



City of Hamilton
OPEN FOR BUSINESS SUB-COMMITTEE
AGENDA

Meeting #: 23-002
Date: October 26, 2023
Time: 11:00 a.m.
Location: Room 264, 2nd Floor, City Hall (hybrid) (RM)
71 Main Street West

Aleah Whalen, Legislative Coordinator (905) 546-2424 ext. 6436

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 July 28, 2023
5. **COMMUNICATIONS**
6. **DELEGATION REQUESTS**
7. **DELEGATIONS**
8. **STAFF PRESENTATIONS**
9. **CONSENT ITEMS**
 - 9.1 Grading Requirements for Infill Developments with one or two Dwelling Units (PED23230) (City Wide)
 - 9.2 New Additional Dwelling Unit Team (PED23229) (City Wide)

9.3 Case Study 32: Development Application Staffing and Organizational Chart Updates (PED23227) (City Wide)

9.4 Development Agreement Surety Bonds – Case Study 29 (FCS23107) (City Wide)

10. DISCUSSION ITEMS

10.1 Open for Business Sub-Committee - Terms of Reference

Deferred from the July 28, 2023 meeting

11. MOTIONS

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

14. PRIVATE AND CONFIDENTIAL

15. ADJOURNMENT



OPEN FOR BUSINESS SUB-COMMITTEE MINUTES 23-001

11:00 a.m.

Friday, July 28, 2023

Council Chambers, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

Present: Councillors T. Hwang (Chair), C. Cassar (Vice-Chair) and M. Wilson

Also in Attendance: Greg Dunnett, Hamilton Chamber of Commerce
Terri Johns, West End Home Builders' Association
Matteo Patricelli, Flamborough Chamber of Commerce
Kyle Slote, Hamilton-Burlington Society of Architects
Amanda Stringer, Realtors Association of Hamilton-Burlington
Nadine Ubl, Business Improvement Area Sub-Committee
Brenda Wilson, Stoney Creek Chamber of Commerce

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

1. APPOINTMENT OF CHAIR AND VICE-CHAIR (Item 1)

(a) **(Cassar/M. Wilson)**

That Councillor T. Hwang be appointed as Chair of the Open for Business Sub Committee for the 2022-2026 Term of Council.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

| | | | |
|-----|---|---------|---------------------------|
| Yes | - | Ward 12 | Councillor Craig Cassar |
| Yes | - | Ward 4 | Councillor Tammy Hwang |
| Yes | - | Ward 1 | Councillor Maureen Wilson |

(b) **(Hwang/M. Wilson)**

That Councillor C. Cassar be appointed as Vice-Chair of the Open for Business Sub Committee for the 2022-2026 Term of Council.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

| | | | |
|-----|---|---------|-------------------------|
| Yes | - | Ward 12 | Councillor Craig Cassar |
|-----|---|---------|-------------------------|

Yes - Ward 4 Councillor Tammy Hwang
Yes - Ward 1 Councillor Maureen Wilson

2. Open for Business Update (PED23118) (City Wide) (Item 8.1)

(Cassar/Hwang)

That staff be directed to report back to the Open for Business Sub-Committee on the impacts of Bill 23 on the grading plan requirement for development projects and what the new grading requirements are for the projects that didn't previously require them.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

Yes - Ward 12 Councillor Craig Cassar
Yes - Ward 4 Councillor Tammy Hwang
Yes - Ward 1 Councillor Maureen Wilson

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

9. CONSENT ITEMS

9.1 Open for Business Sub-Committee – Terms of Reference

(Cassar/M. Wilson)

That the agenda for the July 28, 2023 Open for Business Sub-Committee be approved, as amended.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

Yes - Ward 12 Councillor Craig Cassar
Yes - Ward 4 Councillor Tammy Hwang
Yes - Ward 1 Councillor Maureen Wilson

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) October 21, 2019 (Item 4.1)

(M. Wilson/Cassar)

That the Minutes of the October 21, 2019 meeting of the Open for Business Sub-Committee be approved, as presented.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

| | | | |
|-----|---|---------|---------------------------|
| Yes | - | Ward 12 | Councillor Craig Cassar |
| Yes | - | Ward 4 | Councillor Tammy Hwang |
| Yes | - | Ward 1 | Councillor Maureen Wilson |

(d) STAFF PRESENTATIONS (Item 8)

(i) Open for Business Update (PED23118) (City Wide) (Item 8.1)

Jason Thorne, General Manager, Planning and Economic Development, addressed the Committee respecting the Open for Business Update, with the aid of a presentation.

(Cassar/M. Wilson)

That the presentation respecting Report PED23118, Open for Business Update, be received.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

| | | | |
|-----|---|---------|---------------------------|
| Yes | - | Ward 12 | Councillor Craig Cassar |
| Yes | - | Ward 4 | Councillor Tammy Hwang |
| Yes | - | Ward 1 | Councillor Maureen Wilson |

For further disposition of this matter, refer to Item 2.

