



City of Hamilton

OPEN FOR BUSINESS SUB-COMMITTEE REVISED

Meeting #: 23-001
Date: July 28, 2023
Time: 11:00 a.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Matt Gauthier, Legislative Coordinator (905) 546-2424 ext. 6437

1. **APPOINTMENT OF CHAIR AND VICE-CHAIR**
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 October 21, 2019
5. **COMMUNICATIONS**
6. **DELEGATION REQUESTS**
7. **DELEGATIONS**
8. **STAFF PRESENTATIONS**
 - 8.1 Open For Business Update (PED23118) (City Wide)
9. **CONSENT ITEMS**
 - *9.1 Open for Business Sub-Committee - Terms of Reference
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 19-003

Monday, October 21, 2019

9:30 a.m.

**Council Chambers, 2nd Floor
Hamilton City Hall**

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

**Absent with
Regrets:** Councillors J. Farr and T. Whitehead – Personal

**Also in
attendance:** Rachel Braithwaite, BIA Advisory Committee
Ed Fothergill, Hamilton Chamber of Commerce
Patti Hall, Stoney Creek Chamber of Commerce
Kirsten Jensen, Hamilton-Halton Home Builders' Association
Matteo Patricelli, Flamborough Chamber of Commerce
Kyle Slote, Hamilton Burlington Society of Architects

THE FOLLOWING ITEMS WERE REFERRED FOR THE CONSIDERATION OF THE GENERAL ISSUES COMMITTEE:

- 1. Continuous Improvements Process Review - Financial Incentive
Program Metrics - Case Study No. 28 (Item 7.2)**

(Partridge/VanderBeek)

That the Continuous Improvements Process Review - Financial Incentive
Program Metrics - Case Study No. 28, be received.

CARRIED

2. **Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study No. 27 (Added Item 9.2)**

(Ferguson/Partridge)

That Case Study No. 27, Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements, be amended to add the sub-sections (b) and (c) to read as follows:

- (a) That Case Study No. 27, Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements, be received;
- (b) *That staff be directed to report back to Open For Business Sub-Committee respecting the gross and net financial benefit to the City of Hamilton and the Film Office; and*
- (c) *That staff be directed to provide an annual report respecting the gross and net financial benefit for the City of Hamilton to the Film Office to the General Issues Committee, for their information.*

Result: Main Motion AS AMENDED CARRIED by a vote of 4 to 1, as follows:

NOT PRESENT - Ward 2 Councillor Jason Farr
YES - Ward 8 Councillor John-Paul Danko
YES - Chair - Ward 10 Councillor Maria Pearson
NO - Mayor Fred Eisenberger
YES - Ward 15 Councillor Judi Partridge
NOT PRESENT - Ward 14 Councillor Terry Whitehead
NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
YES - Ward 12 Councillor Lloyd Ferguson

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

The Clerk advised the committee of the following changes to the agenda:

9. STAFF PRESENTATION (Item 9)

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

Note that Item 7.1 Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study No. 27 is a staff presentation and should be located under Staff Presentations as Item 9.2.

(Ferguson/VanderBeek)

That the agenda for the October 21, 2019 meeting be approved, as amended.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

NOT PRESENT - Ward 2 Councillor Jason Farr
YES - Ward 8 Councillor John-Paul Danko
YES - Chair - Ward 10 Councillor Maria Pearson
NOT PRESENT - Mayor Fred Eisenberger
YES - Ward 15 Councillor Judi Partridge
NOT PRESENT - Ward 14 Councillor Terry Whitehead
YES - Ward 13 Councillor Arlene VanderBeek
YES - Ward 12 Councillor Lloyd Ferguson

(b) DECLARATIONS OF INTEREST (Item 3)

None.

(c) APPROVAL OF MINUTES (Item 4)

(i) June 10, 2019 (Item 4.1)

(Partridge/Danko)

That the Minutes of the June 10, 2019 meeting be received, as presented.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

NOT PRESENT - Ward 2 Councillor Jason Farr
YES - Ward 8 Councillor John-Paul Danko
YES - Chair - Ward 10 Councillor Maria Pearson
NOT PRESENT - Mayor Fred Eisenberger
YES - Ward 15 Councillor Judi Partridge
NOT PRESENT - Ward 14 Councillor Terry Whitehead
YES - Ward 13 Councillor Arlene VanderBeek
YES - Ward 12 Councillor Lloyd Ferguson

(d) STAFF PRESENTATION (Item 9)

(i) Growth Management - Electronic Engineering review process (Item 9.1)

Binu Korah, addressed the committee respecting the Growth Management - Electronic Engineering review process, with the aid of a PowerPoint presentation.

(Eisenberger/Danko)

That the presentation respecting the Growth Management - Electronic Engineering review process, be received.

CARRIED

The presentation is available on the City's website at www.hamilton.ca, or through the Office of the City Clerk.

(ii) Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study No. 27 (Added Item 9.2)

Debbie Spence and Kim Adrovez, addressed the committee respecting the Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study No. 27, with the aid of a PowerPoint presentation.

(Ferguson/Partridge)

That Case Study No. 27, Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements, be amended to add the sub-sections (b) and (c) to read as follows:

- (a) That Case Study No. 27, Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements, be received;
- (b) ***That staff be directed to report back to Open For Business Sub-Committee respecting the gross and net financial benefit to the City of Hamilton and the Film Office; and***
- (c) ***That staff be directed to provide an annual report respecting the gross and net financial benefit for the City of Hamilton to the Film Office to the General Issues Committee, for their information.***

Result: Amendment CARRIED by a vote of 4 to 1, as follows:

NOT PRESENT - Ward 2 Councillor Jason Farr
YES - Ward 8 Councillor John-Paul Danko
YES - Chair - Ward 10 Councillor Maria Pearson
NO - Mayor Fred Eisenberger
YES - Ward 15 Councillor Judi Partridge
NOT PRESENT - Ward 14 Councillor Terry Whitehead
NOT PRESENT - Ward 13 Councillor Arlene VanderBeek
YES - Ward 12 Councillor Lloyd Ferguson

(Ferguson/Partridge)

That the presentation respecting the Responding to Increased Demand & Growth in Film Sector to Increase Economic Impacts & Implement Continuous Improvements - Case Study No. 27, be received.

CARRIED

The presentation is available on the City's website at www.hamilton.ca, or through the Office of the City Clerk.

(e) AADJOURNMENT (Item 15)

(Ferguson/VanderBeek)

That there being no further business, the meeting of the Open For Business Sub-Committee be adjourned at 11:12 a.m.

CARRIED

Respectfully submitted,


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

Loren Kolar
Legislative Coordinator
Office of the City Clerk



Hamilton

INFORMATION REPORT

TO:	Chair and Members Open for Business Sub-Committee
COMMITTEE DATE:	July 28, 2023
SUBJECT/REPORT NO:	Open for Business Update (PED23118) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Jenn Hohol (905) 546-2424 Ext. 7857
SUBMITTED BY:	Jason Thorne General Manager Planning and Economic Development Department
SIGNATURE:	

COUNCIL DIRECTION

Not Applicable.

INFORMATION

Streamlining the City of Hamilton’s approvals processes and creating an efficient and customer-focussed environment that is “open for business”, while still protecting the public interest, has been a key focus for the Planning and Economic Development Department for some time.

An Open for Business Sub-Committee was first formed in 2011 to support an Open for Business Review, led by the Planning and Economic Development Department, which involved a comprehensive stakeholder review, development of indicators for customer satisfaction and identification of opportunities for improvement for creating a better business environment.

