



## City of Hamilton

### OPEN FOR BUSINESS SUB-COMMITTEE

**Meeting #:** 19-003  
**Date:** October 21, 2019  
**Time:** 9:30 a.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Loren Kolar, Legislative Coordinator (905) 546-2424 ext. 2604

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**1. CEREMONIAL ACTIVITIES**

**2. APPROVAL OF AGENDA**

(Added Items, if applicable, will be noted with \*)

**3. DECLARATIONS OF INTEREST**

**4. APPROVAL OF MINUTES OF PREVIOUS MEETING**

4.1 June 10, 2019

**5. COMMUNICATIONS**

**6. DELEGATION REQUESTS**

**7. CONSENT ITEMS**

7.1 Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study No. 27

7.2 Continuous Improvements Process Review - Financial Incentive Program Metrics - Case Study No. 28

**8. PUBLIC HEARINGS / DELEGATIONS**

**9. STAFF PRESENTATIONS**

9.1 Growth Management - Electronic Engineering review process (to be distributed)

**10. DISCUSSION ITEMS**

**11. MOTIONS**

**12. NOTICES OF MOTION**

**13. GENERAL INFORMATION / OTHER BUSINESS**

**14. PRIVATE AND CONFIDENTIAL**

**15. ADJOURNMENT**



## Hamilton

### **OPEN FOR BUSINESS SUB-COMMITTEE**

#### **MINUTES 19-002**

**Monday, June 10, 2019**

**1:30 p.m.**

**Council Chambers, 2<sup>nd</sup> Floor**

**Hamilton City Hall**

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**Present:** Mayor Eisenberger, Councillor M. Pearson (Chair)  
Councillor J. Farr (Vice-Chair), J. P. Danko, L. Ferguson  
J. Partridge, A. VanderBeek and T. Whitehead

**Also in attendance:** Rachel Braithwaite, BIA Advisory Committee  
Ed Fothergill, Hamilton Chamber of Commerce  
Matt Johnston, Hamilton Halton Home Builders Association  
Matteo Patricelli, Flamborough Chamber of Commerce  
Kyle Slote, Hamilton Burlington Society of Architects

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#### **FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 2)**

The Clerk advised that there were no changes to the agenda.

**(Partridge/Danko)**

That the agenda for the June 10, 2019 meeting be approved, as presented.

**Result: Motion CARRIED by a vote of 7 to 0, as follows:**

YES - Councillor Jason Farr  
YES - Councillor John-Paul Danko  
YES - Chair Maria Pearson  
YES - Mayor Fred Eisenberger  
YES - Councillor Judi Partridge  
YES - Councillor Terry Whitehead  
YES - Councillor Arlene VanderBeek  
NOT PRESENT - Councillor Lloyd Ferguson

**(b) DECLARATIONS OF INTEREST (Item 3)**

None.

**(c) APPROVAL OF MINUTES (Item 4)**

**(i) February 27, 2019 (Item 4.1)**

**(Whitehead/VanderBeek)**

That the Minutes of the February 27, 2019 meeting be received, as presented.

**Result: Motion CARRIED by a vote of 7 to 0, as follows:**

YES - Councillor Jason Farr  
YES - Councillor John-Paul Danko  
YES - Chair Maria Pearson  
YES - Mayor Fred Eisenberger  
YES - Councillor Judi Partridge  
YES - Councillor Terry Whitehead  
YES - Councillor Arlene VanderBeek  
NOT PRESENT - Councillor Lloyd Ferguson

**(d) COMMUNICATIONS (Item 5)**

**(i) Correspondence from the Hamilton Burlington Society of Architects respecting Site Plan Approval System Proposed Improvements Report (Item 5.1)**

**(Whitehead/Farr)**

That the correspondence from the Hamilton Burlington Society of Architects respecting Site Plan Approval System Proposed Improvements Report, be received.

**CARRIED**

**(Whitehead/Eisenberger)**

(a) That staff be directed to respond to the following recommendations listed in the correspondence from the Hamilton Burlington Society of Architects:

1. Restoring the Section 41 Exclusions of the *Planning Act*
2. Increasing Accountability to the Public
3. Setting and Enforcing a New Timeline, and
4. Adjudication

(b) That a copy to be sent to each member of the Open for Business Sub-Committee.

**Result: Motion CARRIED by a vote of 6 to 0, as follows:**

YES - Councillor John-Paul Danko  
YES - Chair Jason Farr  
YES - Mayor Fred Eisenberger  
YES - Councillor Judi Partridge  
YES - Councillor Terry Whitehead  
NOT PRESENT - Councillor Arlene VanderBeek  
YES - Councillor Lloyd Ferguson  
NOT PRESENT - Councillor Maria Pearson

**(e) CONSENT ITEMS (Item 7)**

- (i) Continuous Improvement Team Process Review – Water and Sewer Permits for New Single Family, Two Family and Townhouse Dwellings – Case Study No. 23 (Item 7.1)**

**(Farr/Eisenberger)**

That the Continuous Improvement Team Process Review – Water and Sewer Permits for New Single Family, Two Family and Townhouse Dwellings – Case Study No. 23, be received.

**CARRIED**

- (ii) Building Division Key Performance Indicators (KPI) and Dashboards – Building Division Dashboard and Plan Examination Performance Dashboard – Case Study No. 24 (Item 7.2)**

**(Danko/Whitehead)**

That Building Division Key Performance Indicators (KPI) and Dashboards – Building Division Dashboard and Plan Examination Performance Dashboard – Case Study No. 24, be received.

**CARRIED**

- (iii) Continuous Improvement Team Process Review - Zoning Review of Tents and Temporary Structures for Building Permits – Case Study No. 25 (Item 7.3)**

**(Whitehead/VanderBeek)**

That Continuous Improvement Team Process Review - Zoning Review of Tents and Temporary Structures for Building Permits – Case Study No. 25, be received.

**CARRIED**

- (iv) **Continuous Improvement Team Site Plan Waivers – Case Study No. 26 (Item 7.3)**

**(Whitehead/Farr)**

That Continuous Improvement Team Site Plan Waivers – Case Study No. 26, be received.

**CARRIED**

- (f) **STAFF PRESENTATION (Item 9)**

- (i) **Construction Management Plan (Item 9.1)**

Binu Korah, addressed the committee respecting the Construction Management Plan, with the aid of a PowerPoint presentation.

**(Whitehead/VanderBeek)**

That the presentation respecting the Construction Management Plan, be received.

**CARRIED**

The presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca), or through the Office of the City Clerk.

- (g) **ADJOURNMENT (Item 15)**

**(Danko/Farr)**

That there being no further business, the meeting of the Open For Business Sub-Committee be adjourned at 2:47 p.m.

**CARRIED**

Respectfully submitted,

Councillor M. Pearson, Chair  
Open for Business Sub-Committee

Loren Kolar  
Legislative Coordinator  
Office of the City Clerk



# Hamilton

Planning and Economic  
Development Department

## Memorandum

**Date:** October 21, 2019

**To:** Chair and Members  
Open for Business Sub-Committee

**From:** Carrie Brooks-Joiner  
Director, Tourism and Culture Division  
Planning and Economic Development Department

**Subject:** **Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study 27**

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The role of the Planning and Economic Development Department Continuous Improvement Team (CIT) is to review select case studies to identify opportunities for process improvements that advance the City's "Open for Business" agenda.

### BACKGROUND

The Tourism and Culture Division in the Planning and Economic Development Department has undertaken a review of the growth of film production and film businesses in the City; the nature of the film industry and their key concerns; and identified process improvements to respond to increased demand by improving the film permit process and grow the industry's direct spend in the community.

#### Filming in Ontario – Provincial Context

In 2017, Ontario's GDP for creative media industries (i.e. film) was \$7 B, which is larger than Energy, Auto Manufacturing, Mining, and Agriculture & Forestry.<sup>1</sup> Production volume (filming) in Ontario grew by 23% to \$1.6 B in direct spend from 2014 to 2017 and is expected to grow by 5.4% annually to \$2.1 B by 2022.<sup>2</sup> Hamilton has benefitted from these increases and continues to capture a significant portion of this growth locally, and is excelling compared with other Ontario cities.

#### Filming in Hamilton – Local Context

Hamilton has become a major destination for film productions in Ontario, ranking as the second busiest city based on the number of film permits. While the volume of permits processed annually has grown steadily over the past several years, Hamilton experienced a surge in volume in 2018 with 50% more permits issued versus 2017, translating into a direct spend of \$59.8 M.

1 Ontario Media Development Corporation (OMDC) Year in Review 2017-2018, Ontario Creates

2 Ontario's Screen-based Industry: An Economic Profile for 2018 produced by Nordicity for Film Ontario

## Subject: Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study 27

In addition, Hamilton's strong position as a top film location has resulted in the attraction and expansion of more film businesses and talent who are now located and live in the city. Hamilton's emergence as a film destination has created a strong business case to help achieve several of the City's business development goals, including the specific stretch goal from the Economic Development Action Plan of attracting a major film studio. The 2019 Creative Industries Sector Profile report (PED19056) found that Hamilton's film industry is the top sub-sector within the Creative Industries Sector for businesses, labour, and growth. Hamilton has 901 film businesses, 9,140 people who live here and work in film and has the third largest employment growth in film in Canada.

