



**City of Hamilton**  
**OPEN FOR BUSINESS SUB-COMMITTEE**  
**AGENDA**

**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

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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**
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, 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

**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

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### **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](http://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](http://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

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

## 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

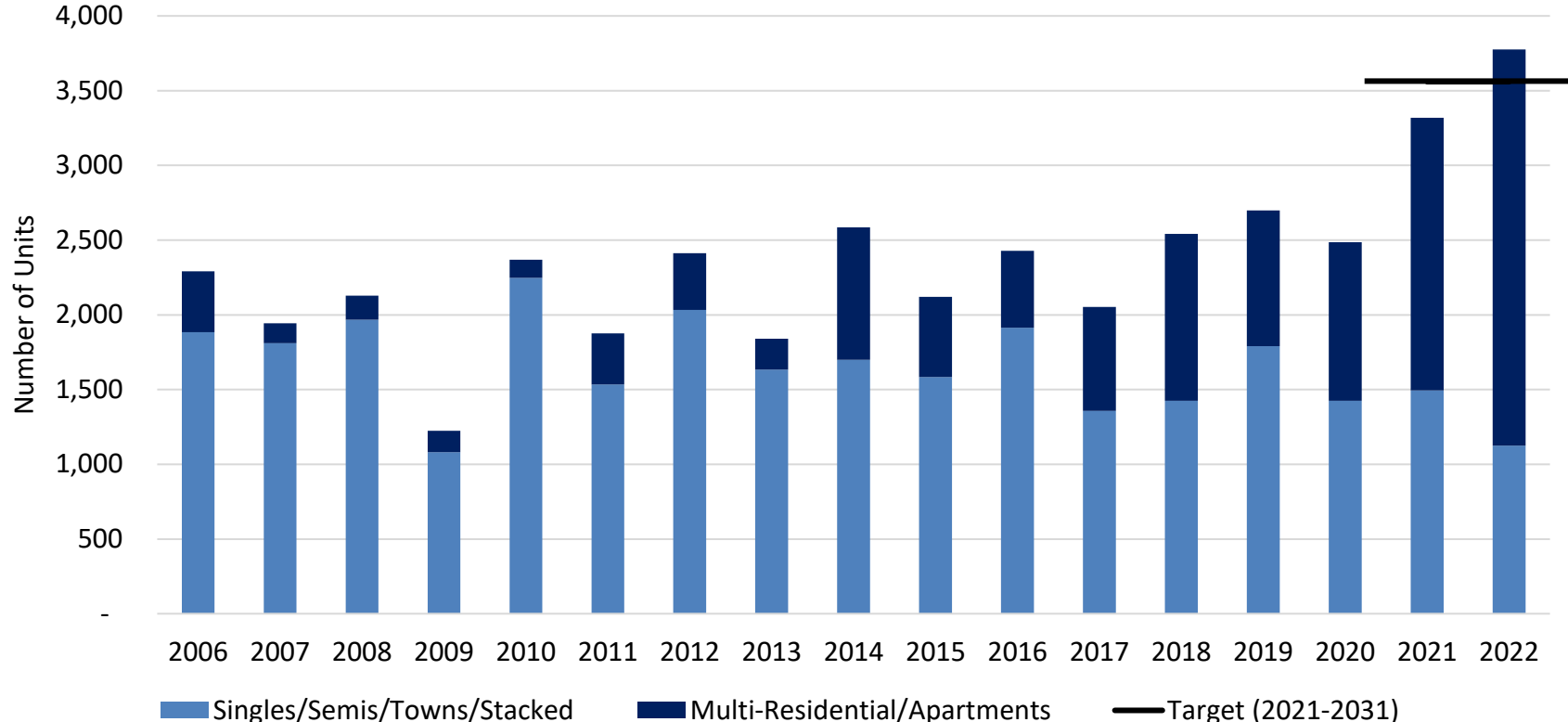
# 2022 HIGHLIGHTS





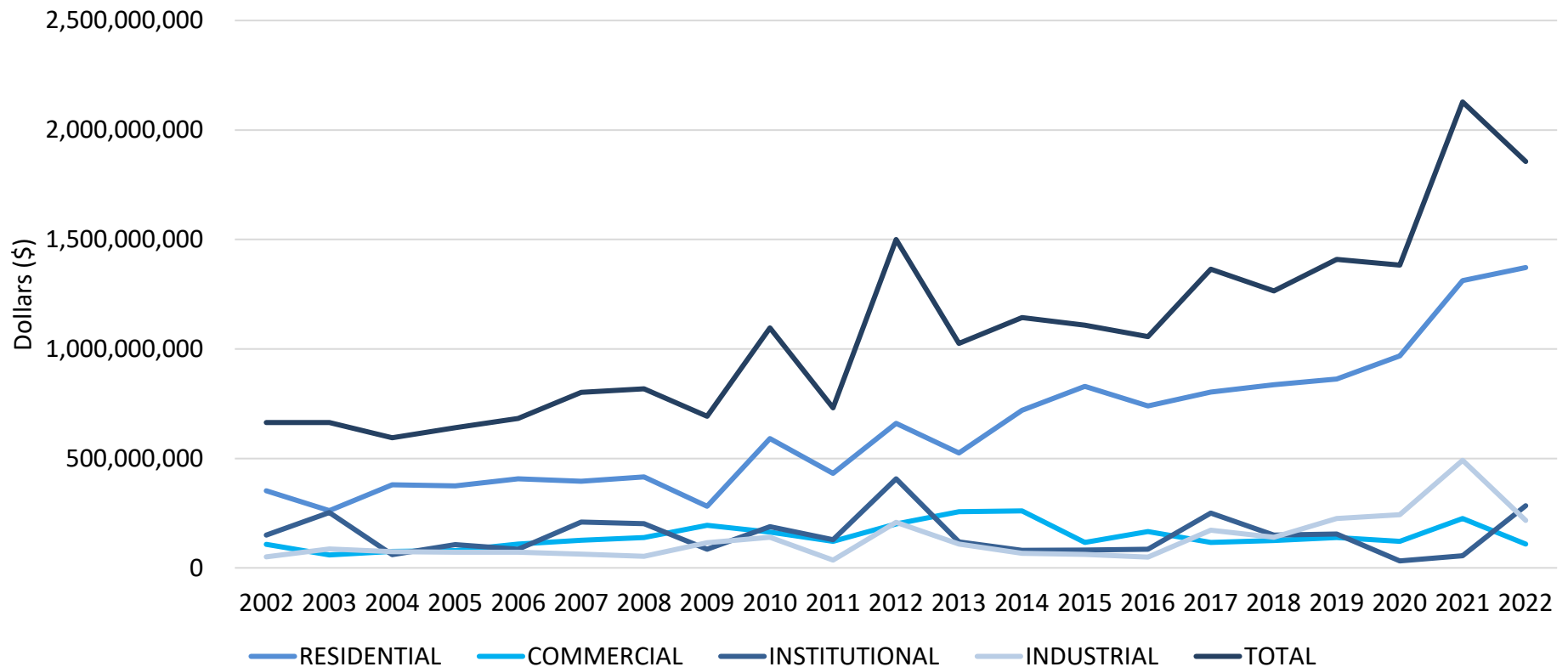