(e) CONSENT ITEMS (Item 9)

(i) Open for Business Sub-Committee – Terms of Reference (Added Item 9.1)

(Hwang/Cassar)

That the consideration of the Open for Business Sub-Committee – Terms of Reference, be deferred to the October 26, 2023 meeting of the Open for Business Sub-Committee.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

| | | | |
|-----|---|---------|---------------------------|
| Yes | - | Ward 12 | Councillor Craig Cassar |
| Yes | - | Ward 4 | Councillor Tammy Hwang |
| Yes | - | Ward 1 | Councillor Maureen Wilson |

(f) **ADJOURNMENT (Item 15)**

(Cassar/M. Wilson)

That, there being no further business, the Open for Business Sub-Committee be adjourned at 12:19 p.m.

Result: Motion CARRIED by a vote of 3 to 0, as follows:

| | | | |
|-----|---|---------|---------------------------|
| Yes | - | Ward 12 | Councillor Craig Cassar |
| Yes | - | Ward 4 | Councillor Tammy Hwang |
| Yes | - | Ward 1 | Councillor Maureen Wilson |

Respectfully submitted,


Councillor Tammy Hwang
Chair, Open for Business Sub-
Committee

Matt Gauthier
Legislative Coordinator
Office of the City Clerk



Hamilton

INFORMATION REPORT

| | |
|---------------------------|---|
| TO: | Chair and Members Open for Business Sub-Committee |
| COMMITTEE DATE: | October 26, 2023 |
| SUBJECT/REPORT NO: | Grading Requirements for Infill Developments with one or two Dwelling Units (PED23230) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Jorge M. Caetano (905) 546-2424 Ext. 3931 |
| SUBMITTED BY: | Alan Shaw Director, Building and Chief Building Official Planning and Economic Development Department |
| SIGNATURE: |  |

COUNCIL DIRECTION

Not applicable.

INFORMATION

Background

At the July 28, 2023, Open for Business Sub-Committee meeting a request was made to report back on the requirement for grading plans for infill development for small single family dwellings and additions. This report will provide information on the Building Division's lot grading policy for infill residential developments with one or two dwelling units.

Observations and Issues

The City of Hamilton has seen an increase in infill residential developments during the past several years. The main reason for this is the need to replace, or add, additional housing units to existing neighbourhoods. However, most of these older areas were developed without the requirement of a grading plan and when a new residential building is constructed in these established neighbourhoods, it can lead to drainage issues to adjoining properties if the lot grading is not reviewed by a qualified grading consultant. The Ontario Building Code also requires that where a building permit is

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SUBJECT: Grading Requirements for Infill Developments with one or two Dwelling Units (PED23230) (City Wide) - Page 2 of 3

issued the site is to be graded so that water will not accumulate at, or near, the building and will not adversely affect adjacent properties.

Additionally, Bill 23 (*More Homes Built Faster Act*) removed Site Plan Control, which included grading requirements, from developments with 10 residential units or less which made it the more urgent that a policy on grading be developed and finalized in order to ensure a grading consultant has reviewed and certified that the lot grading will not adversely affect the adjoining properties. It should also be noted that most single and semi-detached dwellings were already exempted from Site Plan Control in the City of Hamilton prior to Bill 23, and that this was another reason why a lot grading policy was required for these types of developments. After discussions with Growth Management, it was agreed that the Building Division would develop a policy on grading for developments with one or two dwelling units and Growth Management would look after the review of grading for developments with 3 to 10 dwelling units. A Report (PED23045) on the impact of Bill 23 was prepared by Growth Management and presented to the Planning Committee on February 14, 2023.

Based on the above, the Building Division developed a Lot Grading Policy for infill developments with one or two residential units. This Policy applies to the following residential projects:

- Residential Infill – Single family, two family and semi-detached;
- Residential additions;
- Residential accessory buildings; and,
- Secondary/additional detached dwelling units.

The Policy requires the lot grading plan to be prepared by a Grading Consultant, and outlines what information must be contained on the grading plan (swales, direction of flow, etc.). This grading plan must be submitted with the building permit application. Once the building has been constructed the Policy also requires the Grading Consultant to submit an as-built grading plan and a Lot Grading Certificate Declaration which states the following:

“I have reviewed the final grading for the above-noted property and have taken elevations where necessary to confirm direction and grade of surface drainage. I certify that the work has been completed and conforms to the submitted grading plan. It is my professional opinion that water will not accumulate at, or near, the building, and will not adversely affect adjacent properties.”

It is also important to note that lot grading requirements for infill developments is a widely used best practice in the majority of medium to large Municipalities in Ontario. This has been done to ensure that where infill development takes place the grading of the lot should not adversely affect the adjoining properties.