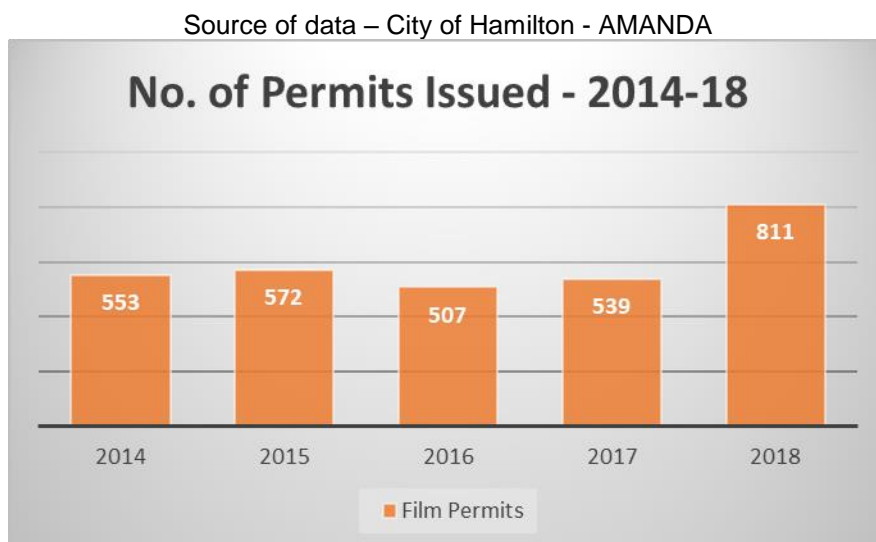
### OBSERVATIONS AND ISSUES

#### Film Permit Growth

The process for the film industry to secure a municipal film permit is like that of securing a building permit or planning application. Each of these processes requires the involvement and approval of various reviewers from across the organization (i.e. Roads, Parks, Parking etc), who have the subject matter expertise and designated authority to provide the necessary approvals.

As demonstrated in Figure 1, the number of film permits continues to increase in Hamilton and staff have proactively reviewed and implemented continuous improvements to respond to these increases. Efficient customer service is essential to meet the growing demand for film permits, and to maintain the quick permit approval response times that are now an industry standard.

Figure 1: **Volume of Film Production Application Registered and Number of Film Permits issued by Film Office of City of Hamilton (2014-2018)**





## **Subject: Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study 27**

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The significant increase in 2018 permit numbers is not an anomaly. Provincial data (via Ontario Creates<sup>1</sup>) also indicates that filming will continue to increase. As of September 2019, the number of film permits the City of Hamilton has approved is 510 and is up 17% compared with 2018 figures. In addition, direct spend is also up compared to 2018 and is expected to exceed last year's figures. This data indicates a strong correlation between the number of film permits issued and the direct spend that is realized. As the number of permits the City processes increases, so too does the direct spend resulting from filming.

### Nature of Film Industry and Key Issues/Concerns

The film industry operates at an extremely fast pace, a pace which has continued to escalate in the last three years. The increased demand for content production, driven by streaming series such as Netflix, Hulu, etc., has only increased the pressure to secure quick turn-around times for film permit approvals. This is particularly true for episodic television and streaming series where there is a very short window of time between productions receiving a script and then undertaking filming.

Hamilton is currently able to approve film permits, on average, between three to five business days after receipt of a film permit application. In looking at other city's approval times, the City of Toronto approves permits in an average of one to two businesses days, however currently has a higher ratio of staff to number of permits compared to Hamilton. Maintaining quick approval times is key for Hamilton to stay competitive as a filming destination.

### Film Sector's Role in Direct Spend

Direct spend is the money that film production companies report (to the City) that they have budgeted to spend in Hamilton while working on their productions here. Direct spend is the business investment that Film Office staff, using an open for business approach, endeavour to attract, retain, and grow. In 2018, the direct spend from filming in Hamilton was \$59.8 M and for the first two quarters of 2019 is at \$32 M.

There are two categories of monies that make up the direct spend reported:

1. *Revenues to the City of Hamilton:*  
Includes total of fees charged to production companies that results in revenues for the City of Hamilton. Fees include: film permit application fees; park and City-owned facility and property rentals; road closure fees; City-owned parking lots, meters and street parking; paid duty Police officers etc.
2. *Spending by Production Companies:*  
Includes money spent by the production companies in local businesses for goods and services (e.g. accommodation; food and beverage; private property rentals and

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<sup>1</sup> Ontario Creates is an agency of the Ministry of Tourism, Culture and Sport supporting the areas of book publishing, film and television, interactive digital media, magazine publishing and music industries and promotes, enhances and leverages investment, jobs, and original content creation.

## **Subject: Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study 27**

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longer-term leases; the hiring of local talent as crew; rental of props, equipment and services; donations to BIAs etc.).

### Impacts of Filming on Business Development

Hamilton's strong position as a top film location has resulted in the attraction and expansion of more film businesses and talent located in and living in the city. At present, at least 85% of the business enquiries from businesses wanting to open new businesses, or expand existing businesses, have come directly from businesses or talent who have previously filmed in Hamilton. In 2019, staff have been directly involved with assisting with the expansion of two existing film businesses and three new film businesses opening in Hamilton.

### **OUTCOME**

Examples of initiatives and improvements Film Office staff have recently implemented to support the City's open for business mandate include:

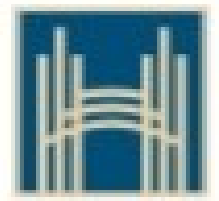
- Leveraged City assets to increase revenues. The Film Office worked with Real Estate and Facilities staff to identify corporate facilities (e.g. vacant schools, buildings) that can be used for short term rentals. For example, utilizing City owned lands to park film vehicles has resulted in \$100 K in new revenues to date in 2019.
- Improved and enhanced client focused web information via [www.hamilton.ca/film](http://www.hamilton.ca/film) to help film productions better plan their shoots, navigate City processes and apply for a permit.
- Realigned existing staff resources and roles to respond to increased film application demand. Staff successfully maintained film permit approval times even with increased volume in permits.
- Development of online application form and online payment options to create efficiencies is in progress. Anticipated implementation is 2020.
- Developed a draft Film Plan that establishes clear goals, KPIs and increases film permitting and business development alignment to better service the industry and grow the sector in Hamilton.

The Tourism and Culture Division will continue to manage our response to growth in a responsible manner that aligns with the open for business mandate through the tools of continuous improvement, data collection and KPIs, review and integration of better practices where possible, and engagement with the local film industry.

CB/dska

An aerial photograph of Hamilton, Ontario, Canada, taken at dusk. The city lights are visible against the darkening sky. The image is framed by several overlapping white circles of varying sizes, which resemble film reels. The text 'Film Hamilton' is overlaid on the left side of the image.

# Film Hamilton

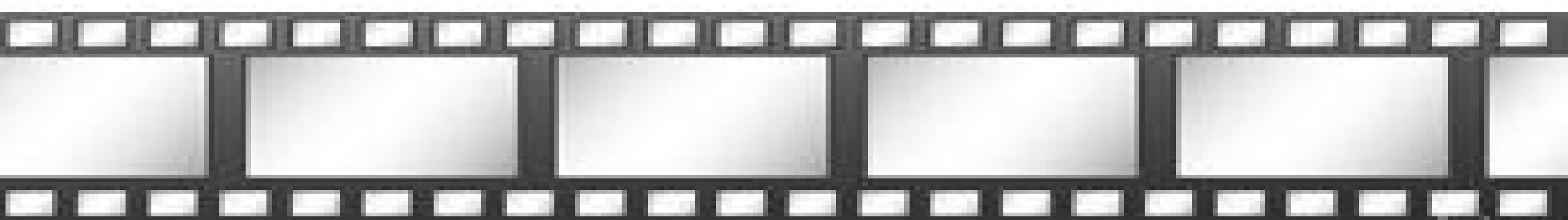


Hamilton

# **Responding to Increased Demand & Growth in Film Sector**

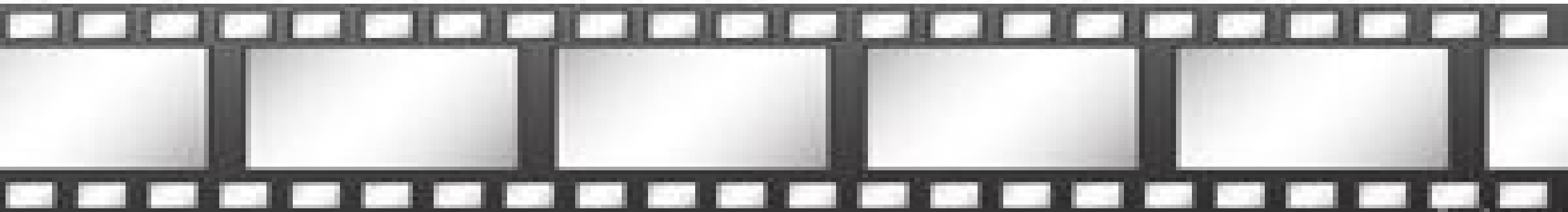
## **Increasing Economic Impacts & Implementing Continuous Improvement**

