can offer due to size/nature of organizations.
- Federal immigration processes pose a variety barriers for potential candidates.
- Attracting students for remote work and establishing an NB planning program could tap into a new pool of candidates.
- Some areas have found success by targeting universities, schools, and planning conferences for recruitment.
- Difficulty in filling positions and prevalent vacancy challenges across regions highlight weaknesses in recruitment.



## Retention - Rural

- Lifestyle preferences and financial constraints pose challenges for retaining planners in rural areas.
- Desires to move back home CAN act as a retention barrier, although similarly can be a strength.
- Concerns about a lack of entry-level jobs can discourage new graduates from pursuing planning careers.
- Younger cohort members feeling a lack of community belonging could lead to talent drain and disengagement.



## Process

- Proposed updates to the PLAR program, like removing the 4-year requirement, can make it easier for aspiring planners to join the field. Tagging on to OPPI's current initiatives surrounding this topic is the ideal next step.
- Considering the recognition of planning technicians and providing a PLAR process for them to become RPPs can expand the profession's reach.
- The need for process changes could create barriers to efficient planning education.
- CIP's initiative to modernize competency standards is a strength for maintaining high-quality planners.

# OPPI – Ontario Report

# of postings on OPPI job board per year



**750**

JOBS

# of current job openings in the City of Toronto to fill



**150**

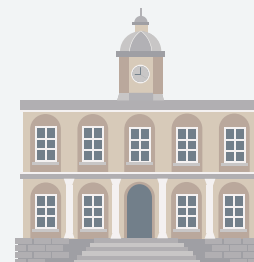
JOBS



**66%**

OPEN POSTINGS IN MUNICIPALITIES & GOVERNMENT AGENCIES

large & fast growing municipalities posted jobs in the last three months alone



**23**

MUNICIPALITIES

## Prince Edward Island

The following data captures the current state of five (5) municipalities and the province of PEI and how they are supporting the municipal planning needs.

### Use of Contractors

**One municipality reported not having registered planners on staff. Alternatively, they have Planning Tech's and outsource to private contractors for RPP expertise.**

### Senior Staff

One reported two Senior staff members who are likely to retire in the near term.

### Recruitment On-going

One reported working to fill a number of open positions and has one open position that requires 5+ years of experience.

One reported having a position vacant that requires 3 to 5 years of experience. They are in the interviewing process.

### Succession Planning

Several reported they will have the need for more planners depending on what happens with their Housing Accelerator Fund program and their applications.





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