At the staff level, the Planning and Economic Development Department established a Continuous Improvement Team to identify opportunities for improvement that advance the City’s Open for Business agenda. Staff collaborate, often across divisions and departments, to implement improvements and report results to the Open for Business

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

SUBJECT: Open for Business Update (PED23118) (City Wide) - Page 2 of 2

Sub-Committee through case studies. Between 2015 to 2019, the Open for Business Sub-Committee received 28 case studies showcasing continuous improvement activities across the Planning and Economic Development Department which included process reviews, policy development, delivering education, technology solutions and audits. The last meeting of the Open for Business Sub-Committee was held in October 2019 as meetings were put on hold due to COVID-19.

Moving forward, staff in the Planning and Economic Development Department will continue to bring to the Open for Business Sub-Committee regular reporting on key performance indicators, case studies of process improvements, and other information regarding opportunities for improvement within the Open for Business mandate.

In 2023, staff's priorities under the Open for Business initiative include the following:

- continuation and expansion of digital service delivery;
- customer service enhancements;
- Bill 109 and Bill 23 implementation;
- process reviews; and,
- continuation of Zoning reform.

In addition to these priorities, the Planning and Economic Development Department's Continuous Improvement Team will continue to identify opportunities for improvement and share outcomes of improvement activities with the Open for Business Sub-Committee through the presentation of case studies.

APPENDICES AND SCHEDULES ATTACHED

None.



Hamilton

Open for Business Update

Open for Business Sub-Committee
July 28, 2023

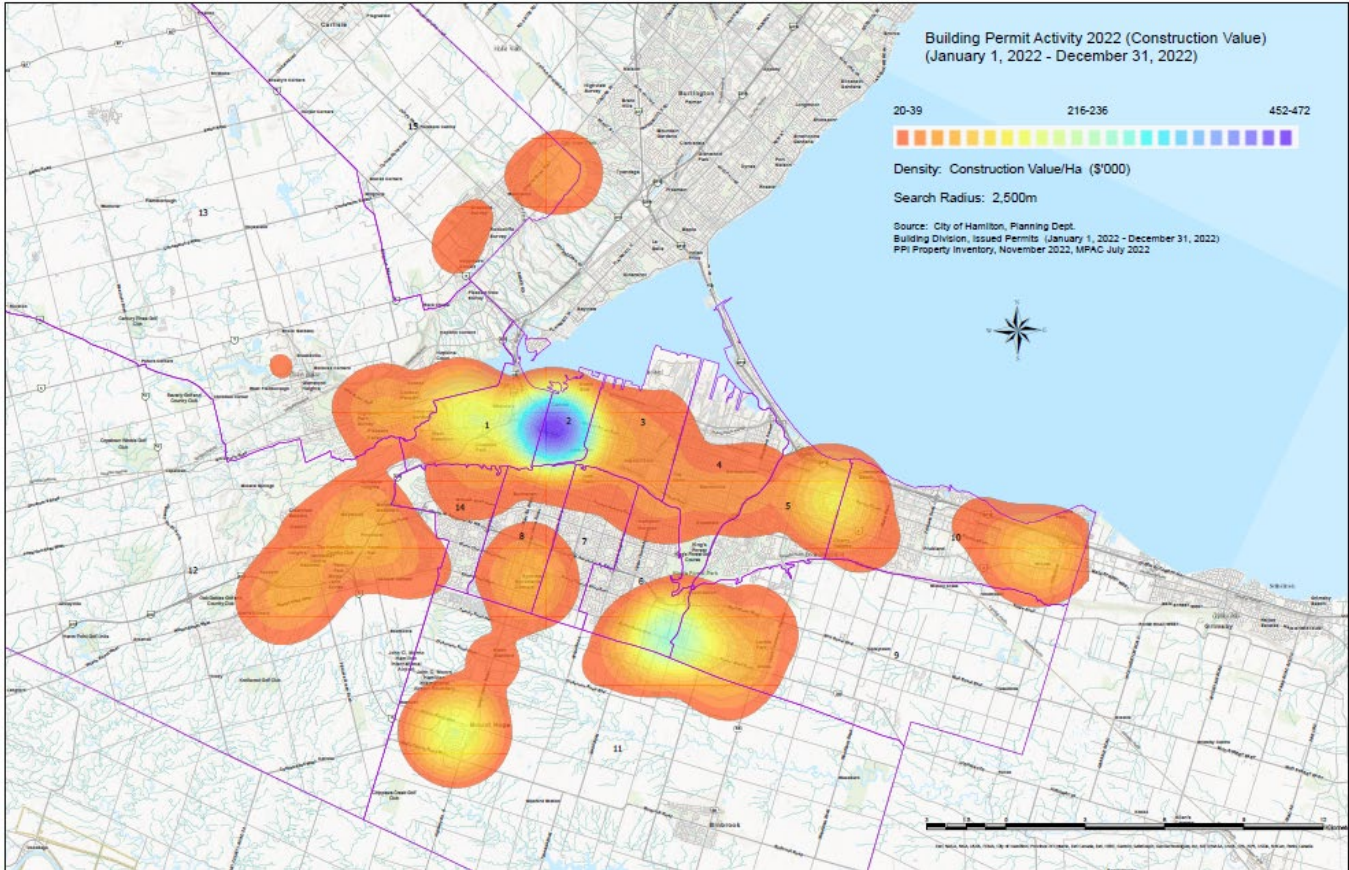
Agenda

- 2022 Highlights
- 2022 Key Performance Indicators
- Open for Business Initiative
- 2023 Open for Business Priorities