### **Case Study 27**



# Filming in Ontario: Provincial Stats

- **Ontario's GDP** for creative media industries/film was **\$7B** in 2017
- Filming in Ontario **increased by 23%** (2014-2017) and **\$1.6B in direct spend**
- **Expected to grow by 5.3% annually** and to **2.1B in direct spend by 2022**

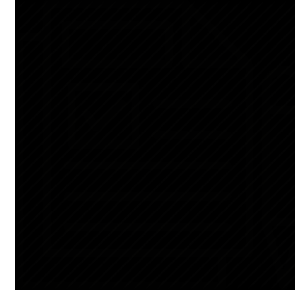


# Film Permits Stats



**50%** increase in permits (2017 – 2018) and **10%** increase for 2018 - 2019

**2<sup>nd</sup> busiest city** in Ontario for film permits

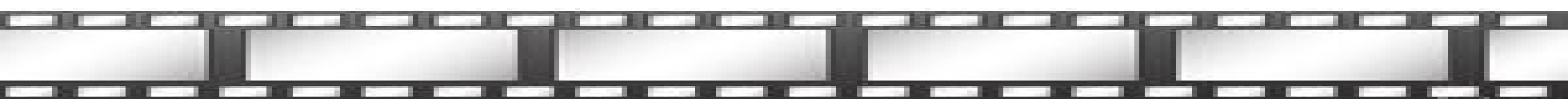
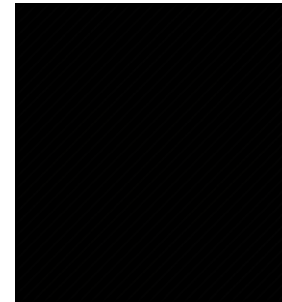


~ 70% of productions that film in Hamilton are Canadian-based

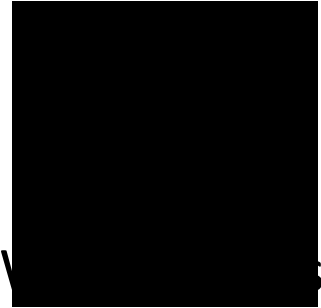


45% of productions are TV Series

**Productions spent \$60M** in Hamilton in 2018



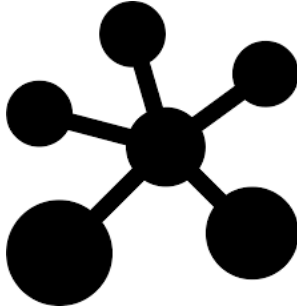
# Hamilton's Film Industry: businesses + workforce



9,140



901 businesses



Home to **3<sup>rd</sup>**  
**largest**  
**cluster of**  
**film**  
**businesses**  
in Canada

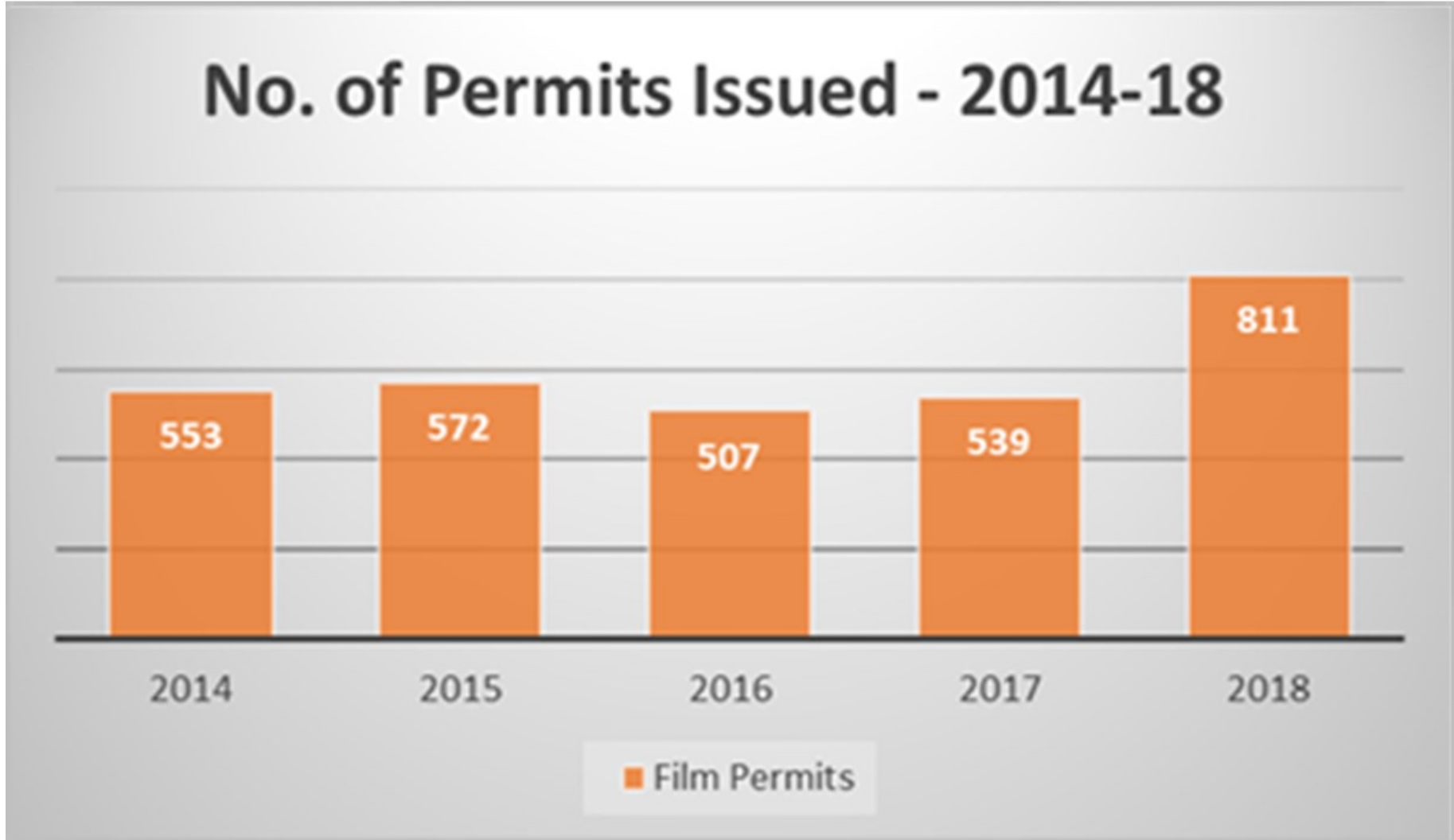


Top area of  
growth within  
Hamilton's  
Creative  
Industries Sector



**3<sup>rd</sup> largest** in  
employment  
growth in  
Canada

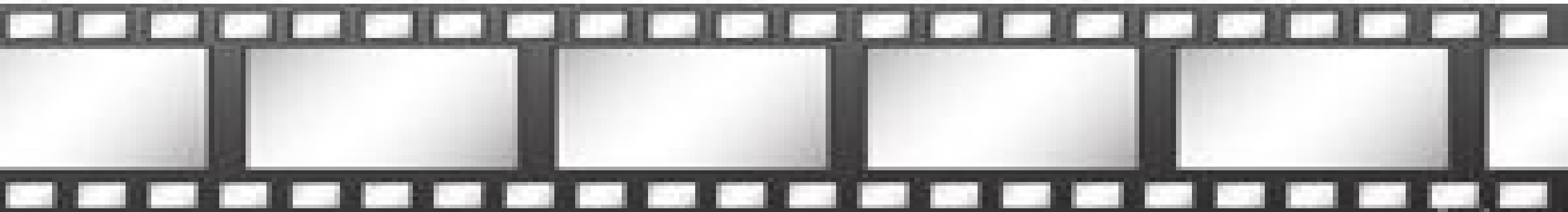
# Film Permit Growth 2014 - 2018





# Film Industry Key Issues/Concerns

- Very fast pace due to online/streaming formats (different than network tv)
- Highly creative, flexible and constantly changing environment
- Competitors (Toronto) process faster than Hamilton (i.e. average of 1-2 business days)
- Scouting enquiries and expectations for on-site visits/walk throughs



# Direct Spend

- 2018 direct spend was \$60M
- As of September 2019 = \$56M

## Revenues direct to City of Hamilton

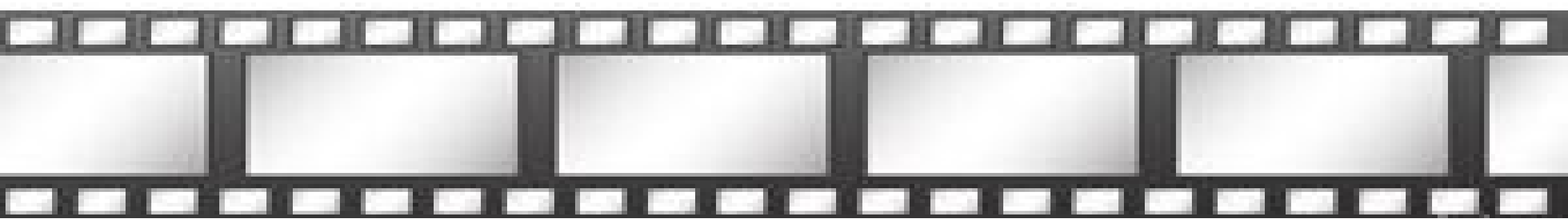
- Film permit fees, parks and City-owned facility and property rental fees, road closure fees, City-owned parking lots, meters and on-street parking and paid duty Police officers

## Spend to Private Sector

- Private property rentals and longer-terms leases, prop and equipment rentals, hotel stays, restaurant and retail spending, donations to BIAs etc.