Outcome

The Lot Grading for Infill Residential Developments came into effect in December of 2022. Since that time the Building Division has made several revisions based on industry feedback. The latest set of revisions were made in September of this year. The main changes were:

- The definition of Grading Consultant has been extended to include not only a Professional Engineer but to also include:
 - an Ontario Land Surveyor,
 - an Architect registered as a member of the Ontario Association of Architects, or
 - a member of the Ontario Association of Landscape Architects.
- To exempt the lot grading requirement for a residential accessory building, a secondary/additional detached dwelling or an addition provided it is not greater than 55 square metres in building area, is at least 1.0 metres from a property line and provided there are no changes to the grading of the property. If the setback to a property line is increased to 3.0 metres the residential buildings noted above would be exempt from the lot grading requirement no matter the size provided there are no changes to the grading of the property;
- To exempt the lot grading requirement where a residential building is rebuilt on an existing foundation (no increase in the perimeter of the foundation) provided there are no changes to the grading of the property;
- To exempt residential projects that are on a lot size of at least 0.4 hectares (one acre), provided the proposed building/addition is at least 3.0 metres from a property line and provided there are no changes to the grading of the property; and,
- To exempt the lot grading requirement where an existing detached accessory building is converted to a secondary/additional dwelling unit.


Expanding who can be a Grading Consultant will provide an applicant/homeowner a greater choice of who they can hire to prepare the lot grading plan, while at the same time ensuring that the Grading Consultant is someone qualified to carry out this work.

APPENDICES AND SCHEDULES ATTACHED

Not applicable.



INFORMATION REPORT

| | |
|---------------------------|---|
| TO: | Chair and Members Open for Business Sub-Committee |
| COMMITTEE DATE: | October 26, 2023 |
| SUBJECT/REPORT NO: | New Additional Dwelling Unit Team (PED23229) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Jorge M. Caetano (905) 546-2424 Ext. 3931 |
| SUBMITTED BY: | Alan Shaw Director, Building and Chief Building Official Planning and Economic Development Department |
| SIGNATURE: |  |

COUNCIL DIRECTION

Not applicable.

INFORMATION

Background

The Building Division has seen an increase in both inquiries and permit applications for the creation of an additional dwelling unit in a house or as a detached dwelling in the rear yard. This Information Report will explain to the Open for Business Sub-Committee on how the Building Division is addressing this issue.

Observations and Issues

On June 12, 2023, the Building Division created a new Additional Dwelling Unit team that will aid those applicants wishing to create an additional dwelling in their home or construct a detached secondary dwelling in their backyard. At the present time this team is comprised of 5 full time Plan Examiners who will handle all Additional Dwelling Unit permit applications. By having a dedicated team, the Building Division will be able to develop a group of specialized staff members that can answer Additional Dwelling Unit inquiries in a timely manner and that are able to expedite Additional Dwelling Unit building permit applications.

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In addition to creating this new team our division has also carried out, or we are in the process of carrying out, the following:

- Currently developing an Additional Dwelling Unit website.
- Developing brochures for the general public.
- A dedicated phone extension (905-546-2424 ext. 5117) and email address (aduteam@hamilton.ca) has been created so that customers can inquire directly with the Additional Dwelling Unit Team.
- Staff reached out to the Hamilton Additional Dwelling Unit Facebook Group to advise them of our division's new Additional Dwelling Unit team. This Group has included this information on their site; and,
- Developing Plan Review guides for staff to ensure consistency in applying Ontario Building Code requirements.

Outcome

By having this dedicated team our division is able to have staff who are experts on the permit requirements for Additional Dwelling Units. This will provide applicants and homeowners with a one-stop source for obtaining information on the regulations for creating an additional dwelling unit, information on the permit process, and expediate permit issuance.

APPENDICES AND SCHEDULES ATTACHED

Not applicable.



Hamilton

INFORMATION REPORT

| | |
|---------------------------|--|
| TO: | Chair and Members Open for Business Sub-Committee |
| COMMITTEE DATE: | October 26, 2023 |
| SUBJECT/REPORT NO: | Case Study 32: Development Application Staffing and Organizational Chart Updates (PED23227) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Jennifer Hohol (905) 546-2424 Ext. 7857 |
| SUBMITTED BY: | Anita Fabac Acting Director of Planning and Chief Planner Planning and Economic Development Department |
| SIGNATURE: | |
| SUBMITTED BY: | Ashraf Hanna Director, Growth Management Planning and Economic Development Department |
| SIGNATURE: | |

COUNCIL DIRECTION

Not Applicable.