2022 HIGHLIGHTS

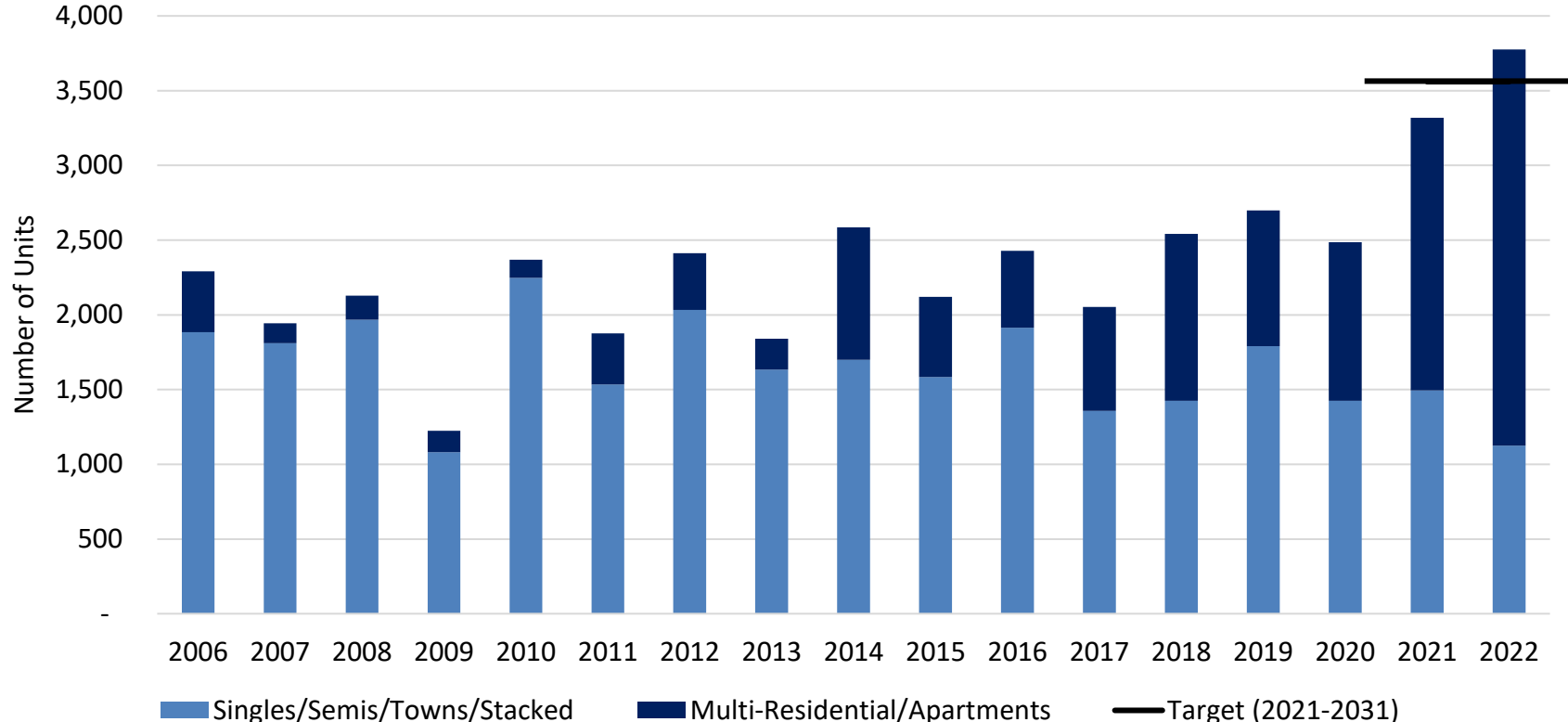
2022 Highlights

Year	Construction Value
2011	\$731,019,287
2012	\$1,499,627,394
2013	\$1,025,785,000
2014	\$1,143,192,846
2015	\$1,108,192,846
2016	\$1,056,237,746
2017	\$1,364,145,418
2018	\$1,264,757,129
2019	\$1,408,521,764
2020	\$1,383,480,564
2021	\$2,128,166,392
2022	\$1,856,371,964



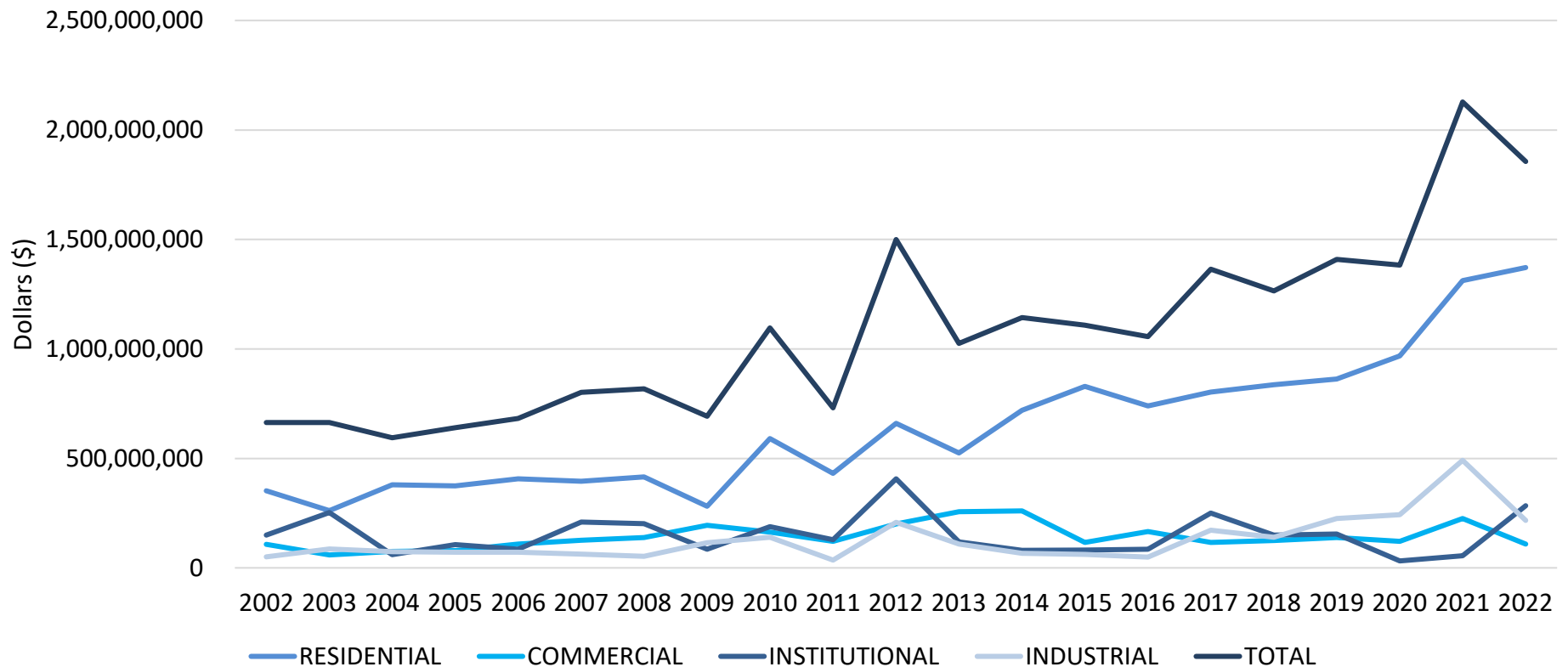
2022 Highlights

Housing Units



2022 Highlights

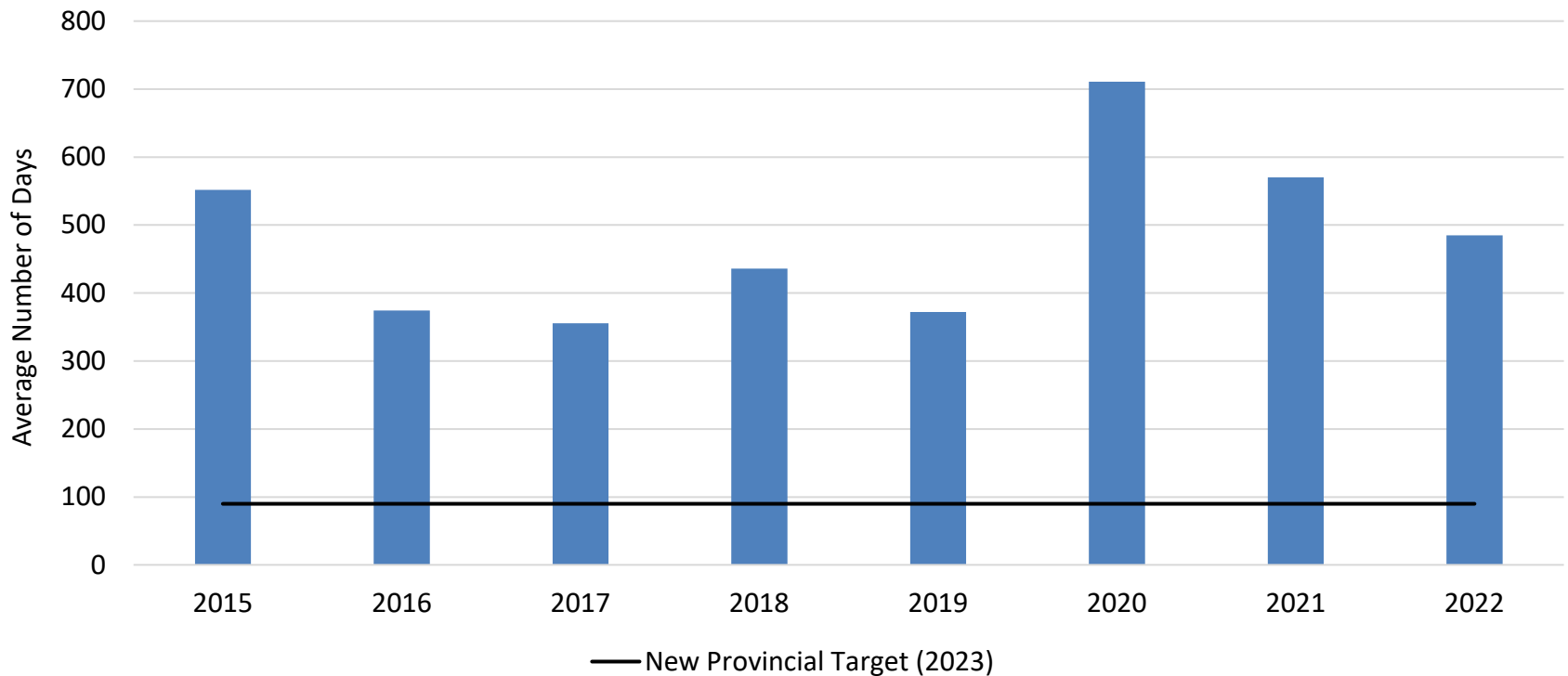
Building Permit Construction Values By Type