# How Filming Impacts Business Development

- Film productions are similar to visitors (overnight stays)
- 85% of enquiries from businesses wanting to open a film business here have visited Hamilton to shoot a tv show/film here
- In 2019 staff have been directly involved in two business expansions and three new film businesses opening in Hamilton



# Continuous Improvements with an Open for Business Lens

- Realigned existing staff resources to respond to increased demand/volume via business case created through LEAN review
- Generated additional \$100K in new revenues via short term parking on unused city-owned land
- Improved & enhanced [www.hamilton.ca/film](http://www.hamilton.ca/film) content for both industry & residents
- In process of online form & payment options
- Draft Film Sector Development plan with clear goals, KPIs etc.

**Thank you**

**Questions?**





**Hamilton**

Planning and Economic  
Development Department

## Memorandum

**Date:** October 21, 2019

**To:** Chair and Members  
Open for Business Sub-Committee

**From:** Judy Lam  
Manager, Urban Renewal  
Economic Development Division, Planning and Economic Development  
Department

**Subject:** **Continuous Improvement Team Process Review – Financial Incentive Programs – Case Study No. 28**

### BACKGROUND

The role of the Planning and Economic Development Department Continuous Improvement Team (CIT) is to review select case studies after they have been through the approvals process to identify any lessons learned and opportunities for process improvements.

The Urban Renewal Section of the Planning and Economic Development Department administers several loan and grant programs.

Established under Community Improvement Plans (CIP) adopted by Council, the most recent being in 2016, the intent of the CIP financial incentives is to promote urban renewal and new development in targeted urban areas. To do this, the financial incentives encourage both residential and non-residential development.

The BIA Commercial Property Improvement Grant Program, the Commercial Property Improvement Grant Program and the Office Tenancy Assistance Program are geared solely for commercial redevelopment.

The Hamilton Tax Increment Grant Program, the Hamilton Heritage Property Grant Program, the Barton / Kenilworth Tax Increment Grant Program and the Barton / Kenilworth Commercial Corridor Building Improvement Grant Program are geared to both residential and commercial redevelopment.

The Hamilton Downtown Multi-Residential Property Investment Program and the Commercial Corridor Housing Loan and Grant Program are geared towards residential development although a number of developments that have received or have been approved for funding under these programs include ground floor commercial uses as

well as standalone commercial uses. These incentives focus on encouraging infill development and intensification primarily within the downtown.

What follows below is a synopsis of the program uptake as at the end of 2018. This information was previously presented to Council in PED19085. Also provided is financial information pertaining to grant applications approved by the General Manager of Planning and Economic Development in 2019 (January – September). This information is presented on a quarterly basis through the provision of an Information Update from the General Manager of Planning and Economic Development to Council.

Applicants to the Urban Renewal Financial Incentive programs are increasing which has triggered a review of the application process and integration of improvements and enhanced initiatives to improve the efficiency of processing applications for these programs.

**BACKGROUND**

Financial Incentive Programs Administered by Urban Renewal

Urban Renewal administers various financial incentives. The chart below identifies the number of applications staff processed from 2011-2018:

<b>Financial Incentive Program</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
BIA Commercial Property Improvement Grant Programs	34	38	53	62	55	59	46	34
Commercial Corridor Housing Loan and Grant Program (pre-application)	14	21	17	22	18	21	17	21
Commercial Corridor Housing Loan and Grant Program (final application)	2	3	2	6	3	5	5	7
Hamilton Heritage Property Improvement Grant Program	2	2	8	4	8	2	13	9
Hamilton Office Tenancy Assistance Program	1	1	1	2	5	1	5	3
Hamilton Downtown Barton and Kenilworth Multi-Residential Property Investment Program	2	4	2	1	3	0	2	1
Hamilton Tax Increment Grant Program	2	8	8	10	9	4	4	10
Hamilton Commercial Façade		17	31	54	4	16	28	52



Property Improvement Grant Program								
GORE Building Improvement Grant Program		5	8	15	0	0	0	0
Hamilton Community Heritage Fund Loan Program			2	1	1	1	1	2
ERASE Programs		21	19	25	12	23	27	30
<b>Financial Incentive Program</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Hamilton Heritage Conservation Grant Program				18	7	9	9	7
Barton/Kenilworth Commercial Corridor Building Improvement Grant Program						4	13	9
Barton/Kenilworth Tax Increment Grant Program						3	4	4
Barton/Kenilworth Planning and Building Fee Rebates						1	4	3
<b>TOTALS</b>	<b>57</b>	<b>120</b>	<b>151</b>	<b>220</b>	<b>125</b>	<b>149</b>	<b>180</b>	<b>192</b>

Hamilton Downtown, Barton and Kenilworth Multi-Residential Property Investment Program - 2018 Year End Status

Units Built/Under Construction	1,484
Number of Projects	21
Construction Value	\$244,493,949
Loans Advanced	\$42,795,525
Loans Paid Back	\$29,187,994
Written-off (One Loan)	\$1,101,207
Loans Outstanding	\$12,506,324
Interest Paid	\$4,015,677
Ratio of Interest Paid to Construction Value	1:61
Cost (Interest Plus Default)	\$5,116,884
Ratio of Cost to Construction Value	1:48

Under the Hamilton Downtown, Barton and Kenilworth Multi Residential Property Investment Program, 21 multi-residential projects were funded resulting in the building of 1484 units within the downtown Hamilton CIPA in 2018. Leveraging our cost of interest for this loan program, the ratio of interest paid to construction value is 1:61.

Hamilton Tax Increment Grant Program

2018 Year End Status of Reassessed Projects

Grants Due in 2018 (to 18 Projects)	\$1,243,546
Grants Issued 2004-2018 (to 38 projects)	\$8,651,245
Estimated Total Grants (for all 38 projects including all prior and future payments)	\$10,824,706
Construction Value	\$270,917,881
Ratio of Total Grants to Construction Value	1:25

The total increase in tax revenue (between the base year for each approved project and 2018 taxes for the projects totals approximately \$5.9M.

Applications approved by the General Manager Jan to Sept 2019

Name of Program		Number of Applications Approved	Value of Construction	Value of Grants	Grant as % of Construction Value
BIA Commercial Property Improvement Grant Program	Q1	10	\$ 326,329.31	\$ 99,936.00	
	Q2	4	\$ 152,965.84	\$ 50,000.00	
	Q3	<u>10</u>	<u>\$ 515,023.17</u>	<u>\$ 100,078.75</u>	
	Total	<u>24</u>	\$ 994,318.32	\$ 250,014.75	<b>25%</b>
Commercial Property Improvement Grant Program	Q1	1	\$ 11,520.25	\$ 5,760.13	
	Q2	9	\$ 188,678.66	\$ 84,727.63	
	Q3	<u>4</u>	<u>\$ 125,260.50</u>	<u>\$ 32,429.50</u>	
	Total	<u>14</u>	\$ 325,459.41	\$ 122,917.26	<b>38%</b>
Hamilton Heritage Property Grant Program	Q1	1	\$ 573,599.30	\$ 150,000.00	
	Q2	0	\$ -	\$ -	
	Q3	<u>1</u>	<u>\$ 73,450.00</u>	<u>\$ 28,362.50</u>	

	Total	<u>1</u>	\$ 647,049.30	\$ 178,362.50	28%
Hamilton Heritage Conservation Grant Program	Q1	0	\$ -	\$ -	
	Q2	1	\$ 12,137.00	\$ 5,000.00	
	Q3	<u>2</u>	\$ 35,771.56	\$ 10,000.00	
	Total	<u>3</u>	\$ 47,908.56	\$ 15,000.00	31%
Barton Kenilworth Commercial Corridor Building Improvement Grant Program	Q1	4	\$ 370,916.26	\$ 152,788.76	
	Q2	0	\$ -	\$ -	
	Q3	<u>3</u>	\$ 265,829.85	\$ 105,650.00	
	Total	<u>7</u>	\$ 636,746.11	\$ 258,438.76	41%
Total		<b>49</b>	<b>\$ 2,651,481.70</b>	<b>\$ 824,733.27</b>	<b>31%</b>