# 2022 Highlights

## Housing Units



# 2022 Highlights

## Building Permit Construction Values By Type

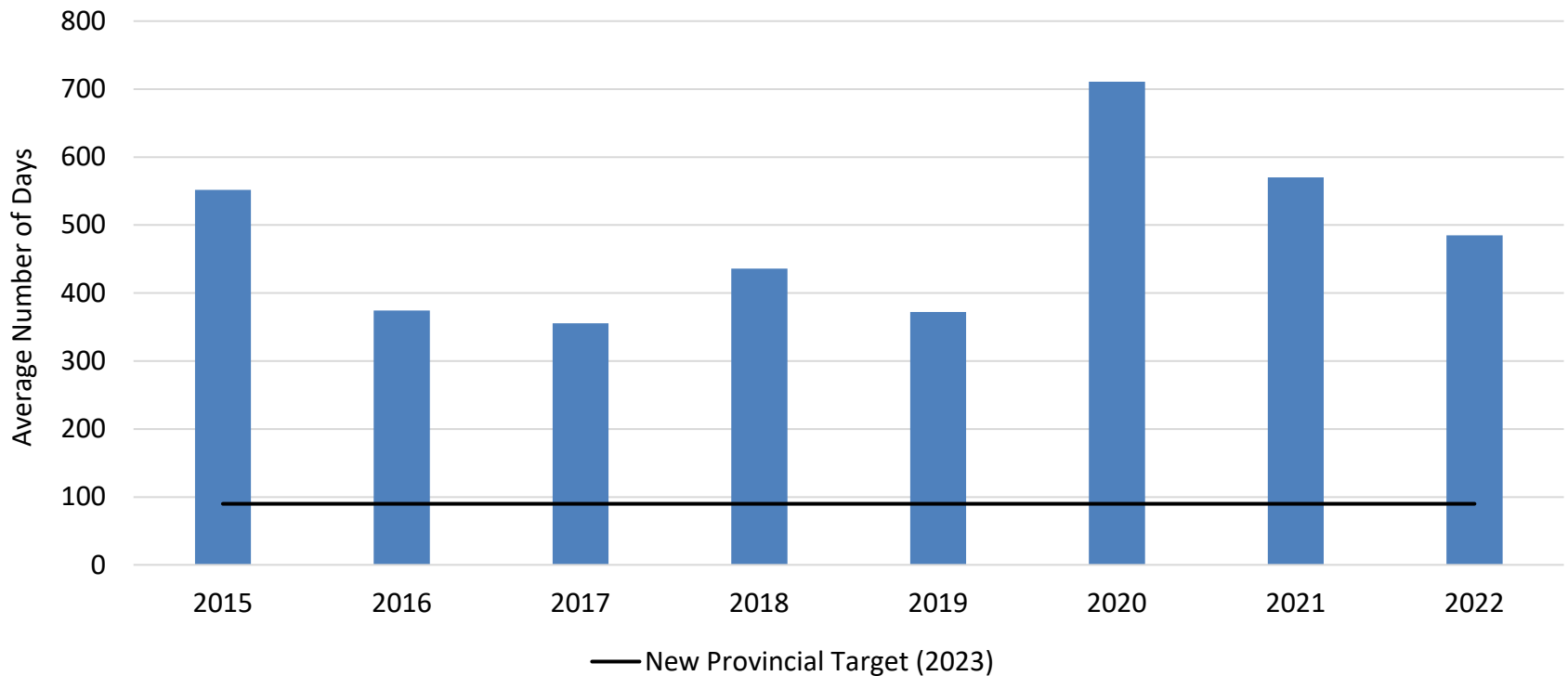




# 2022 KEY PERFORMANCE INDICATORS

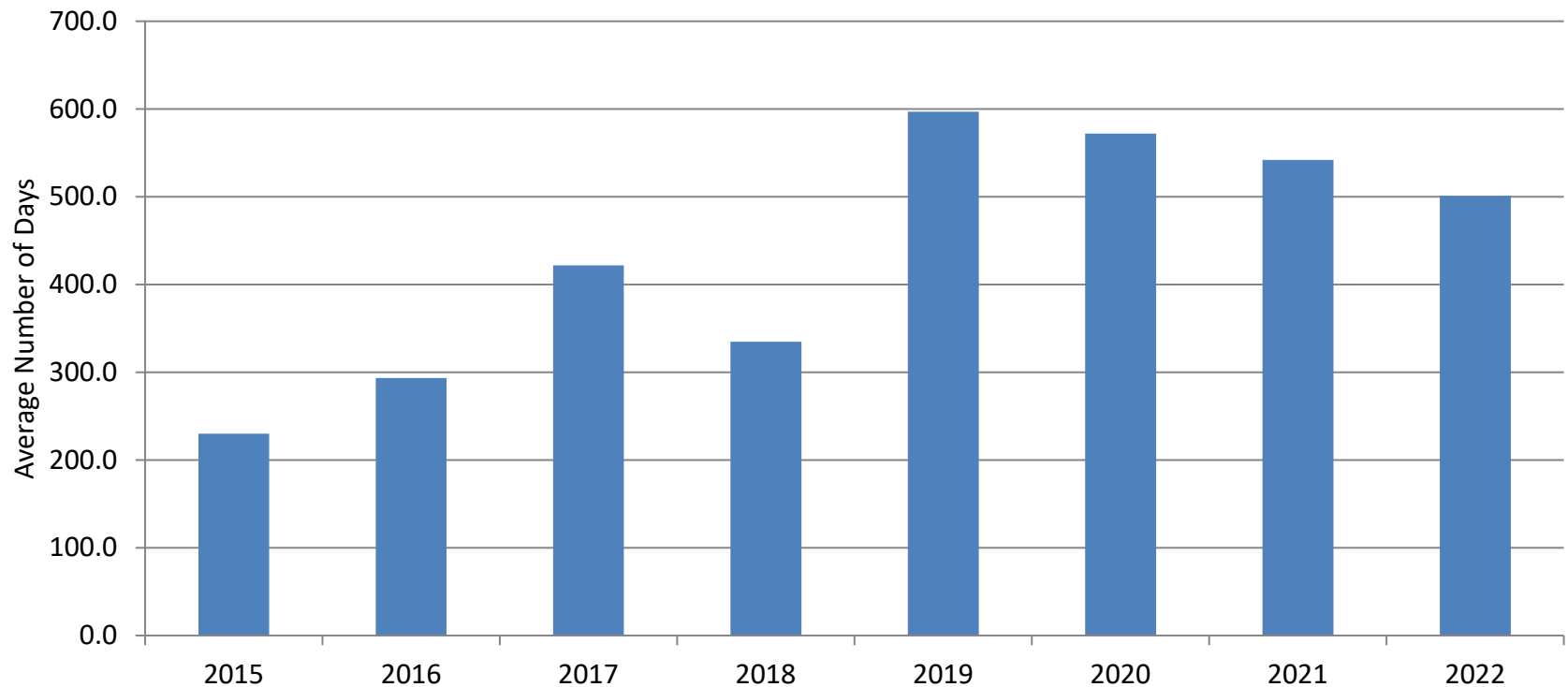
# 2022 Key Performance Indicators

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