2022 KEY PERFORMANCE INDICATORS

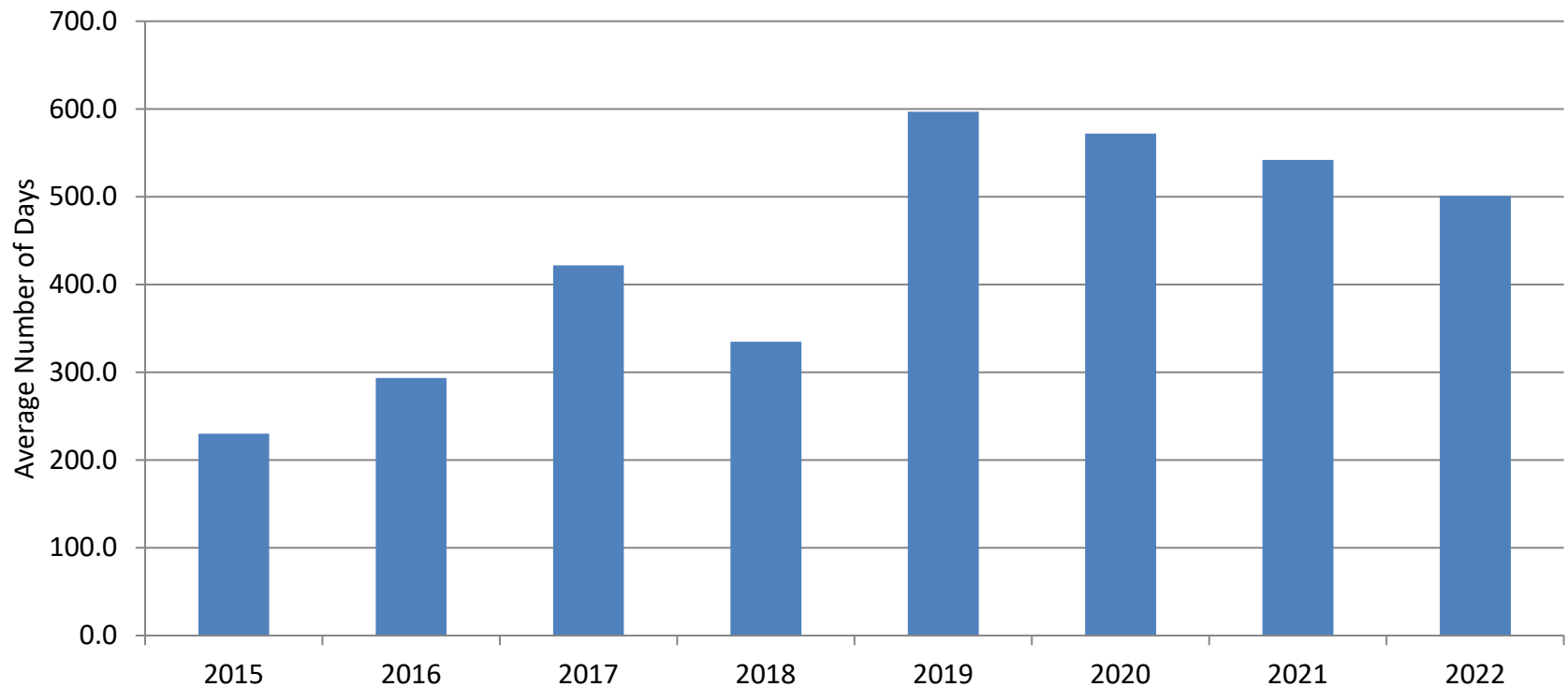
2022 Key Performance Indicators

Approval Timelines Zoning by-law Amendment – Reports to Planning Committee



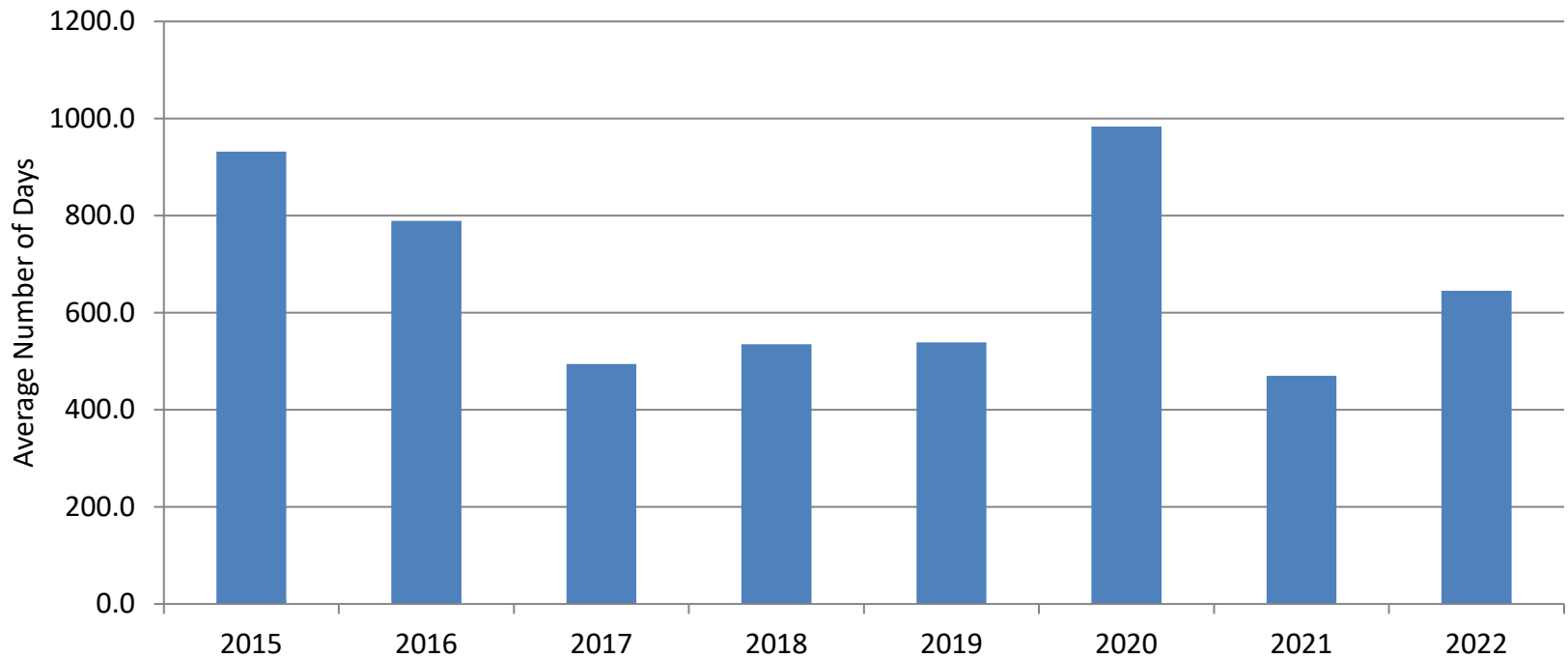
2022 Key Performance Indicators

Approval Timelines Official Plan Amendments— Reports to Planning Committee



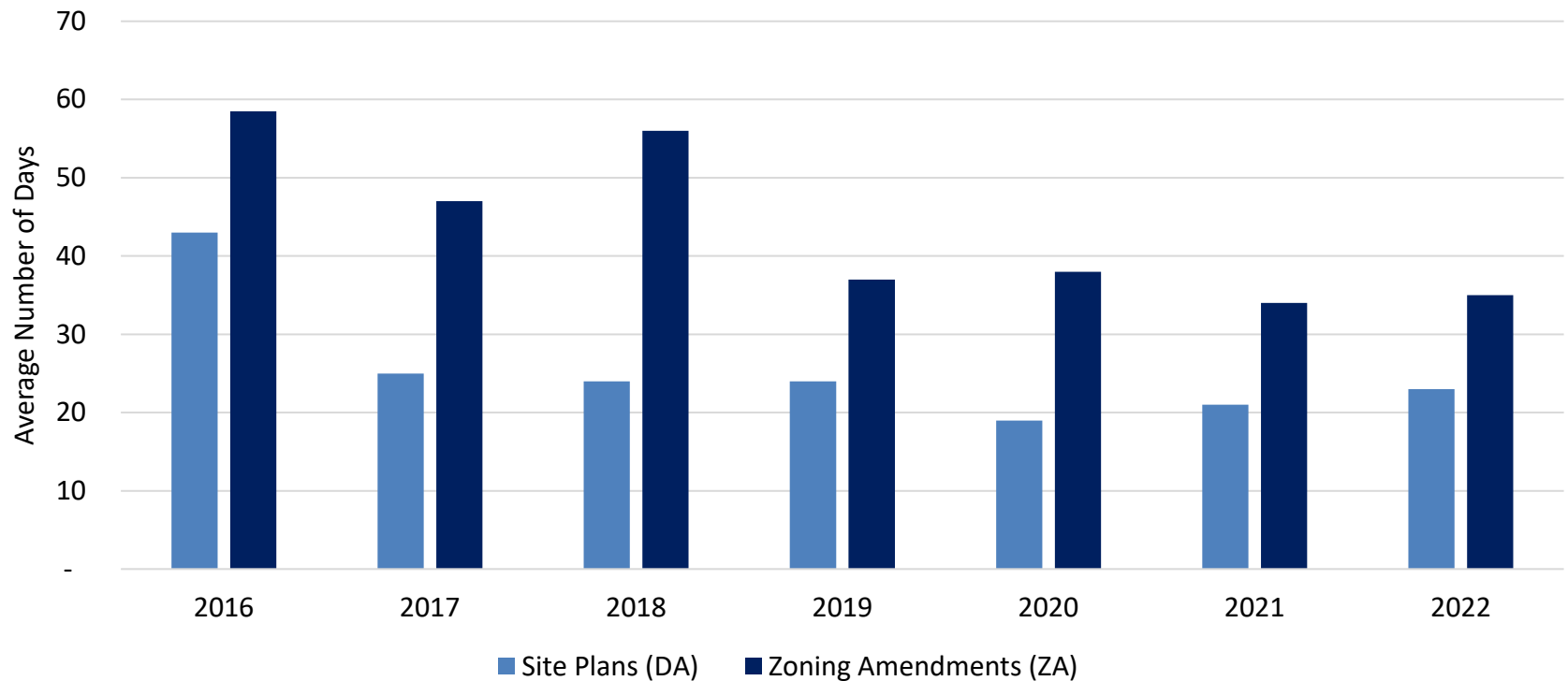