INFORMATION

Background

Ontario's Bill 109, *More Homes for Everyone Act*, was introduced by the Province on March 30, 2022, and received Royal Assent on April 14, 2022. Bill 109 amended the *Planning Act* to require municipalities to refund development application fees for select application types if a decision is not made within legislative timelines. The changes from Bill 109 came into effect January 1, 2023.

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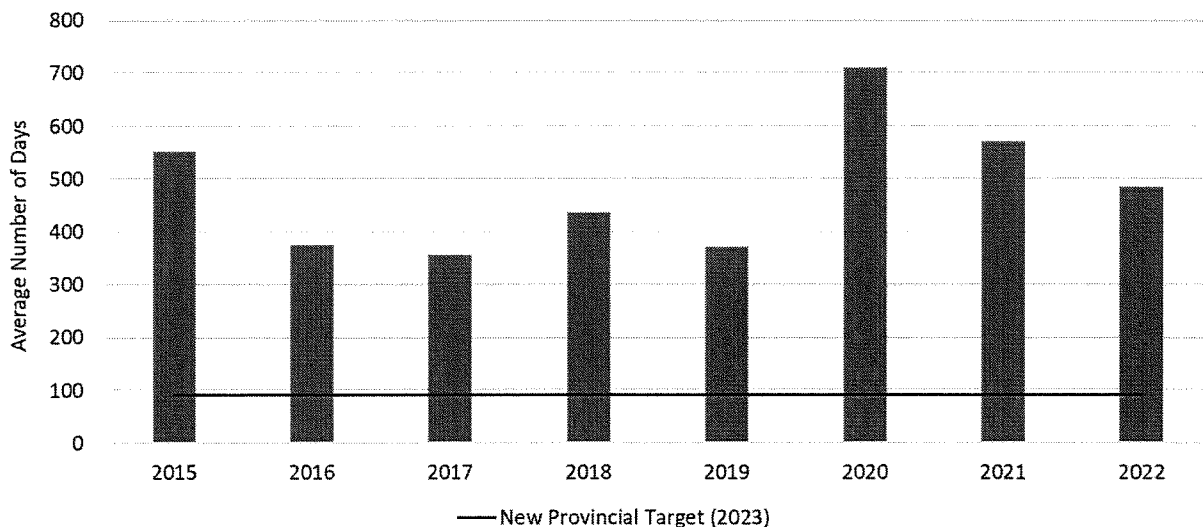
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Observations and Issues

Upon initial staff assessment of the impact of Bill 109, it was identified that there would be a need for process changes, new fees and new staffing resources to meet the provincial expectations. As shown below, historical approval timelines for some development application types have been significantly higher than newly established provincial timelines.

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



The Planning and Economic Development Department retained BMA Management Consulting to assist with the identification of potential staffing needs to address new expectations under Bill 109. The BMA Management work identified the potential need for 20 new fee funded FTE to meet provincial timelines (PED22112(c)). Since 2015, Council had approved 13 positions with the Planning and Growth Management Divisions to support the development approvals process.

Outcomes

In August 2022, Council approved delegated authority to the General Manager of Planning and Economic Development to create the necessary new permanent full-time equivalent positions to meet the new provincial timelines under Bill 109, provided the positions are fully fee-funded and will have no impact on the levy (PED22112(c)).

Council's approval of delegated authority considered the following:

- Allowing staff to proceed incrementally with creating required positions and respond to actual application activity levels;

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SUBJECT: Case Study 32: Development Application Staffing and Organizational Chart Updates (PED23227) (City Wide) - Page 3 of 3

- Allowing staff to quickly respond to increased activity levels, and particularly to monitor workload demands within specialized roles;
- Giving staff the flexibility to respond to uncertainties in the labour market; and,
- Allowing staff to be proactive in anticipating vacancies (e.g., retirements).

To continue to provide high-quality service given the addition of new staff, an updated organizational structure was implemented for the Development Planning and Heritage and Urban Design Sections within the Planning Division, and the Development Engineering Section within the Growth Management Division. Organizational charts for each of these sections can be found in Appendix "A" attached to PED23227.

The Development Planning Section within the Planning Division is responsible for development matters such as Official Plan Amendment applications, Zoning By-law Amendment applications, and Plans of Subdivision. The Section is now divided geographically into two teams: West Development Team and Business Facilitation and East Development Team.