### Observations

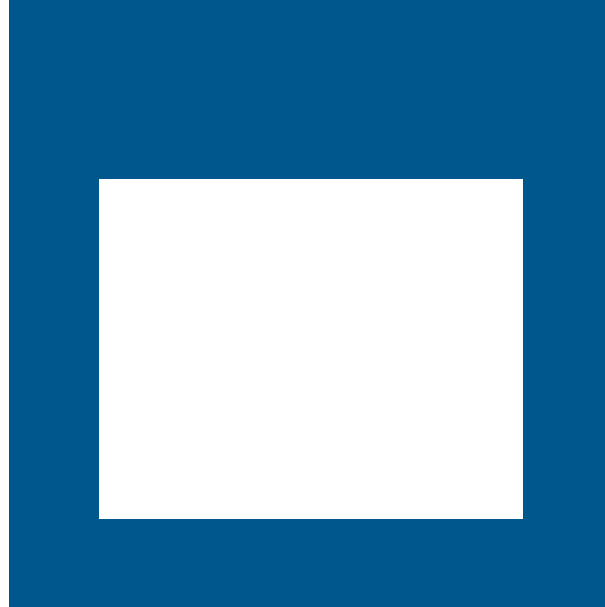
The increasing number of applications year over year is a trend that has been identified. Staff are working to address this and are currently undertaking a LEAN Six Sigma Project to review the process and pinpoint areas for improvement within the various application programs. This project will drive efficiency and improvements to the application review and approval process.

The focus of the project is improved client experience through communication and outline of expectations. Staff are also developing KPIs to drive continuous improvement. The project is currently underway and expected to have process improvements in place by the end of 2019.

Staff are committed to managing the client experience and increasing the utilization of the Financial Incentive programs to better serve business owners and drive community development and continued revitalization. There will be a focus on understanding best practices in other communities and addressing changing trends to better service applicants.

Urban Renewal Staff will report on the outcomes of this project and steps for improvement at an upcoming Open for Business Sub-Committee meeting in 2020.





# OPEN FOR BUSINESS

**GROWTH MANAGEMENT - ELECTRONIC ENGINEERING REVIEW PROCESS**

**Tony Sergi, Binu Korah & Steven Kizlan**

# NEW TECHNOLOGY FOR ENGINEERING REVIEW PROCESS

- **Electronic Engineering review Tools**
- **Amanda Process**

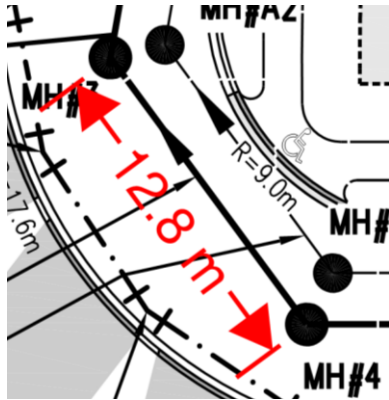
# NEW TECHNOLOGY FOR ENGINEERING REVIEW PROCESS

## Bluebeam Primary Functions

- **Measurement and Scaling Tools**
- **Document Markups**
- **Document Overlay and Comparison**
- **Markup List/Summary**

# Measurement and Scaling Tools

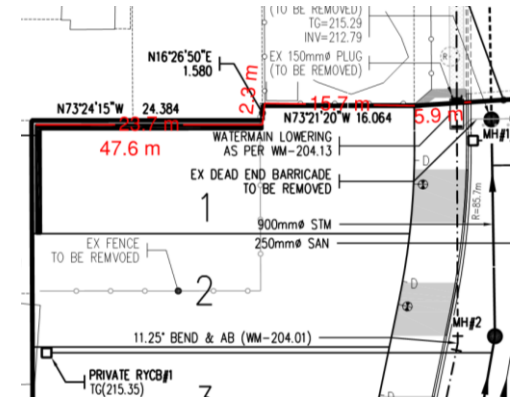
Bluebeam has many different measuring tools:



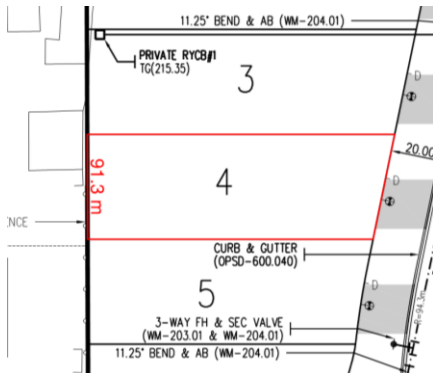
**Length**



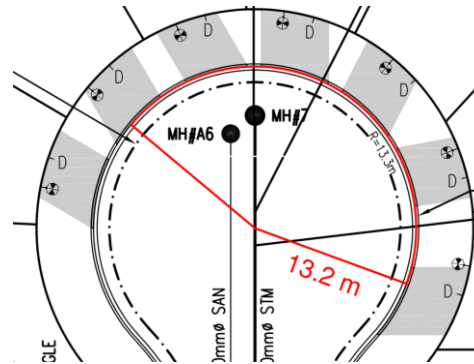
**Area**



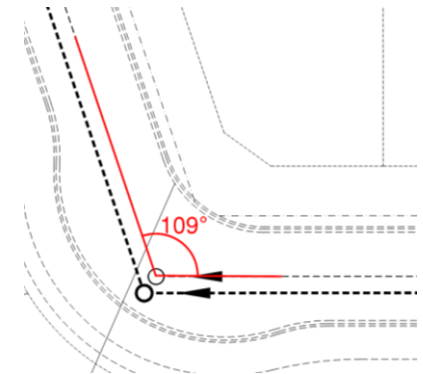
**Polylength**



**Perimeter**



**Radius (and Diameter)**

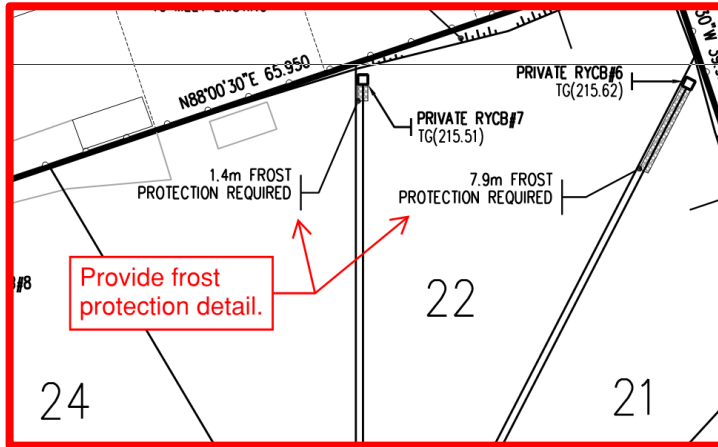


**Angle**

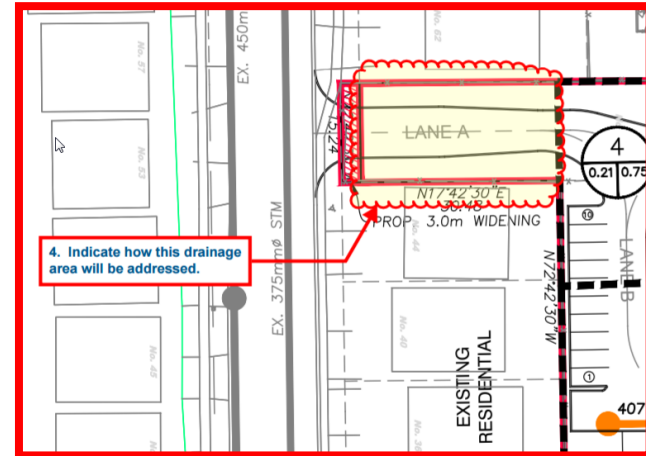


# Document Markups

Bluebeam has many different markup tools, including:



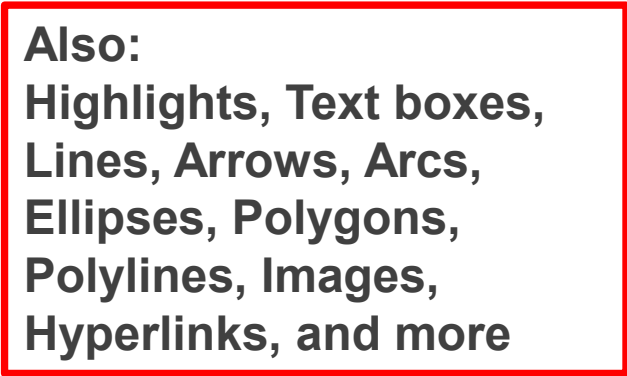
Callouts



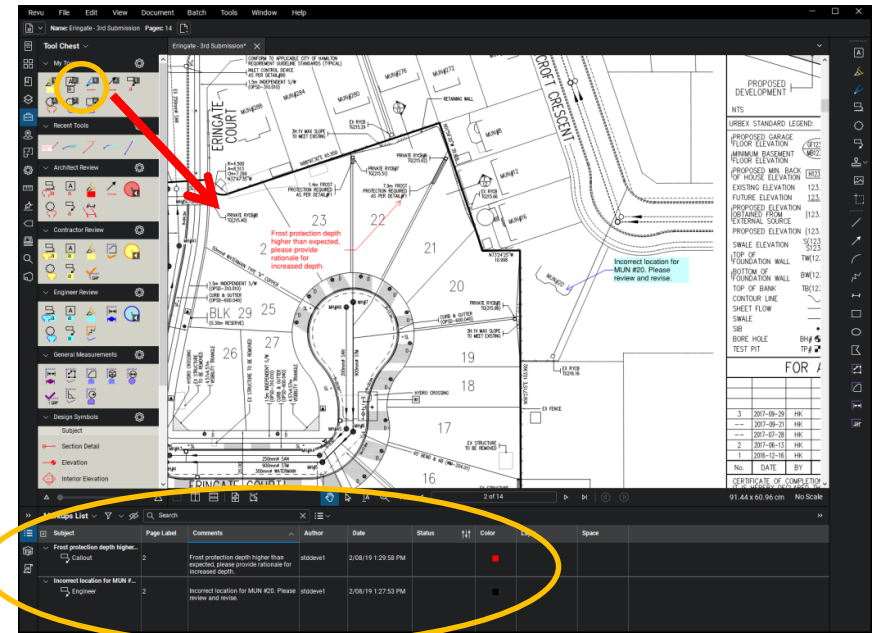
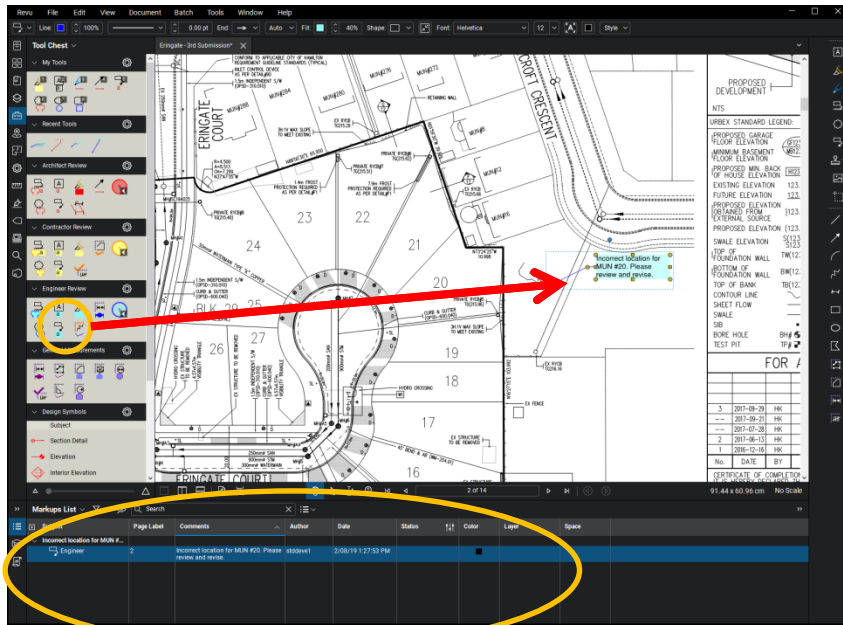
Clouds and Cloud+



Stamps

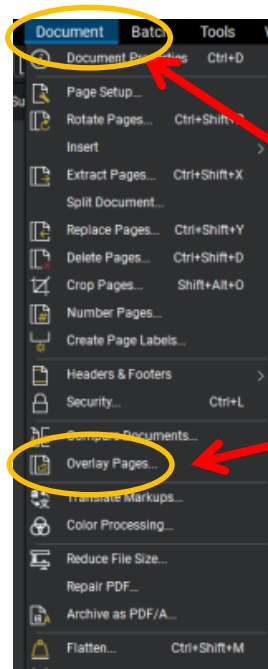


# Document Markup



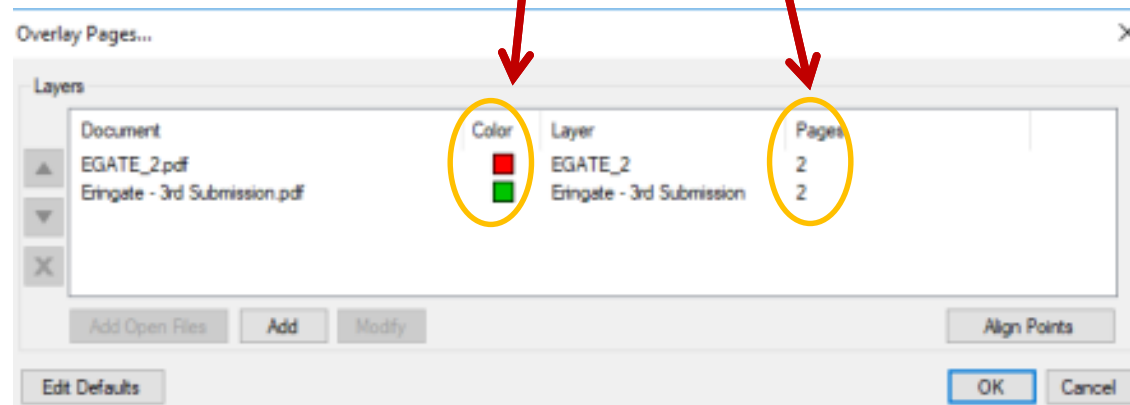
Different markups will have different appearances and be categorized differently the **Markups List**

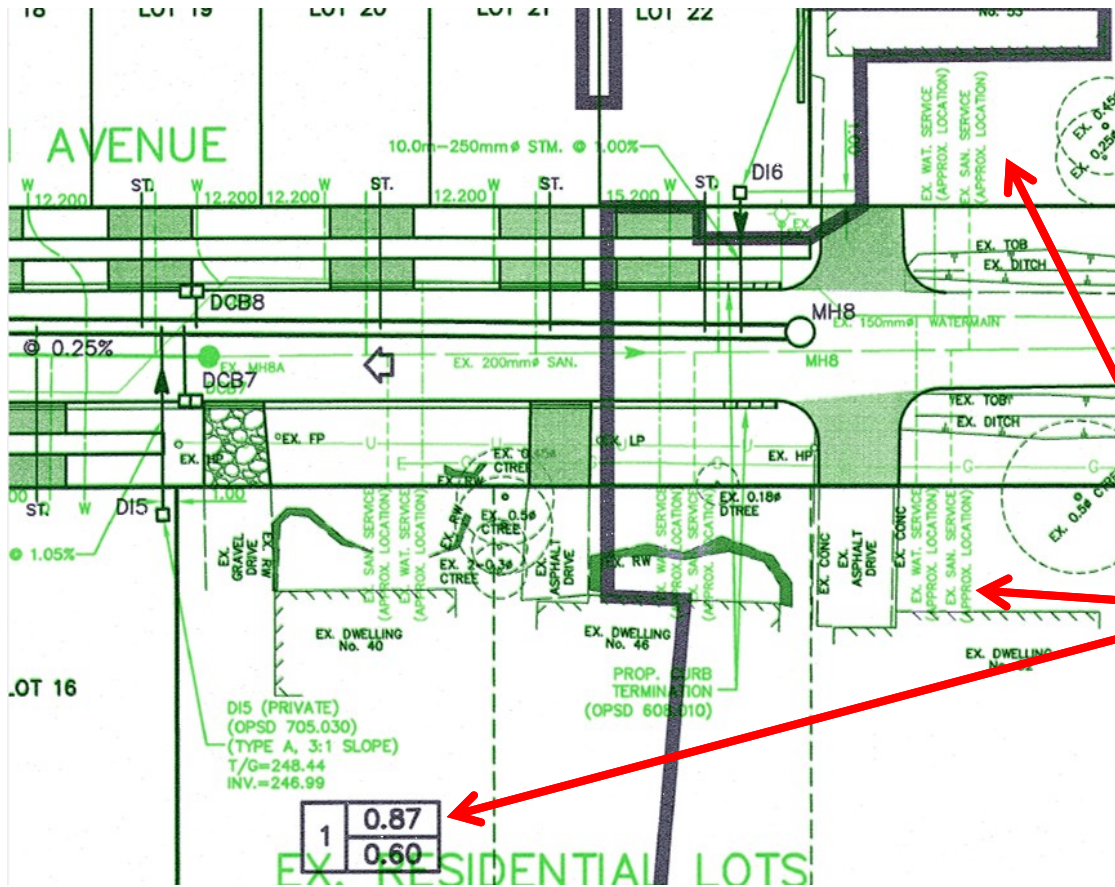
# Document Overlay



To overlay use the **Document** menu pulldown and select **Overlay Pages**

By default, Bluebeam will overlay the open document and pages. Select a colour and a page number for each layer of the overlay.