2022 Key Performance Indicators

Approval Timelines Draft Plan of Subdivision – Reports to Planning Committee



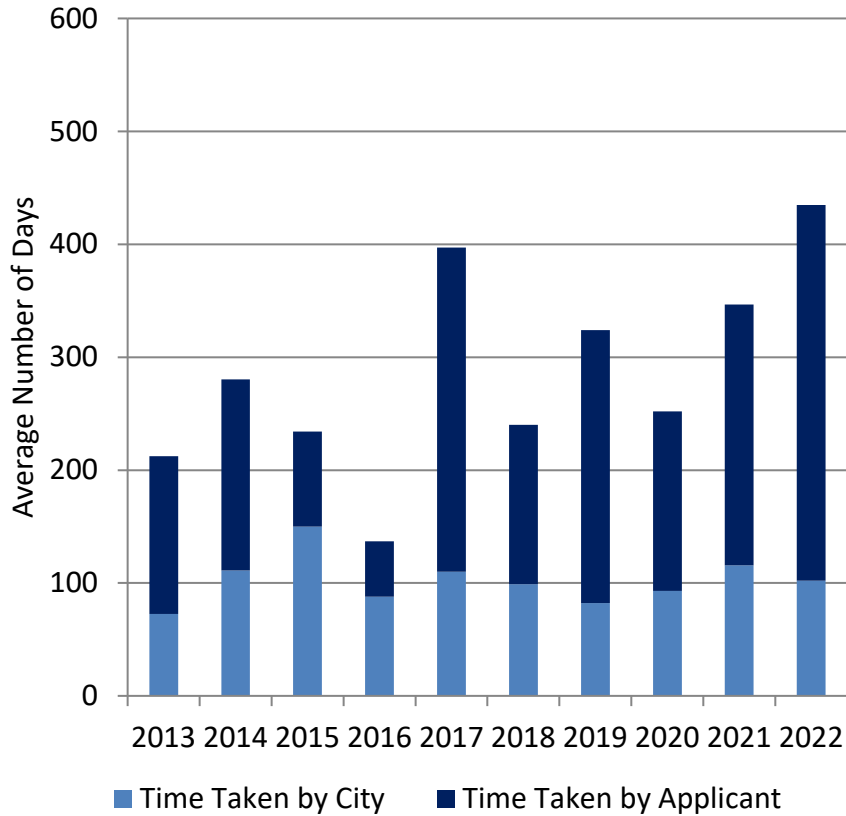
2022 Key Performance Indicators

Average Number of Days to Complete a Zoning Review for Planning Files

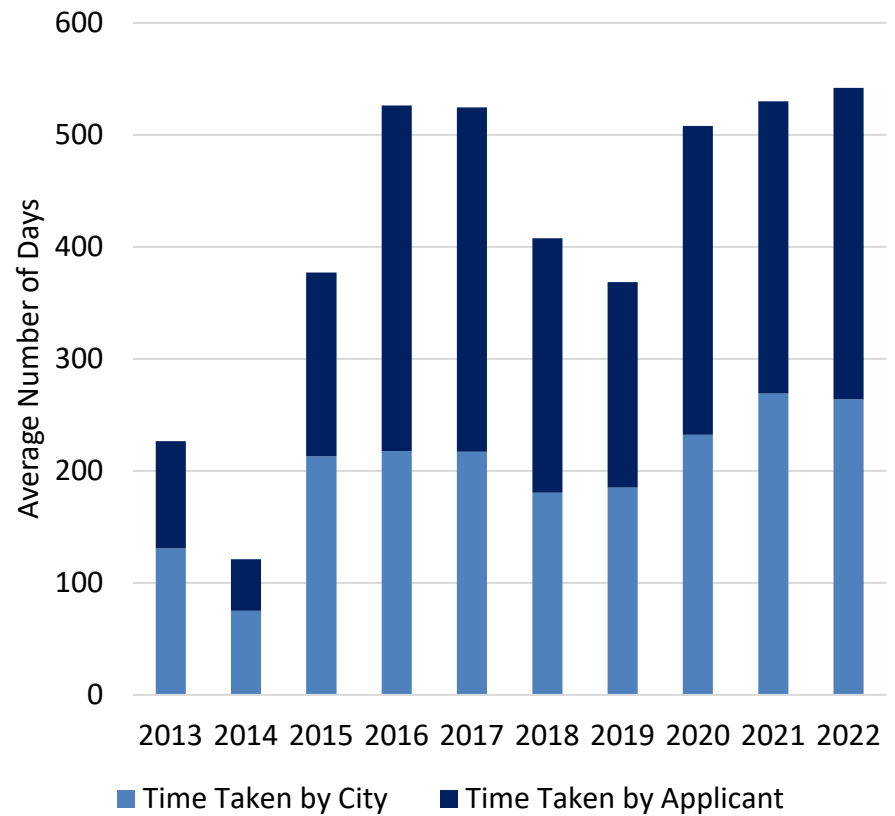


2022 Key Performance Indicators

Processing Time for Engineering Submissions (Site Plan)