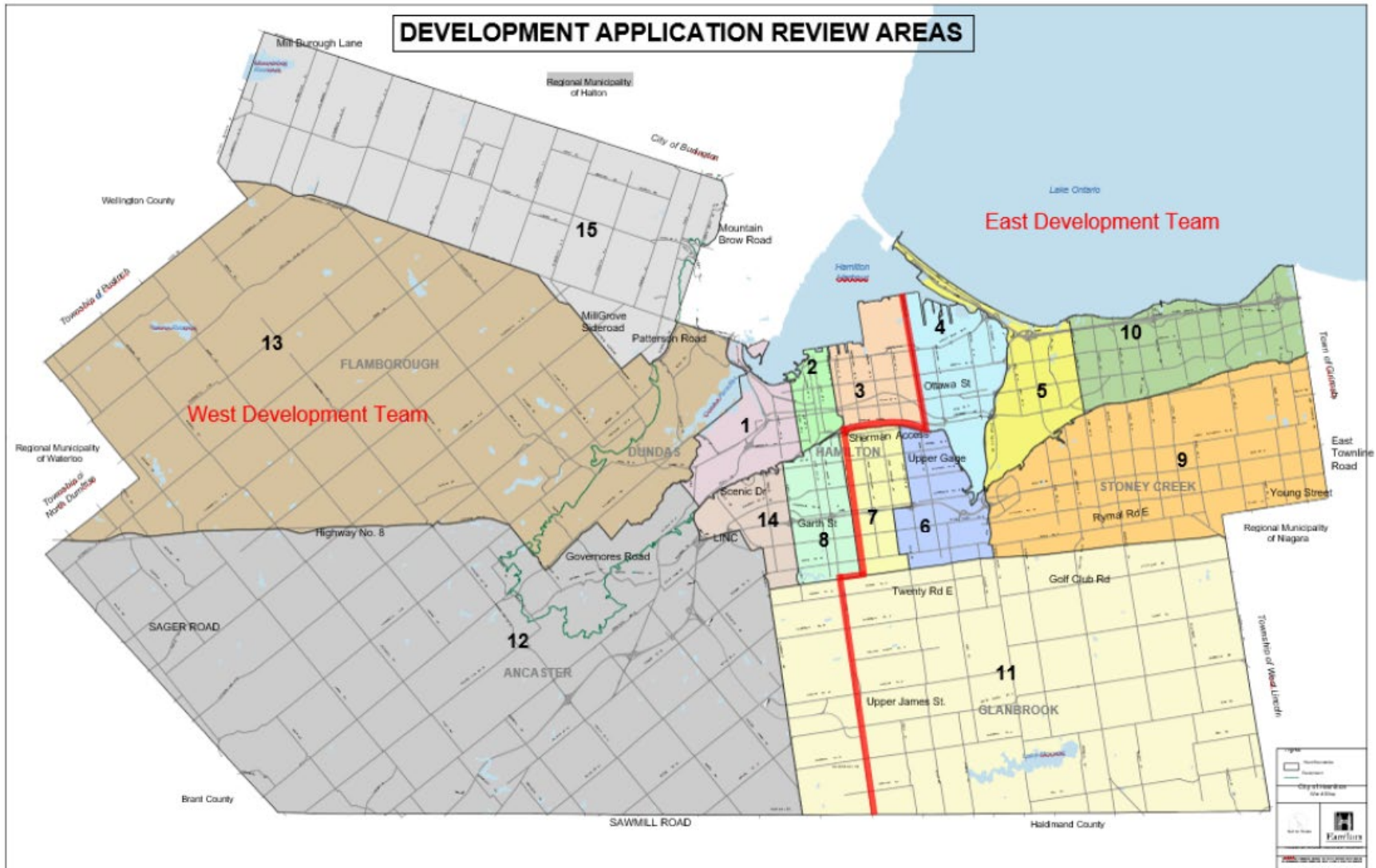
The Heritage and Urban Design Section within the Planning Division is responsible for development matters such as Site Plan applications, as well as Built Heritage and Natural Heritage matters.

The Development Engineering Section within the Growth Management Division is responsible for the engineering review of all types of development applications including subdivisions, Committee of Adjustment applications, Site Plan applications as well as issuance of water and sewer permits, road cut permits, water meter permits; preparation and execution of various development agreements for third-party delivery of growth-related municipal infrastructure. Similar to the Development Planning Section, the Development Engineering Section is now divided geographically into two teams, West Development Engineering Team and East Development Engineering Team.