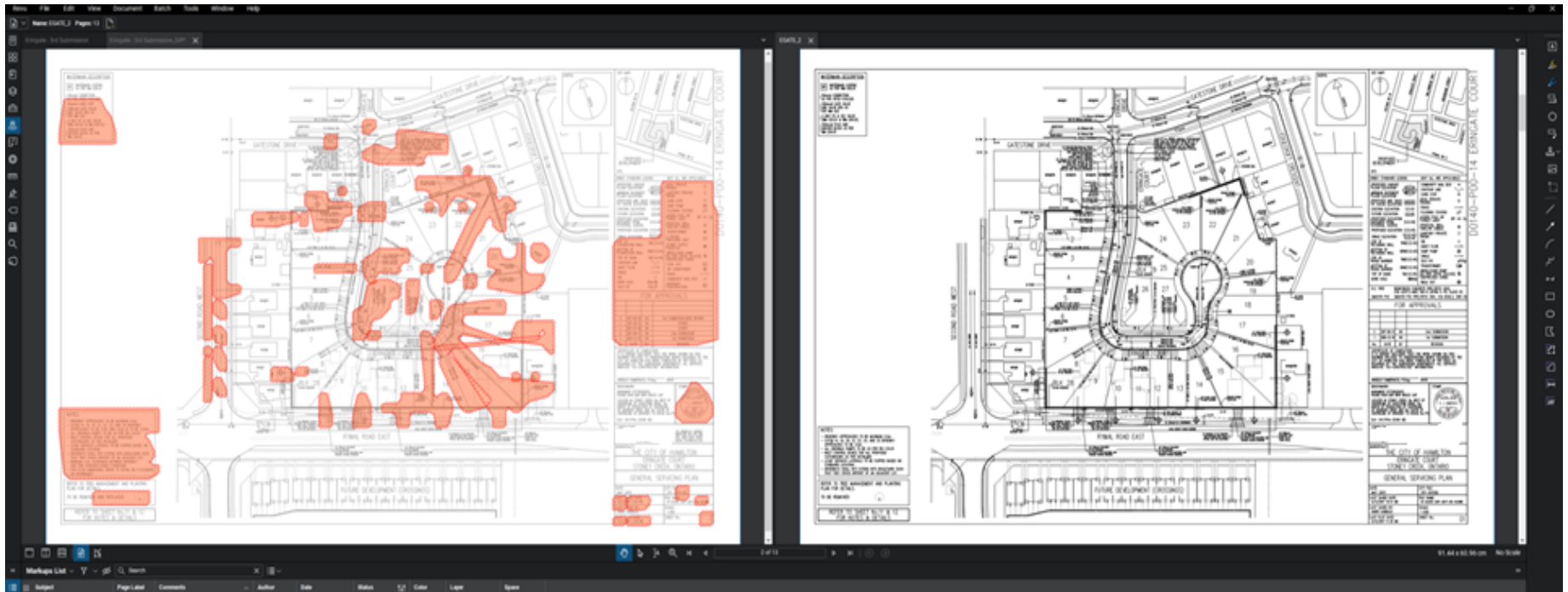




Bluebeam then overlays the drawings on top of each other, making it easy to spot the differences.

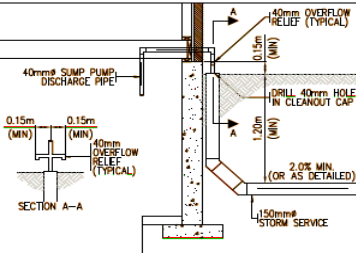
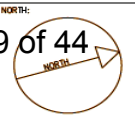


# Document Comparison



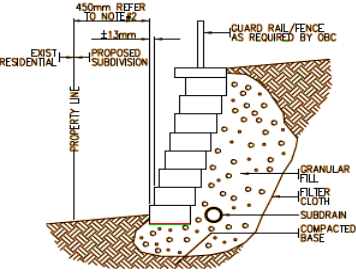
- Bluebeam displays a newly created and separate document with the differences highlighted in orange clouds
- In a split screen view with synchronization turned on Bluebeam will zoom, pan, and move both drawings simultaneously for ease of comparison





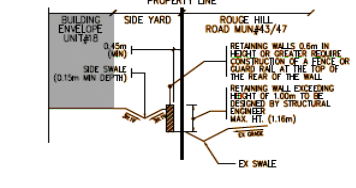
NOTE: BUILDING CONTRACTOR RESPONSIBLE FOR SUMP PUMP DISCHARGE PIPE AND CONNECTION TO STORM SERVICE CONNECTION. NTS

SUMP PUMP DETAIL: DETAIL#45

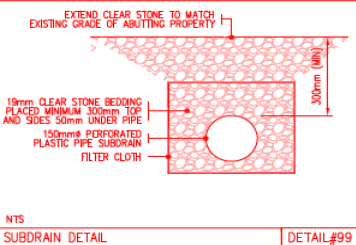


NOTES:  
 1. THE PROPOSED RETAINING WALL SHALL BE A PRECAST CONCRETE GRAVITY WALL (DECOR VERSA-LOK OR EQUAL) NO PART OF THE WALL SHALL ENCRUMB ON THE NEIGHBOURING PROPERTY.  
 2. FOR ANY RETAINING WALL 0.6m IN HEIGHT OR GREATER, A FENCE OR GUARD RAIL WILL BE REQUIRED AT THE TOP OF THE REAR OF THE WALL.  
 3. BLOCK PROPERTIES:  
 I. HEIGHT: 62 IN.  
 II. UNIT SIZE (IMPERIAL): 6"HEIGHT x 16"WIDTH x 12"DEPTH  
 UNIT SIZE (METRIC): 150mmHEIGHT x 400mmWIDTH x 300mmDEPTH  
 NTS

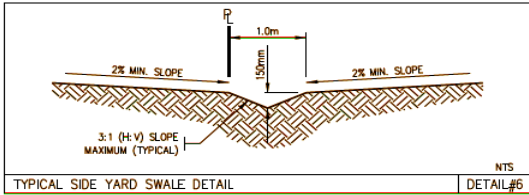
DECOR VERSA-LOK RETAINING WALL: DETAIL#11