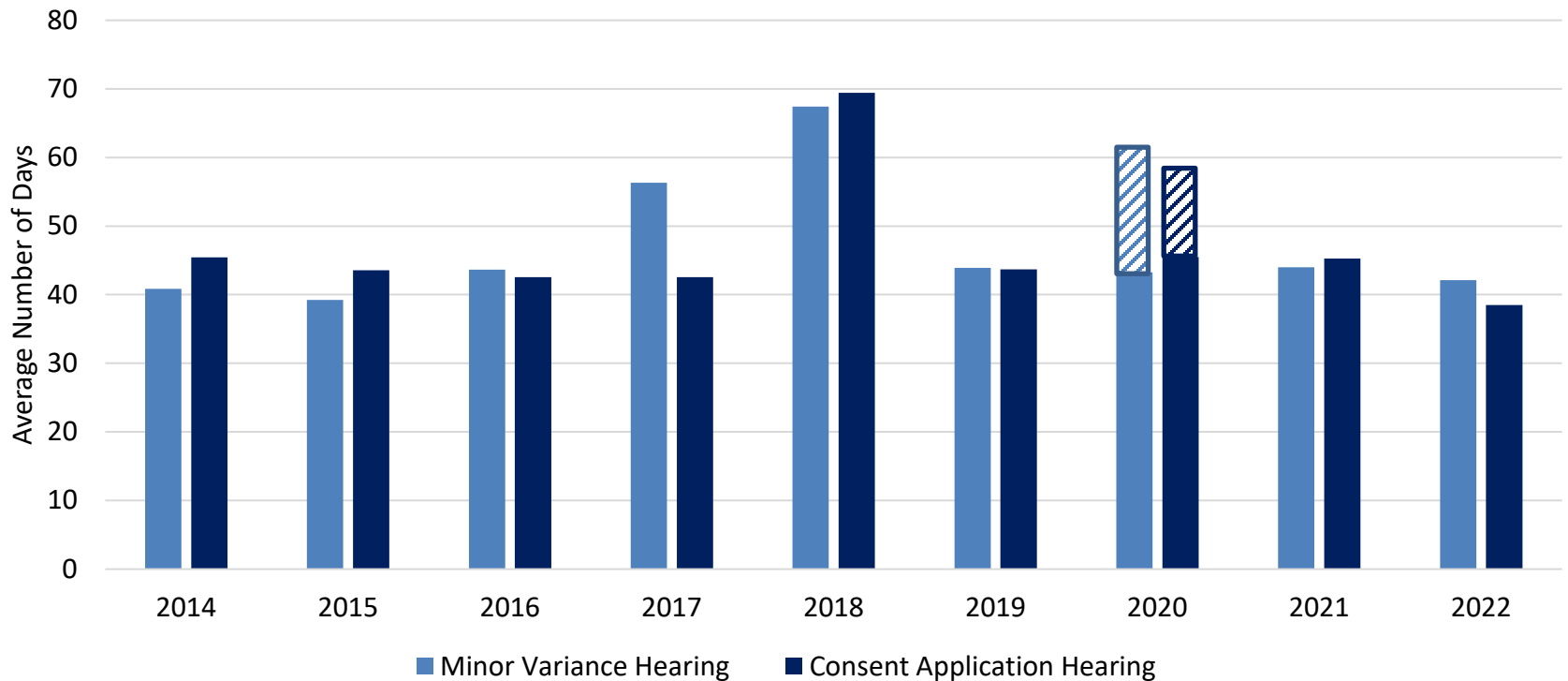


Processing Time for Engineering Submissions (Subdivisions)



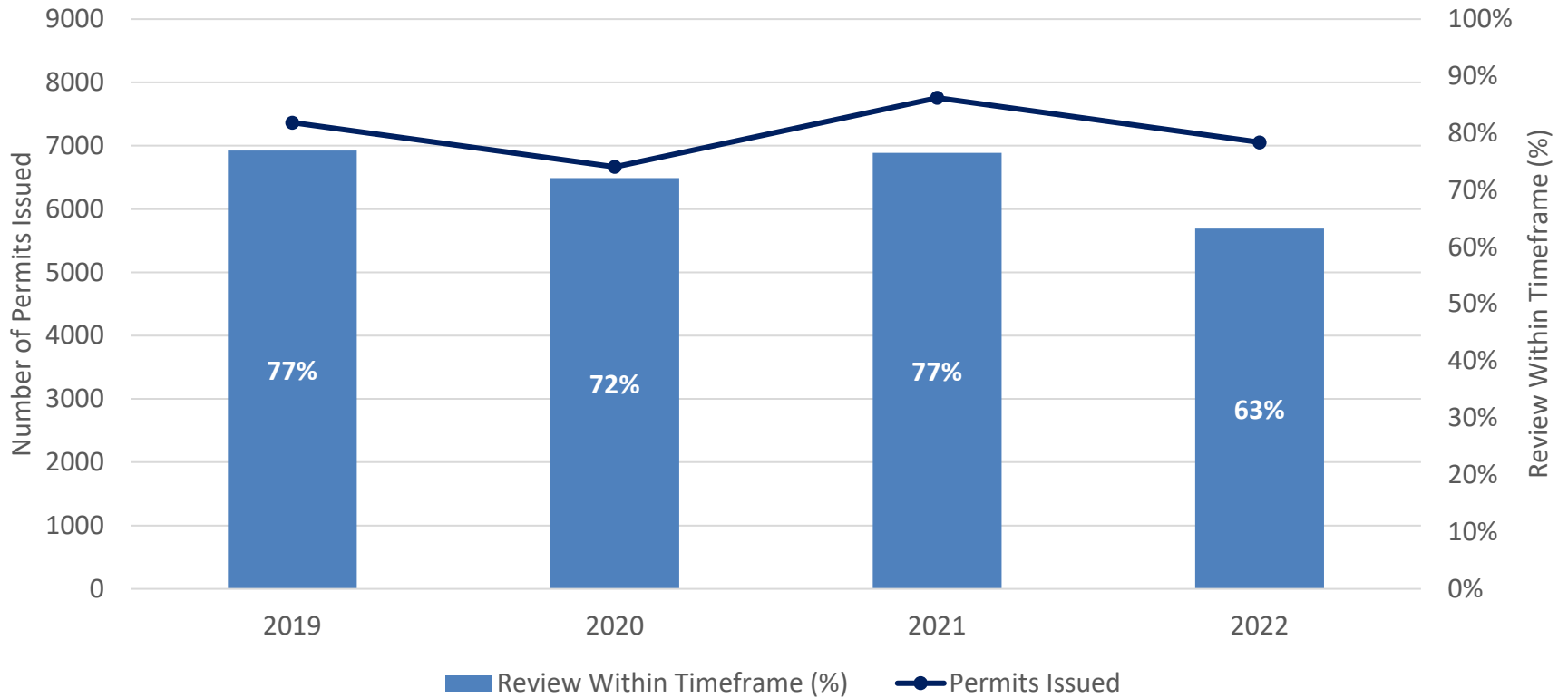
2022 Key Performance Indicators

Average Number of Days to get to Hearing for a Minor Variance and Consent Application



