

**CITY OF HAMILTON**

**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT  
General Manager's Office**

<b>TO:</b> Mayor and Members General Issues Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> October 11, 2011	
<b>SUBJECT/REPORT NO:</b> "Open for Business" Review (City Wide) (PED11176)	
<b>SUBMITTED BY:</b> Tim McCabe General Manager Planning and Economic Development Department	<b>PREPARED BY:</b> Chris Phillips 905-546-2424 Ext. 5304
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- a) That an "Open for Business" Sub-Committee, reporting to the General Issues Committee, be established to oversee the "Open for Business Review, as per the Senior Management Team (SMT) Workplan (Report CM11005);
- b) That the Sub-Committee be comprised of four (4) members of Council, and that the appropriate City staff be made available as resources to the Sub-Committee; and,
- c) That the Open for Business "Terms of Reference", included as Appendix "A" to Report PED11176, be referred to the "Open for Business" Sub-Committee for consideration and approval.

**EXECUTIVE SUMMARY**

On April 27, 2011, Council approved Report CM11005 entitled "Senior Management Team (SMT) 2011 Work Plan". In the Workplan's section entitled "Sustainable Services", there was a commitment to create an "Open for Business Review".

Sponsored by the General Manager of Planning and Economic Development, the "Open for Business" Review was broadly defined as the following:

"Comprehensive stakeholder review, development of measurements/indicators for customer satisfaction and identification of opportunities for improvement and creating a better business environment".

This report seeks to commence the work on the "Open for Business" initiative by first establishing the "Open for Business" Sub-Committee consisting of four (4) members of Council, which will report to the General Issues Committee. As well, this report contains a proposed draft "Terms of Reference" (Appendix "A") to be referred to the Sub-Committee for consideration and approval.

***Alternatives for Consideration – See Page 4***

**FINANCIAL / STAFFING / LEGAL IMPLICATIONS** (for Recommendation(s) only)

**Financial:**

The cost of carrying out the Open for Business Review will be funded from the existing operational budget of the Planning and Economic Development Department.

**Staffing:**

The Open for Business Review would require internal Planning and Economic Development staff oversight for the project, as well as require the active participation of other departmental staff throughout the review process.

**Legal:** N/A

**HISTORICAL BACKGROUND** (Chronology of events)

On April 27, 2011, Council approved Report CM11005 entitled "Senior Management Team (SMT) 2011 Work Plan", which as part of its focus on "Sustainable Services", included a commitment to create an "Open for Business Review". Within the Workplan, the Review was defined as:

"Comprehensive stakeholder review, development of measurements/indicators for customer satisfaction and identification of opportunities for improvement and creating a better business environment".

The concept of streamlining the City's approval processes and creating a more effective business environment in Hamilton has been a key element of the Planning and Economic Development Department's Workplan and goals for some time.

A similar initiative was conducted several years ago. In 2002, Council created the "Mayor's Open for Opportunity Task Force" with a mission "to ensure that Hamilton is open for opportunity". The Task Force had four (4) specific objectives:

- To create a more positive investment climate in Hamilton;
- To ensure the City is a catalyst to economic growth;
- To minimize unnecessary administrative burdens on business and community groups; and,
- To ensure access to comprehensive and useful information/data that may be necessary to making investment decisions in Hamilton.

The Task Force undertook a process whereby they established three (3) panels, segmented by specific focus areas:

- Licensing, Permits and Approval;
- City Policies, Procedures and Practices; and,
- State of Information and Accessibility.

Membership of the Task Force involved several members of Council and key representatives from the development industry and business. The Task Force was chaired by Mayor Wade. Utilizing both internal City of Hamilton staff expertise, as well as the assistance of externally facilitated discussions, the Task Force presented their recommendations to Council in Report MAY01002(B) in October 2002. This report is attached as Appendix "B".

In 2007 the Planning and Economic Development Department underwent significant organizational restructuring which resulted in the re-alignment of various work into key Divisions, in an effort to further streamline and rationalize services to encourage growth and economic development. Subsequently, in 2009, the City implemented a Formal Consultation and Complete Application Process, as well as created a Business Facilitation Team to assist business clients with the approvals and licensing process.

In July 2010, in conjunction with the opening of the newly renovated City Hall, the Planning and Economic Development Department formalized the "One-Stop" for Business Services by physically co-locating the Business Facilitation Team, the Licensing/Zoning Team, and the Small Business Enterprise Centre in the first floor of City Hall.

As well, additional changes and responsibilities have been made to many of the approval processes with the goal of creating a more "Open for Business" process and attitude toward investment, and in particular small and medium sized enterprises. Many of these changes have resulted in continued organizational change.

**POLICY IMPLICATIONS**

N/A

**RELEVANT CONSULTATION**

N/A

**ANALYSIS / RATIONALE FOR RECOMMENDATION**

(include Performance Measurement/Benchmarking Data, if applicable)

N/A

**ALTERNATIVES FOR CONSIDERATION**

(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

**Do not Establish an Open for Business Review Sub-Committee**

This is not recommended as the Sub-committee acts as the “working group” for GIC and can spend considerably more time on investigating issues and developing recommendations.

**CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)**

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

***Skilled, Innovative and Respectful Organization***

- ◆ A skilled, adaptive and diverse workforce, i.e. more flexible staff.
- ◆ More innovation, greater teamwork, better client focus.
- ◆ An enabling work environment - respectful culture, well-being and safety, effective communication.

***Financial Sustainability***

- ◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner.