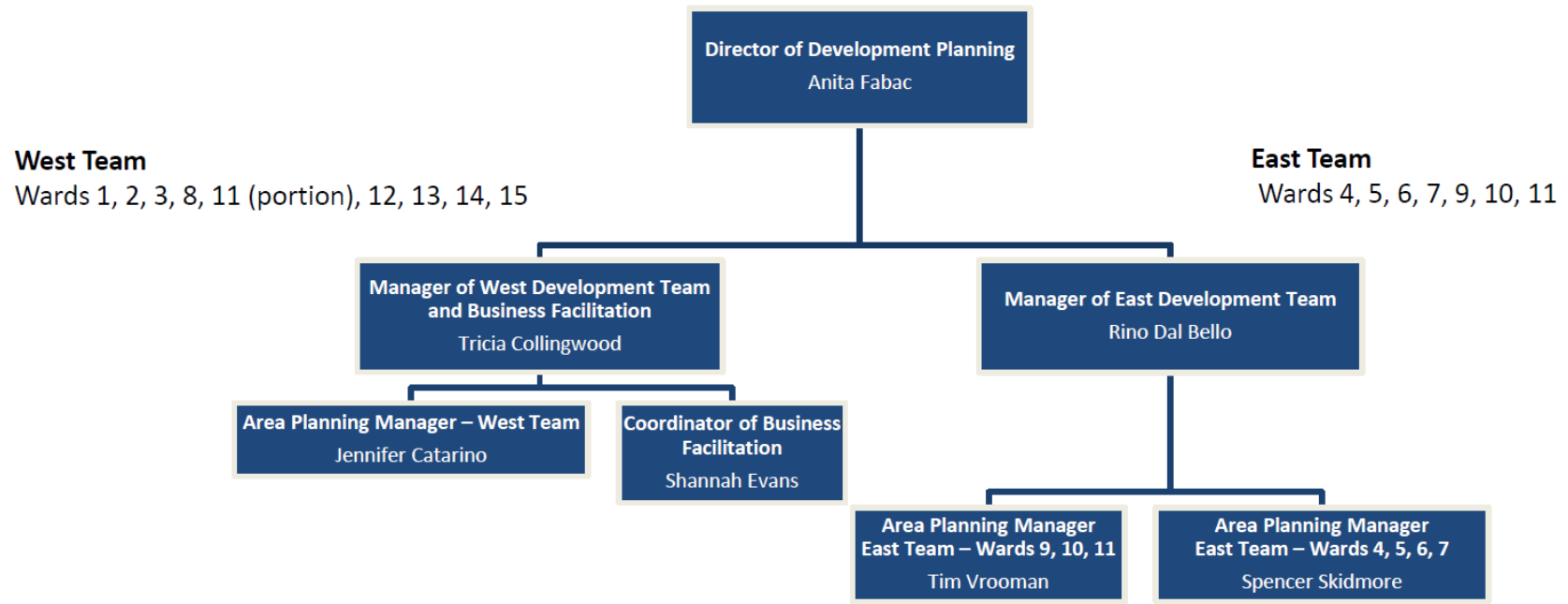
Appendix "A" attached to PED23227 includes a map showing the geographic areas of the East and West Development teams. A portion of Ward 11 has been included in the West Development Teams area for both Development Planning and Development Engineering to keep the entire Airport Employment Growth District (AEGD) under the purview of the West Development teams. Otherwise, the boundary line between the East and West Development Areas follows Ward boundaries.

APPENDICES AND SCHEDULES ATTACHED

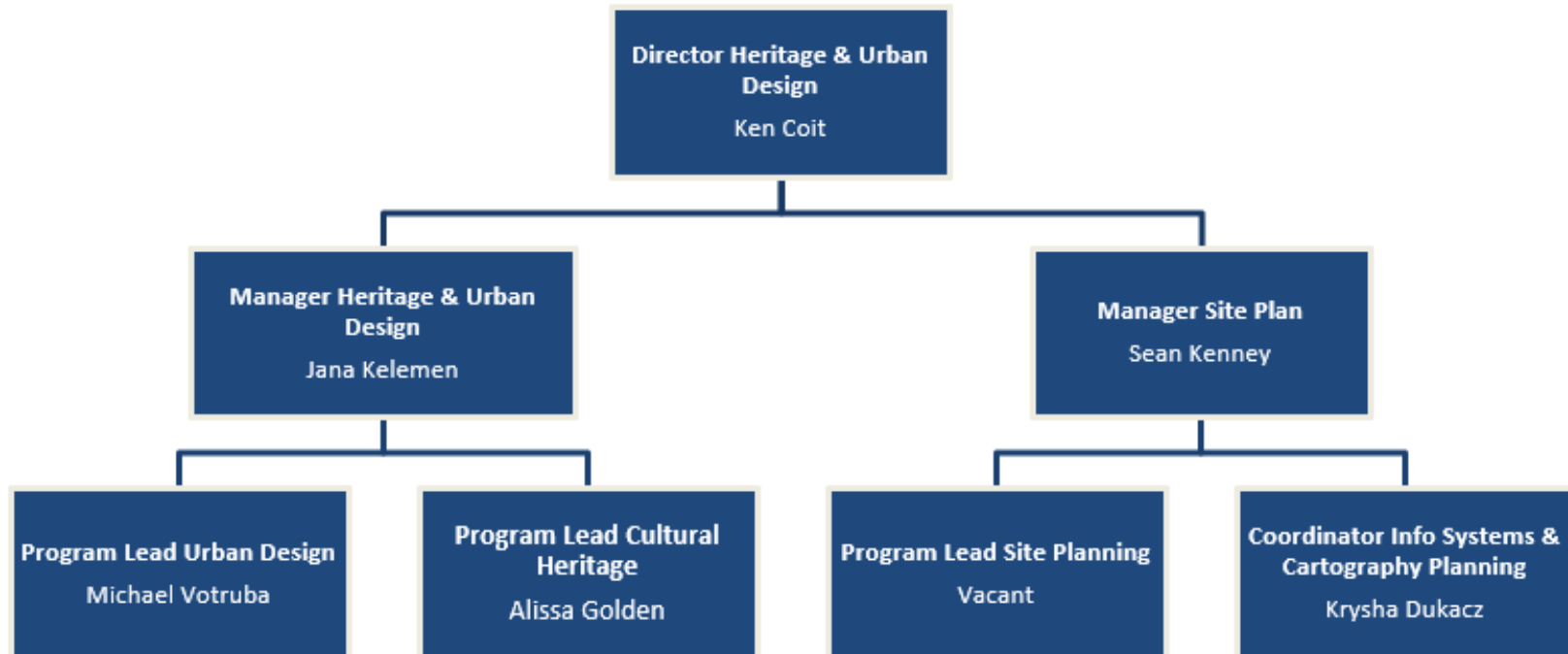
Appendix "A" to Report PED23227 – Development Review Team Areas and Organizational Charts