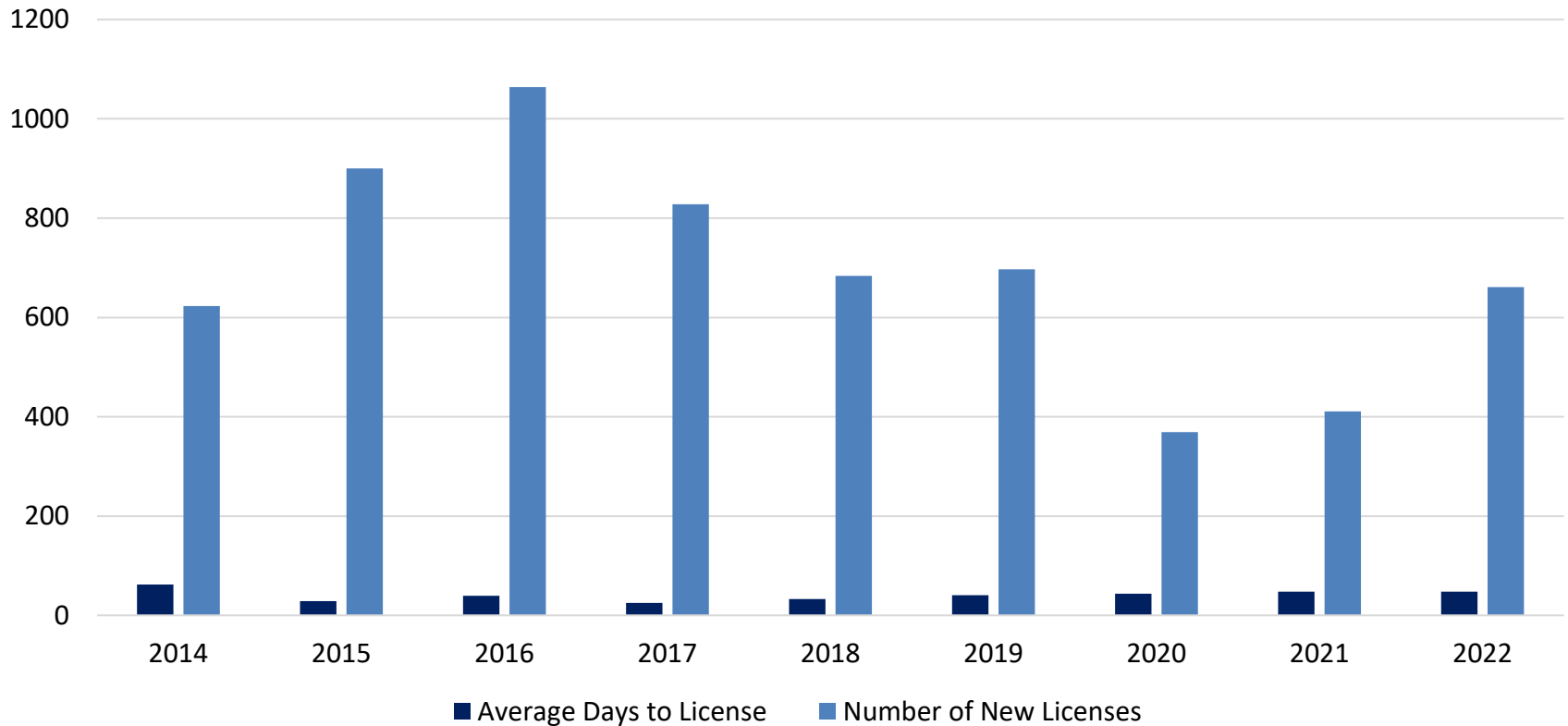
2022 Key Performance Indicators

Building Permit Applications



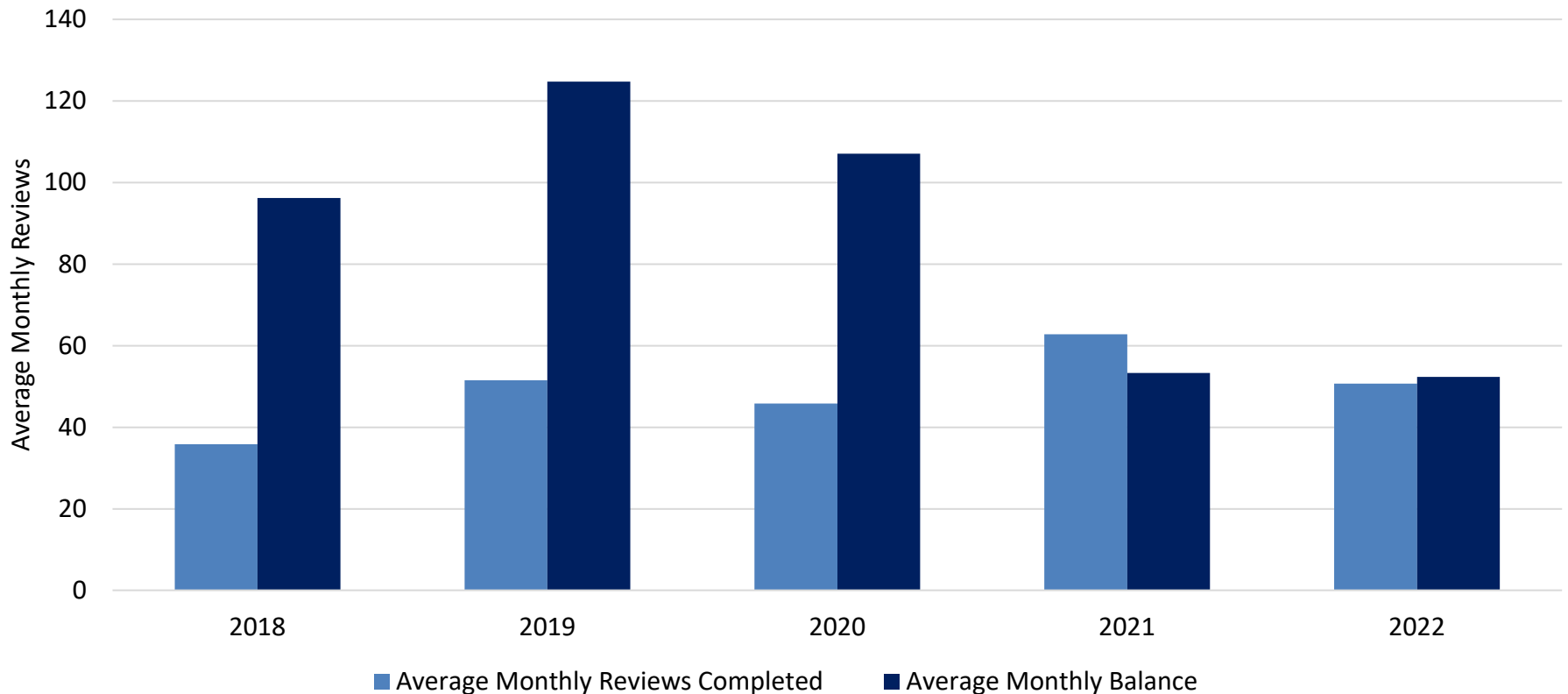
2022 Key Performance Indicators

Approval Timelines - Business Licenses



2022 Key Performance Indicators

Transportation Planning Reviews



OPEN FOR BUSINESS INITIATIVE

Open for Business Initiative

- Open for Business Sub-Committee was first formed in 2011 to support an Open for Business Review, led by the Planning and Economic Development Department.
- Action Plan presented to Council in 2014.
- Between 2015 and 2019, staff presented 28 case studies showcasing continuous improvement activities which included process reviews, policy development, delivering education, technology solutions and audits.