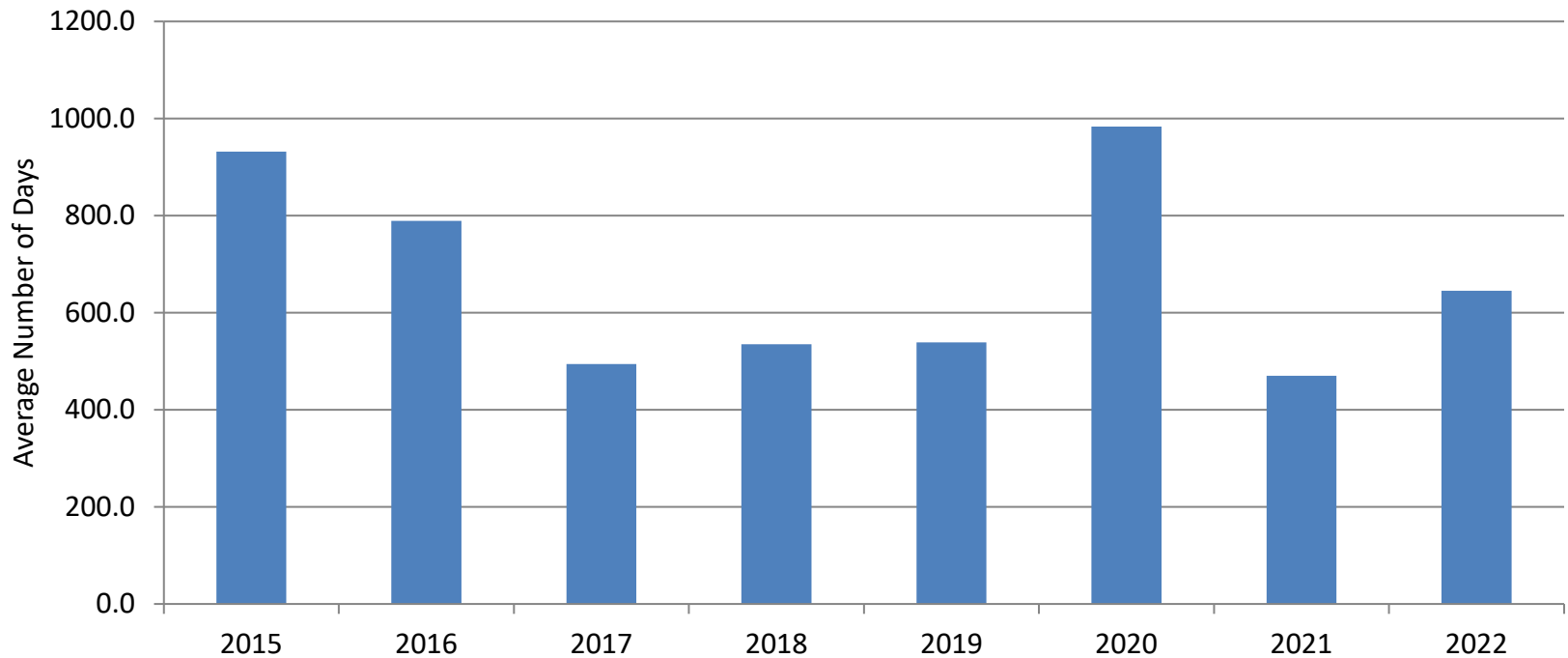
# 2022 Key Performance Indicators

## Approval Timelines Official Plan Amendments— Reports to Planning Committee



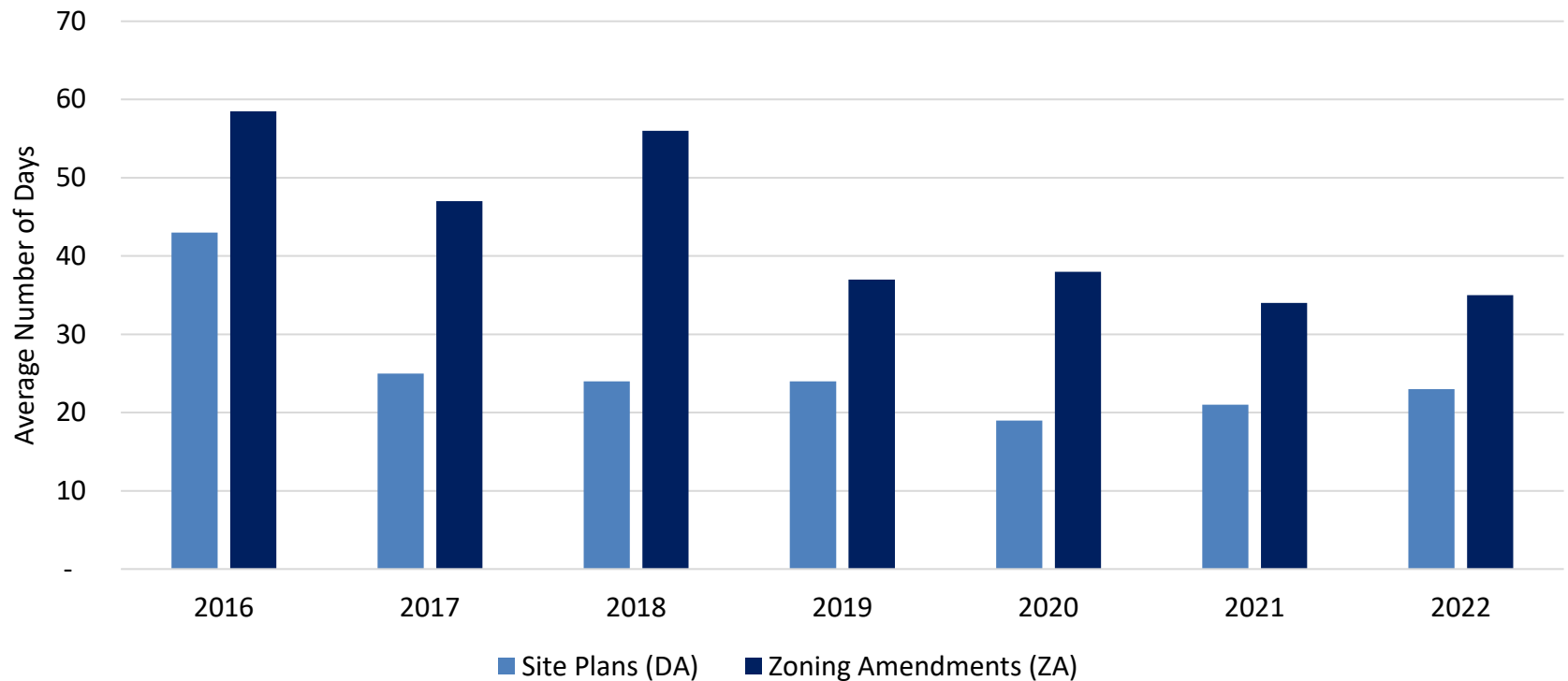
# 2022 Key Performance Indicators

## Approval Timelines Draft Plan of Subdivision – Reports to Planning Committee



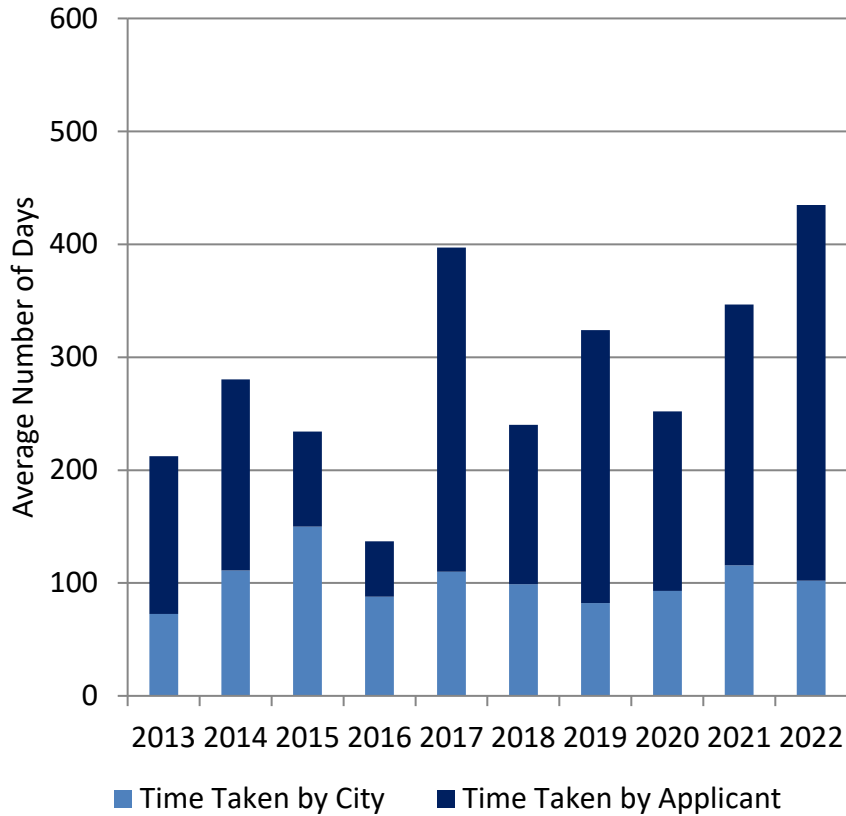
# 2022 Key Performance Indicators

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

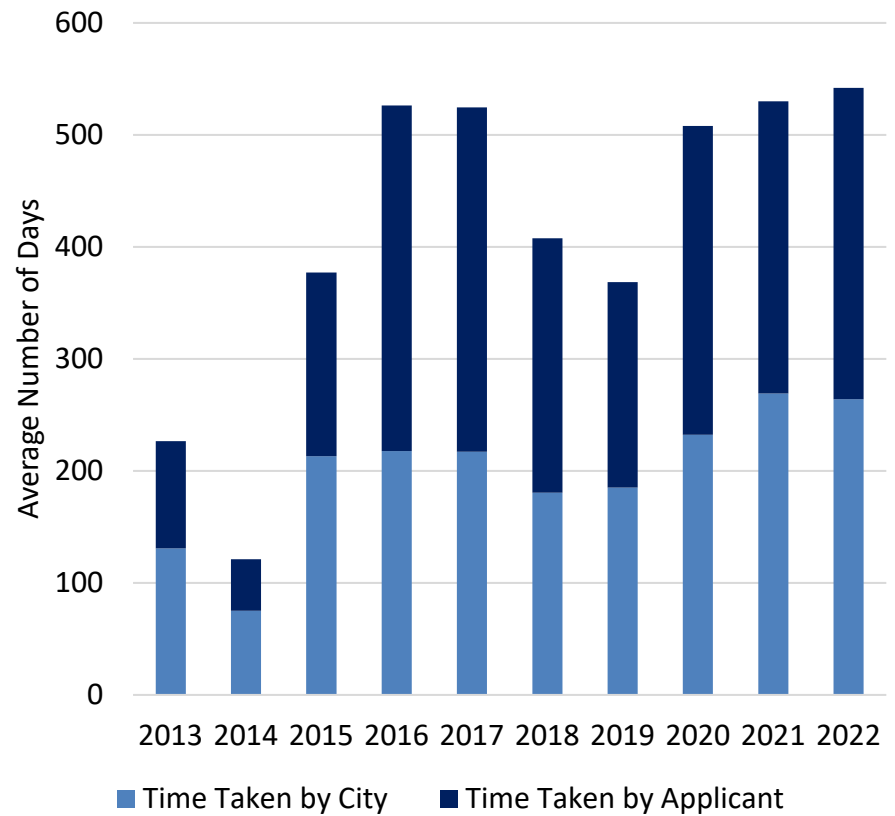


# 2022 Key Performance Indicators

## Processing Time for Engineering Submissions (Site Plan)

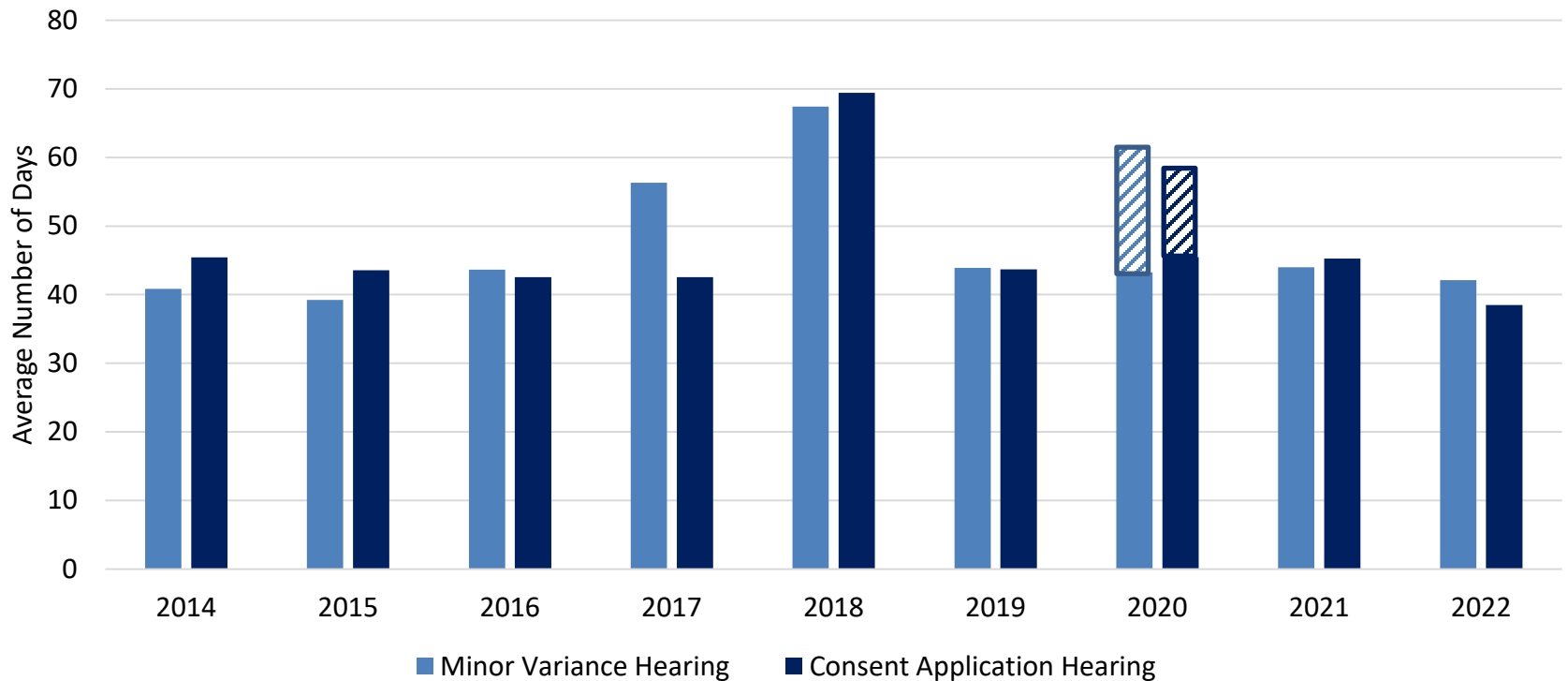


## Processing Time for Engineering Submissions (Subdivisions)



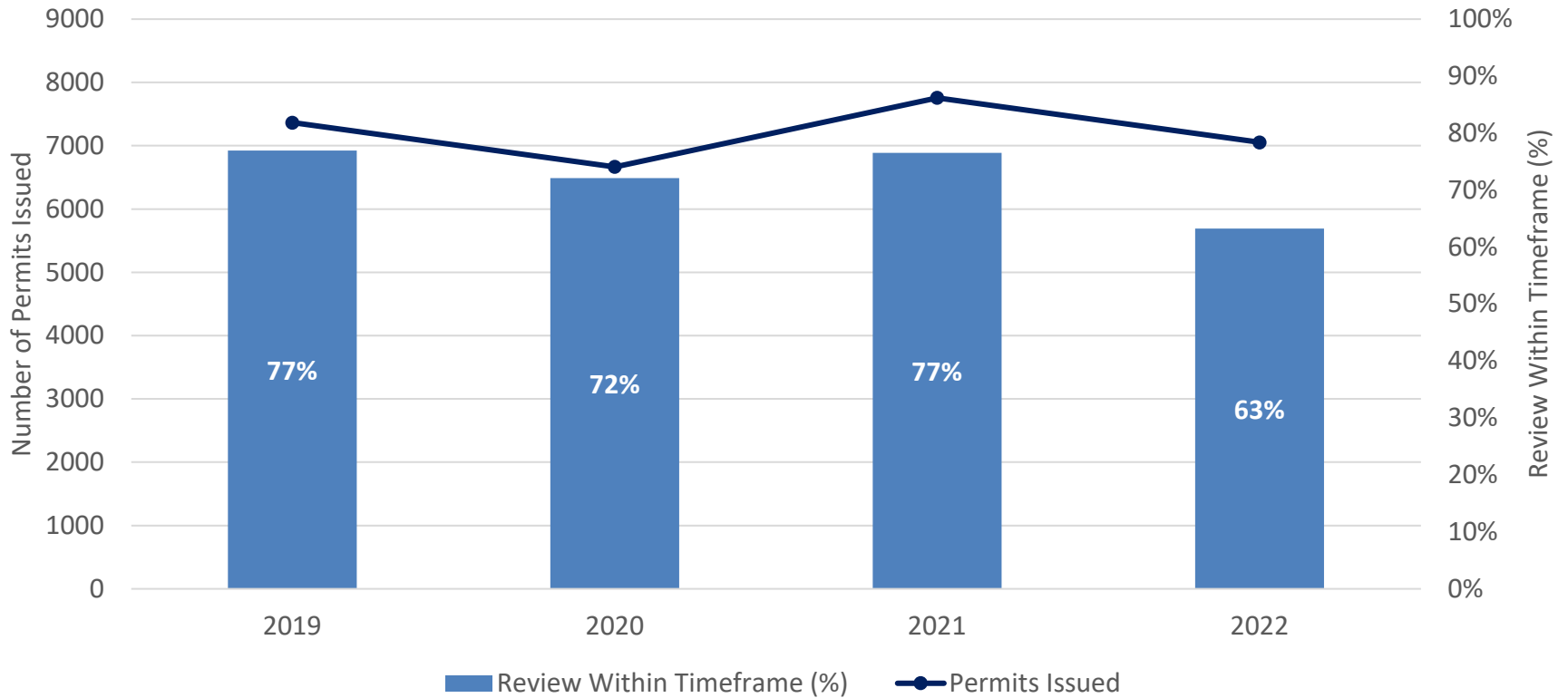
# 2022 Key Performance Indicators

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