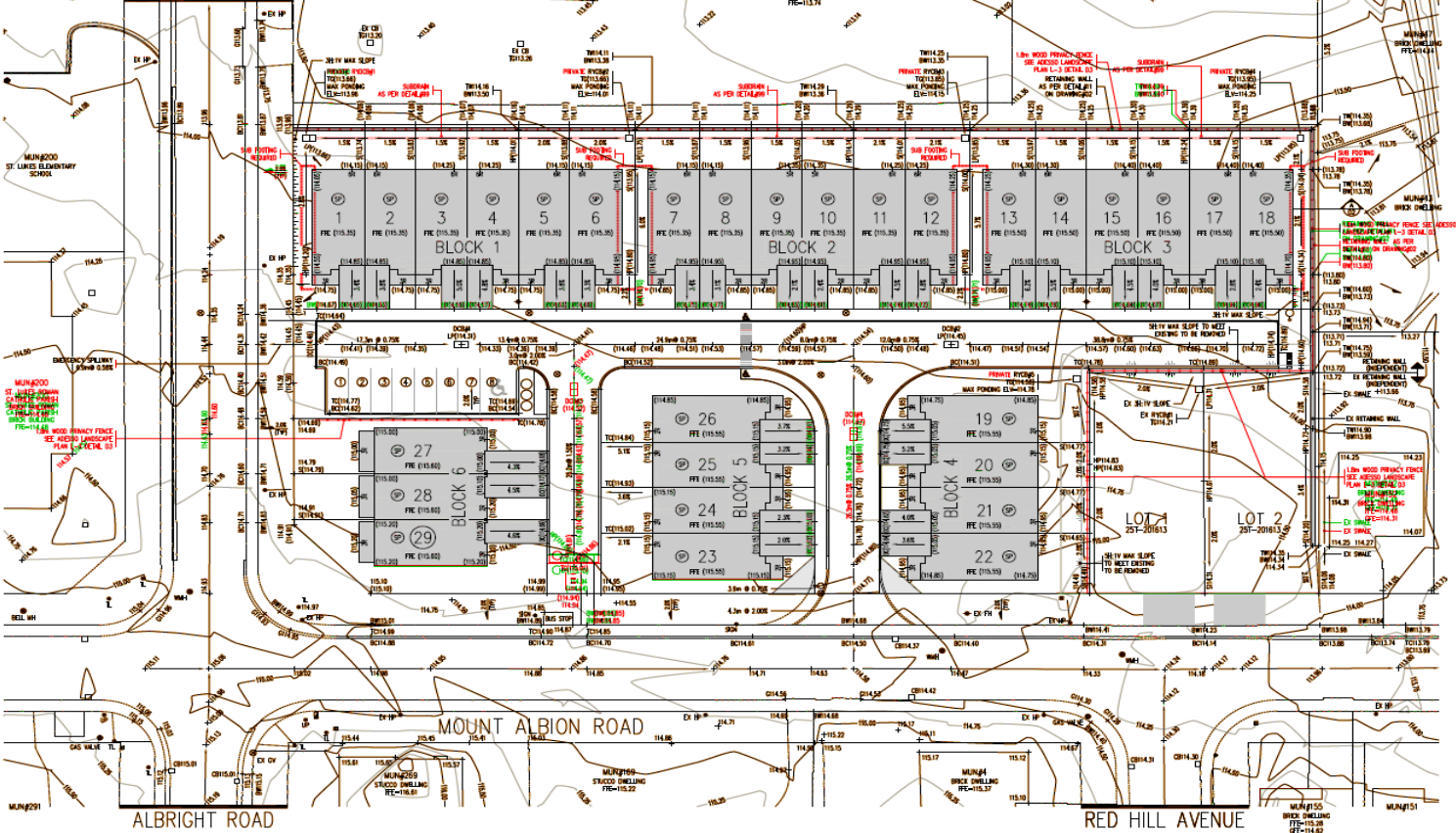
TYPICAL SIDE YARD CROSS SECTION LOTS#2 (NORTHERN LIMIT) NTS



SUBDRAIN DETAIL: DETAIL#99



TYPICAL SIDE YARD SWALE DETAIL: DETAIL#6



Red --> 2no submission  
 Green --> 1s: subm sss cn

REFER TO DRAWING No.7 FOR NOTES

CONTRACTOR IS TO ENSURE NO PONDING OCCURS AND POSITIVE DRAINAGE TO A SUITABLE OUTLET IS CONSTRUCTED

# Mark Up Summary

When complete, a summary of the markups can be exported by clicking the summary menu and selecting a file type.

The screenshot displays a CAD interface with a 'Proposed Sanitary Drainage Plan' for '56 Highland Road West'. The plan includes property boundaries, existing and proposed sanitary sewers, and various annotations. A red box highlights a callout box with the following text:

1. The hatched area (approx. 0.18ha) was not included in the approved 198 First Road West Phase 1 subdivision design plan. Based on existing drainage area of 0.78ha (0.18ha) that included 1.215ha for the lands at 15 Picardy Drive, this would only have approx. 0.02ha from the original area. It also appears that there is an additional 0.28ha area from area EA that is being included for this property. Based on 0.04ha per hectare and 0.2ha, the maximum number of units permitted is processed ahead of required downstream upgrades would be 24 on the subject lands.

Another red box highlights a callout box with the following text:

3. The proposed use of a population density of 110/dpa is not supported. The City's guidelines indicate that the 110 dpa is based on Duplex however the use of the drainage areas 1-6 is 0.08ha which would result in a density of approx. 40/dpa per hectare. An increased population density shall be proposed that takes into account the higher unit density.

The 'Markups List' table at the bottom of the screen is as follows:

Subject	Page Label	Comments	Autho	CSV Summary	Measurement	Status	Color	Layer	Space
[A] Text Box	Figure 4 - ...	3. Prior to registration of the plan of subdivision, the 15 Picardy storm and sanitary sewers must be installed up to the property limit shared with 56 Highland Road West.	cmcfarla	XML Summary PDF Summary Print Summary	1 Count				
2/22/19 (4)	Figure 5 - ...	4. Prior to registration of the plan of subdivision, the Owner's Engineer shall demonstrate and confirm that there is adequate sanitary sewer capacity available in the interim and ultimate conditions to the satisfaction of Growth Management.	cmcfarla	2/26/19 3:28:51...	4 Count 1 Count				
[A] Text Box	Figure 8 - ... Figure 4 - ... Figure 4 - ...	11. Label curb radii	cmcfarla cmcfarla cmcfarla	2/22/19 1:15:20... 2/22/19 2:11:57... 2/26/19 3:59:53...	1 Count 1 Count 1 Count				
Callout Cloud Callout	Figure 4 - ... Figure 4 - ...	1. Figure 4 mislabeled. Correct.	cmcfarla cmcfarla	2/25/19 12:27:4... 2/26/19 3:13:16...	11 Count 1 Count 1 Count				
2/25/19 (11)	Figure 4 - ... Figure 4 - ...	4. Indicate how this drainage	cmcfarla cmcfarla	2/25/19 12:27:4... 2/26/19 3:13:16...	11 Count 1 Count 1 Count				



# Mark Up Summary



## Memorandum

Date: April 18, 2019

To: Tim Vrooman, Sr. Planner  
Development Planning Section, Planning Division

From: Chuck McFarland, P.Eng., Project Manager  
Development Approvals, Growth Management

Phone: 905-546-2424 Ext. 1330

File: 25T-201902

Subject: Comments for Application for Draft Plan of Subdivision for Lands located at 70 Bobolink Road, Hamilton (Ward 7)

The subject application proposes to create 54 semi-detached dwellings on the site of the former Cardinal Heights elementary school. Growth Management has reviewed the Preliminary Functional Servicing Report (December 2018) and preliminary Engineering Drawings received February 4, 2019 for the proposed 70 Bobolink Road subdivision. We respectfully submit the following comments:

### Recommendation

Development Approvals does not currently support the application for draft plan of subdivision based on preliminary functional servicing report, preliminary design plans, and comments provided below. We have concerns that the draft plan may ultimately require changes to address some of the issues and concerns noted herein. A revised Functional Servicing Report is requested that addresses the City's comments and concerns ahead of reconsideration of this position.

### General Comments

The main issues and concerns we have are related to the location of the intersection of Street A at Bobolink, the preliminary designs not matching to the submitted preliminary draft plan, and numerous errors as well as many instances of the preliminary designs not conforming to City guidelines. For example the submitted preliminary servicing design fails to provide minimum frost cover 1.2m over the portions of the proposed storm sewer. The preliminary grading design does not successfully demonstrate how the proposed overland flow routes would satisfactorily function for both the road and rear yards. Further comments are provided on the marked-up plans attached (Preliminary Grading and Erosion Control, Preliminary Site Servicing Plan, Storm Drainage Area Plan, Dec 2018). The comments contained in the table below correspond to the preliminary plan mark-ups prepared by Development Approvals (attached) and will need to be read in conjunction with the corresponding mark-up comment for full context. As part of a complete next submission the Developer's Consultant shall be required to provide responses to each point.

In accordance with City's Comprehensive Development Guidelines and Financial Policies Manual (2017) there will be NO cost sharing for this subdivision.

Mark-up Comment Summary Table	
Page Label/Sheet Name	Comments
PRELIMINARY GRADING AND EROSION CONTROL PLAN	01. The proposed rear yard grading for Lots 36 to 40 is not acceptable. Grading and drainage shall be self-contained within the subdivision and not draining to the neighbouring school property. Review and revise.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	02. The RLCB(5) and lead shall be entirely contained within one lot and not straddle the proposed property line between the two Lots.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	03. The proposed use of semi-mountable OPSD curb 600.110 is not acceptable. The curb and gutter shall be as per the current Guidelines either OPSD 600.040 or 600.073. Correct and revise.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	04. Incorrect OPSD specified. Based on OPSD sizing table MH3 should be a OPSD 701.014 due to the 1500mm downstream side pipe. We suggest drafting larger structures to external diameters to help avoid potential conflicts.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	05. The inside pavement radius shall be revised to 13m and the external radius to 15m.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	06. Double catchbasins are required at all proposed low points in the road. Review and Revise.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	07. Double catchbasins are required at all proposed low points in the road. Review and Revise.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	08. The grading in between Lots 46 & 47 is not acceptable. The rear yard catchbasin shall be located within the rear yard area and not the side yard. As proposed there are flow direction arrows in close proximity that are indicating drainage being directed in opposite directions. Review, revise and clarify.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	09. The proposed T/G elevations of MH's 3 & 4A are not consistent with the proposed road profile. Review and revise.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	10. A portion of the drainage from the Bruleville Park generally flows west across the shared property line with 70 Bobolink Rd. Clearly demonstrate how the existing drainage will be accommodated. Drainage shall not be directed over the top of proposed retaining wall. Also private catchbasins should not include catchment areas for parkland drainage. Furthermore, clearly identify the Park catchment area on the Storm Drainage Area Plan. Review and Revise.
PRELIMINARY GRADING AND EROSION CONTROL PLAN	11. Double catchbasins are required at all proposed low points in the road. Review and Revise.

Using Excel or other software, the comments in the Mark up summary can be quickly formatted and shared

# Additional Features

- **PDF Insertion, Extraction, Stapling**
- **Quantity Takeoffs and Calculations**
- **Quickly read and rename sheets with Create Page Labels**
- **Automatically Add Comment Numbers to Mark ups with Sequencing**
- **Layer Management for Comments and Annotations**
- **File reduction / compression of PDF files**
- **Flatten PDF**

## What City need from the Consultant

- **Engineering submission – Vector PDF**
- **Design Calculation sheets - XL Spread Sheet**
- **Digital copy's of all Documents**

# THANK YOU



# Questions?