Open for Business Initiative

1. Notice of requirements for business licenses
2. Ancaster subdivision site plan approval
3. Audit of subdivision engineering review times
4. Water services assessment
5. Source water protection policies
6. Concurrent building permit review
7. Zoning for model home
8. Communication on water permit issues
9. Zoning verifications
10. Reinstatement of concurrent minor variance site plan review
11. Encroachment agreements
12. Creative and cultural industries review
13. Community Improvement Plan initiatives
14. Liquor license review
15. Condition building permit policy for record of site condition
16. Building permit final inspection letters
17. Temporary sales pavilion trailers
18. Sign variance submission
19. Transportation reviews for development
20. Process review of micro-breweries
21. Special occasion permit review
22. E-Plans memorandum
23. Elimination of separate water and sewer permits
24. Key performance indicators and dashboards
25. Tents and temporary structures
26. Site plan waivers
27. Responding to increased demand and growth in film sector
28. Financial incentive program

Open for Business Initiative

- Mandate of the Open for Business Subcommittee:

To review the City of Hamilton’s overall “Open for Business” effectiveness, with the goal of improving development and business approval processes within the Planning and Economic Development and Public Works Departments and other City Departments to create consistent, predictable, and customer-focused services that encourage development and small and medium sized businesses in the City of Hamilton.
- Subcommittee can assist and support the Open For Business initiative in a number of ways, for example:
 - Help identify priority areas for reviews / case studies
 - Help communicate issues / outcomes to key stakeholder groups
 - Focus is on general matters as opposed to site specific

2023 OPEN FOR BUSINESS PRIORITIES

2023 Open for Business Priorities

- Staffing and Resourcing
 - Recruitment, on-boarding, training
 - Roll-out of new organizational structure
- Process Improvement
 - Continued implementation of process changes in response to Bill 109 and 23
- Customer Service
- Policy Initiatives
 - Zoning reform / Parking Standards
 - Development application guidelines / Engineering Guidelines

Staff Enhancements January 2022 – June 2023

Division	FTE
Building Services	7
Growth Management	2
Licensing and By-law Services	1
Planning	14
Total	24

2023 Open for Business Priorities

- Technology / AMANDA Project
 - AMANDA is used in PED to monitor applications to meet prescribed timelines, share electronic files, hold records and track development activities
 - Used by Building Division and Licensing since 1997
 - 2019 launched e-Portal for Building Permit submissions
 - 2020-2021 began on-boarding Planning and Growth Management development approvals processes
 - 2021 added Bluebeam for digital review of development applications
 - 2024-2025 anticipated completion of on-boarding all Planning and Growth Management approvals

2023 Open for Business Priorities

- Case Studies and Continuous Improvement Initiatives Under Development:
 - Grading / Site Alteration
 - Construction Management Plans
 - Cross departmental partnering agreements / SOPs
 - Dedicated Accessory Dwelling Unit team

QUESTIONS?

OPEN FOR BUSINESS SUB-COMMITTEE

TERMS OF REFERENCE

Mandate

To review the City of Hamilton's overall "Open for Business" effectiveness, with the goal of improving development and business approval processes within the Planning and Economic Development and Public Works Departments and other City Departments to create consistent, predictable, and customer-focused services that encourage development and small and medium sized businesses in the City of Hamilton.

Sub-Committee Objectives

1. To minimize and improve the City of Hamilton's approval, permitting and licensing processes that are administered by the various Departments and Divisions;
2. To ensure the City of Hamilton's "One-Stop" for Business Services is meeting the needs and concerns of small and medium sized businesses;
3. To ensure that the City of Hamilton's approval, permits, licensing processes and all other applicable policies lead to an overall "Open for Business" environment in both the urban and rural areas of the City, with particular emphasis in our established and developed Business Improvement Areas.
4. To ensure that the City is well-positioned, and has appropriate processes in place, to achieve its population and employment growth targets, with a particular emphasis on growing the City's non-residential assessment base.

General Scope of Committee Work and Deliverables

1. Review the current business services structure, staffing resources, core functions, and key services, as they relate to small and medium sized businesses, and identify specific issues that need enhancements or improvements that would lead to a more effective "Open for Business" and customer-focused experience.
2. Examine the integration between the various Divisions within the Planning and Economic Development and Public Works Departments, as well as the roles and integration between all other Departments of the City of Hamilton; identifying any potential gaps and issues, and recommend improvements, to ensure that the needs of the client are provided in a seamless and integrated fashion, and improving upon the "One-Stop-Shopping" principle.
3. Review, analyze and implement improvements to the current development approvals processes. The review should be conducted with special attention paid to the issues that arise in frequency, with improvements being recommended to

provide consistent, predictable, and creative solutions for all business clients.

The following detailed approval processes are to be reviewed, as well as the interface with by-law enforcement practices and issues related to these processes:

- Subdivisions
 - Formal Consultation/Development Review Team
 - Site Plans
 - Zoning Verification
 - Building Permit
 - Licenses
 - Sign Permits
 - Variances
4. Ensure a quality, comprehensive system is in place that advises business and entrepreneurs of all City requirements, fees and timing, at the start of consultation.
 5. Review and analyze the current fee structures of all relevant applications, and licensing fees, identifying gaps and/or duplication that may exist, and recommend any improvements, including possible reductions, elimination of fees, or combining of fees.
 6. Review, analyze and test the City of Hamilton's website for the current information that is available to small and medium sized enterprises regarding the City's Business Services, identifying key gaps, and recommend any improvements.
 7. Review and analyze existing measurements and/or indicators being used to evaluate the success of the City's approvals processes, and recommend improvements and metrics. Special focus should also be placed on how the City communicates the services it offers and the successes that are reported.
 8. Oversee the implementation of the Development Applications Approval Processes Review and Open for Business Action Plan.

Sub-Committee Staff Support

With the objectives of the Committee being specific to the current processes, a close working relationship between staff and the Sub-Committee will be important. Therefore, the General Manager of Planning and Economic Development will assign a member of City staff to act as the lead resource to the Sub-Committee. As well, they will ensure that key staff members relevant to the objectives of the Sub-Committee are regularly made available to assist and support the Sub-Committee's work.

Consultation

Ongoing consultation with small and medium sized business and development sectors will be vitally important to the Sub-Committee achieving its objectives.

Opportunities for delegations will be made on the agendas of Sub-Committee meetings.

As the business sector and business districts within the City of Hamilton are varied and spread throughout urban, and rural areas, consultation should ensure that all aspects of business and land development, both large and small, are taken into consideration. Particular attention should be paid to the established and older Business Improvement Areas within the City. These areas tend to be where new businesses face the most complications and frustrations in the City's approval process.

It is also expected that there will be ongoing consultation specific to local business, real estate, developer, and land/property owner stakeholders, including but not limited to the Business Improvement Areas (BIAs), the Hamilton, Stoney Creek, and Flamborough Chambers of Commerce, the Hamilton Burlington Real Estate Board, the Hamilton Construction Association, and the Hamilton-Halton Home Builders' Association, as well as other broadly or industry focused business groups.

Membership and Reporting Structure

Sub-Committee membership will consist of three (3) members of Council, with the Chair being appointed by the Sub-Committee at its first meeting. It is recommended that Council membership take into consideration the differing needs of the older developed business areas, the suburban business areas, and the rural area of the City.

Representatives from the Hamilton-Halton Home Builders Association and the Hamilton, Flamborough and Stoney Creek Chambers of Commerce, the Business Improvement Area Sub-Committee (BIASC) and the Realtors Association of Hamilton-Burlington and the Hamilton Burlington Society of Architects, will also participate as ex-officio, non-voting key advisors of the Sub-Committee.

The Sub-Committee shall report back to General Issues Committee (GIC) periodically at the discretion of the Committee.

Meetings

To be scheduled monthly or at the call of the Chair.