Development Planning Section, Planning Division



Heritage and Urban Design Section, Planning Division



Development Engineering Section, Growth Management Division

West Team

Wards 1, 2, 3, 8, 11 (portion), 12, 13, 14, 15

Director Development
Engineering
Binu Korah

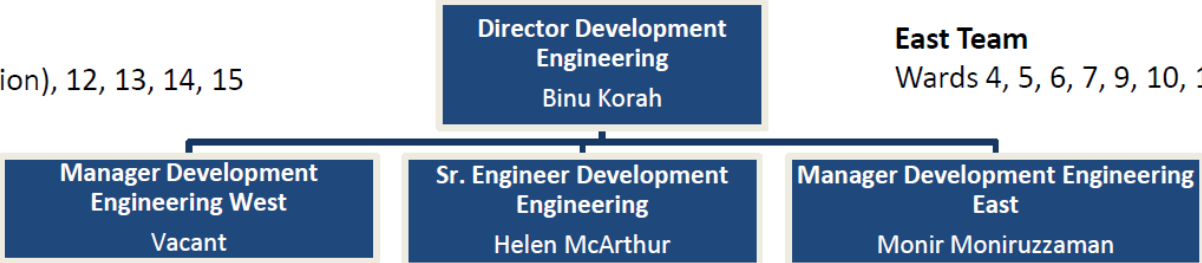
East Team

Wards 4, 5, 6, 7, 9, 10, 11

Manager Development
Engineering West
Vacant

Sr. Engineer Development
Engineering
Helen McArthur

Manager Development Engineering
East
Monir Moniruzzaman





Hamilton

INFORMATION REPORT

| | |
|---------------------------|--|
| TO: | Chair and Members Open for Business Sub-Committee |
| COMMITTEE DATE: | October 26, 2023 |
| SUBJECT/REPORT NO: | Development Agreement Surety Bonds – Case Study 29 (FCS23107) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Lindsay Gillies (905) 546-2424 Ext. 5491 |
| SUBMITTED BY: | Brian McMullen Director, Financial Planning, Administration and Policy Corporate Services Department |
| SIGNATURE: | |

COUNCIL DIRECTION

Not Applicable.

INFORMATION

Background

In response to a presentation and report by the Mayor’s Task Force on Economic Recovery regarding Item 8.1 presented to the General Issue Committee on December 9, 2020, a motion was put forward for Finance and Legal staff to report back to the Audit, Finance and Administration Committee on the potential use of surety bonds as financial security for development projects to secure municipal agreements.

Observations and Issues

A surety bond is a bond from a surety provider which guarantees the assumption of responsibility for payment of security in the event of default of a Development Agreement by a developer. Permitting the use of surety bonds is beneficial to both the developer and the municipality. Developers will have more options and greater flexibility as surety bonds would not restrict a developer’s capital the same way a letter of credit or cash security would. In turn, this tool can potentially enable developers to use their capital more efficiently than is possible with letters of credit or cash security. The municipality benefits because it promotes growth and provides protection against default. Prior to June 2021, the City of Hamilton only accepted letters of credit and / or certified funds as security for development agreements.