# 2022 Key Performance Indicators

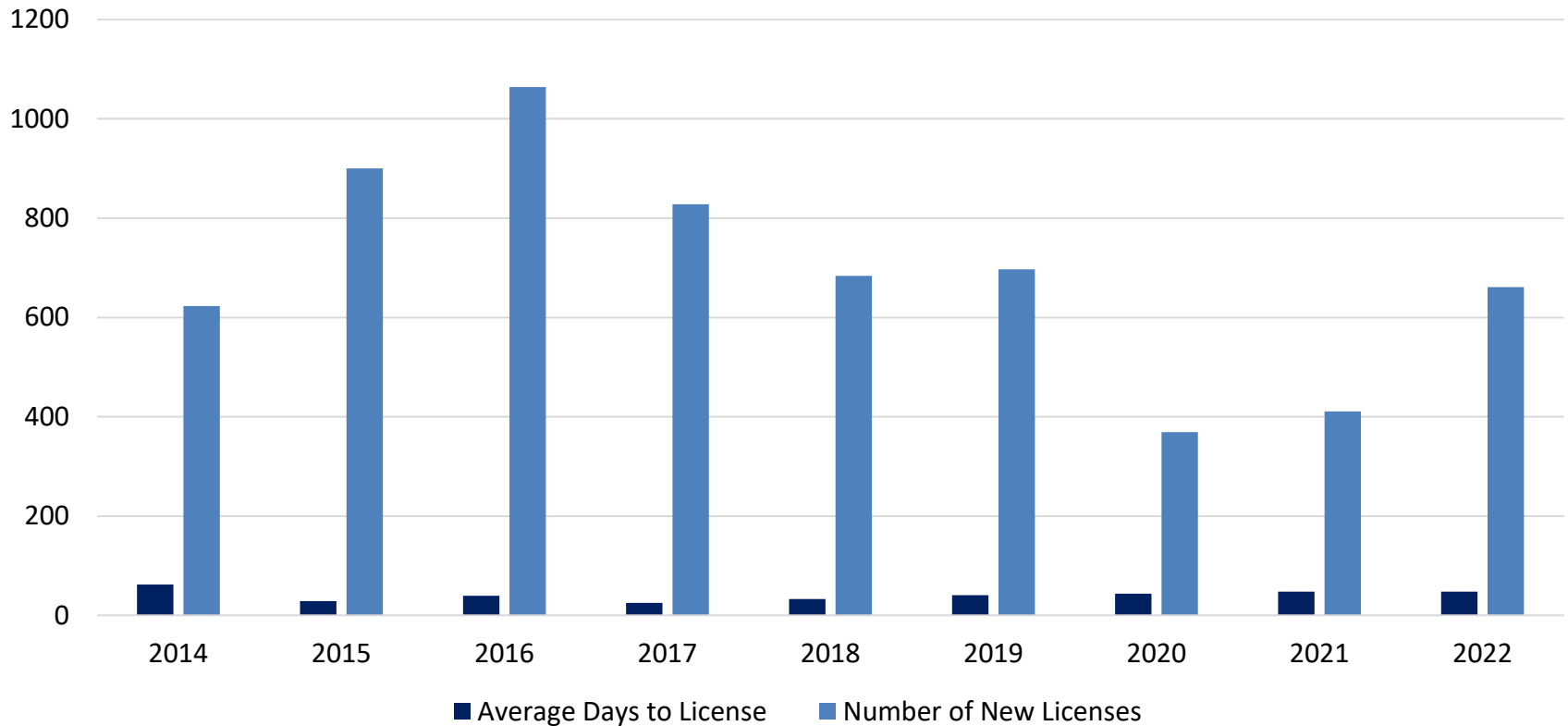
## Building Permit Applications





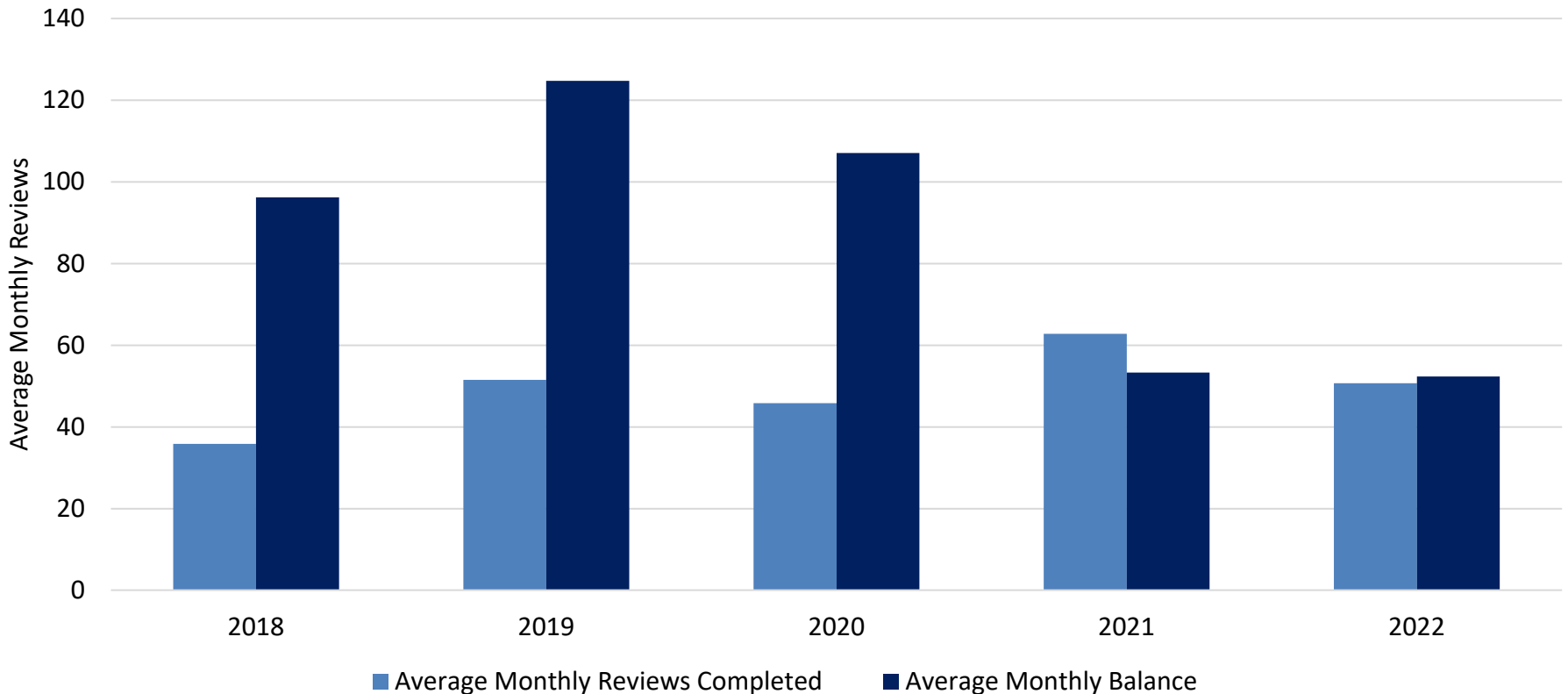
# 2022 Key Performance Indicators

## 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
<b>Total</b>	<b>24</b>



# 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?