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Outcome

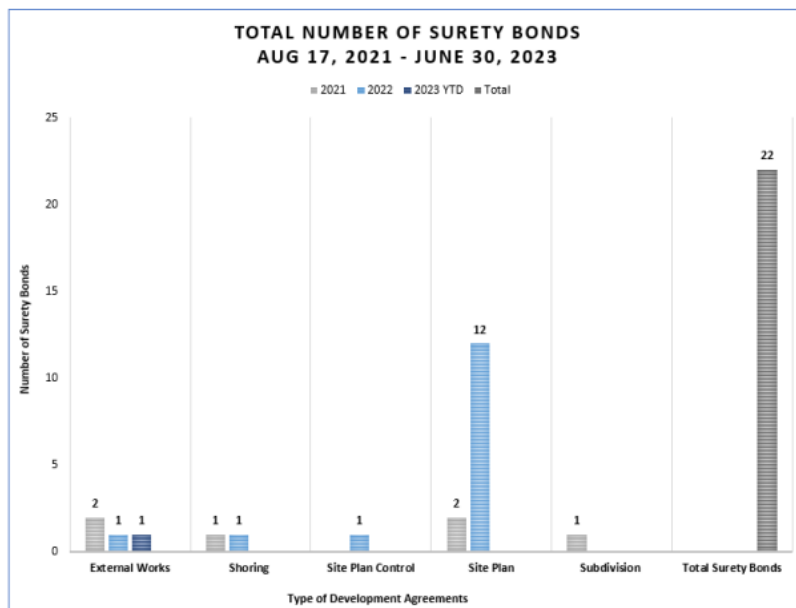
In June 2021, a Development Agreement Surety Bond Policy was approved by Council and language used in the Development Agreement template was updated to permit surety bonds as an acceptable form of security.

Since permitting the use of surety bonds:

- As of June 30, 2023, the City of Hamilton holds a total of 22 surety bonds from four providers since accepting its first surety bond on August 17, 2021.
- The aggregate value of all surety bonds, accepted as of June 30, 2023, totals \$13,919,312 with a current value of \$11,084,000 after reduction requests have been processed. The reduction request process has been working effectively without challenges.
- Six surety bonds were accepted in 2021, 15 in 2022 and one year-to-date in 2023.
- To date, none of the surety bonds accepted have been fully discharged, nor have any of the principals defaulted under the related Development Agreement.

For additional insight, Chart 1 shows the number of surety bonds held by the City of Hamilton based on the type of development agreement and Chart 2, the aggregate value (in dollars) of the total number of surety bonds held. The minimum original value of a surety bond accepted was \$15,000, the maximum was \$3,091,855.32 and the median value is \$207,000. Report FCS21056(a) provides the full Council directed update on the use of surety bonds at the City of Hamilton.

Chart 1
Total Number of Surety Bonds Held by
the City from August 17, 2021 – June 30, 2023

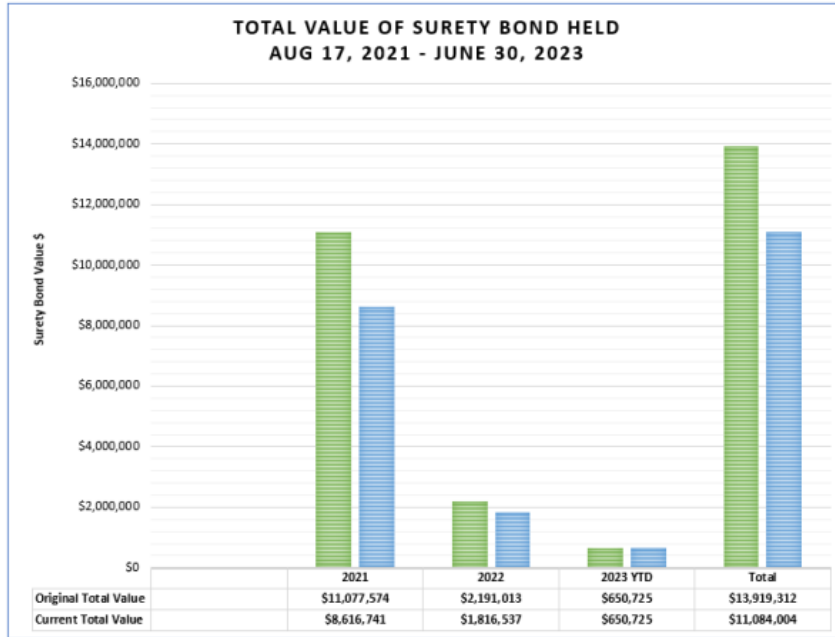


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Chart 2
Total Value of Surety Bonds held by
the City from August 17, 2021 – June 30, 2023



Acceptance of surety bonds was approved on a go-forward basis, which means existing development agreements did not have the option of switching from a letter of credit to surety bond. In Report FCS21056(a), presented on August 17, 2023, the Audit, Finance and Administration Committee directed staff to report back on a full cost recovery approach as it relates to the transference of Letters of Credit and cash securities to Surety bonds.

APPENDICES AND SCHEDULES ATTACHED

None

LG/dt

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.