***Growing Our Economy***

- ◆ Newly created or revitalized employment sites.
- ◆ Competitive business environment.
- ◆ An improved customer service.
- ◆ The "Open for Business" initiative will seek to streamline City of Hamilton processes to better reflect the needs of small and medium sized enterprises and entrepreneurs to increase investment in Hamilton.
- ◆ The work of the "Open for Business" Sub-Committee will support the City's efforts to revitalize our existing business districts by creating a culture of consistent, predictable, and customer focused service that puts the needs of small and medium sized businesses and other entrepreneurs, at the forefront of our Economic Development efforts.
- ◆ The "Open for Business" initiative will be geographically focused mainly in the existing business districts within the urban, suburban, and rural neighbourhoods, allowing those areas to continue to a thriving part of the City's economy for years to come.

***Healthy Community***

- ◆ Plan and manage the built environment.
- ◆ An engaged Citizenry.

<b>APPENDICES / SCHEDULES</b>
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Appendix "A" – Terms of Reference – Open for Business Sub-Committee

Appendix "B" – Recommendations of the Open for Opportunity Task Force (MAY01002(B)) – October 23, 2002

CP:cad:dt

**Open for Business Sub-Committee  
Planning and Economic Development Department**

## **TERMS OF REFERENCE**

### **Method of Review**

A Sub-Committee of the General Issues Committee (GIC) will be formed, supported by relevant City of Hamilton staff, to review the City of Hamilton's overall "Open for Business" effectiveness, with the goal of streamlining the processes within the Planning and Economic Development Department and other City Departments to create consistent, predictable, and customer-focused services that encourage investment of small and medium sized enterprises and entrepreneurs in the City of Hamilton.

### **Sub-Committee Objectives**

1. To ensure that Hamilton has an effective "Open for Business" program, with specific focus on small and medium sized enterprises and entrepreneurs; minimizing and streamlining the City of Hamilton's approval, permits and licensing processes that are required 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 enterprises and entrepreneurs;
3. To ensure that the City of Hamilton's approval, permits and licensing processes lead to an overall "Open for Business" environment in every geographic area of the City, with particular emphasis in our established and developed Business Improvement Areas.

### **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 the small and medium sized enterprise sector, 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 Department, 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 for the Department and the City.
3. Review and analyze the current application processes, examining the current alignment and integration that exists between them, with the intent of identifying gaps that may exist and recommend any improvements. The review should be

conducted with special attention paid to the specific ward 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:

- Zoning Verification
  - Building Permit
  - Site Plan Approvals
  - Licences
  - 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 and analyze 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 Business Services, 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.

### **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**

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

It is expected that the Sub-Committee, supported by City staff, will identify a variety of small and medium sized enterprises, entrepreneurs, builders, real estate, industry

representatives, and other professionals involved in approval processes that represent a broad cross-section of the private, public, and not-for-profit sector industries, for consultation.

Consultation will be completed by way of written submissions, delegations, interviews, surveys, and focus groups, as well as other methods that the Sub-Committee suggests.

As part of the preparation for consultation, City staff will prepare a list of such businesses that have had recent contact with both our "One-Stop" Business Services and our Small Business Enterprise Centre, as well as others that have had detailed dealings, with positive, neutral, and negative experiences, with City staff and processes.

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 parts of the City's small and medium sized enterprises and entrepreneurs 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 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 four (4) 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.

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

### **Meetings**

As required at the call of the Chair.

### **Time Frame**

Sub-Committee will begin work in October 2011. It is expected to have a report of preliminary findings by Q2 of 2012, with a final report to the GIC by the end of September 2012.



**CITY WIDE  
IMPLICATIONS**

**CITY OF HAMILTON**

**MAYOR'S OFFICE**

<b>Report to:</b> Mayor and Members Committee of the Whole	<b>Submitted by:</b> Open for Opportunity Task Force
<b>Date:</b> October 23, 2002	<b>Prepared by:</b> Tara-Lynne Franco 905-546-4007

**SUBJECT: Recommendations of the Open for Opportunity Task Force  
(MAY01002 (B)) (City Wide)**

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**RECOMMENDATION:**

- a) That the Action Letters prepared by the Task Force attached as Appendix A be approved and that the City Manager and the General Managers of the departments indicated in each recommendation be directed to review them and report to Council with an implementation strategy if required;
- b) That where there are budget implications associated with implementation of any of these actions, that these be incorporated into the business planning process and be considered as part of the budgets for 2003 and beyond;
- c) That in approximately 6 months, an Open for Opportunity Forum be held in order to review the progress that has been made in implementing the directions of the Task Force and provide additional avenues for input from the Task Force and the broader community.

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Robert E. Wade, Mayor  
Mayor's Office

**EXECUTIVE SUMMARY:**

The creation of the new City of Hamilton presented an opportunity to undertake a comprehensive review of the city's administrative environment with the goal of ensuring that Hamilton is "open for opportunity". The goal was to foster and support economic

**SUBJECT: Recommendations of the Open for Opportunity Task Force  
(MAY01002 (B)) (City Wide) - Page 2 of 7**

development and community capacity building, and send a message to investors and community builders that Hamilton is indeed “open for opportunity”.

This report outlines the results of the joint public-private inquiry, called the “Open for Opportunity” Task Force, that is proposing a number of recommended actions that the municipality should take in order to create a more positive investment climate and ensure that the city is a catalyst to economic growth and making good things happen.

The recommended actions fall under 3 major areas that coincide with the Panels that were formed to conduct much of the work:

- ♦ Licensing, permits and approvals
- ♦ The state of information and accessibility
- ♦ City policy, practices and procedures

The Open for Opportunity Task Force included the Mayor of the City of Hamilton, four City Councillors and thirteen members from the private sector representing small and large business, education, consulting, planning, law and insurance. There was also a Staff Technical Advisory Team that assisted the Task Force in its work. The membership of the Open for Opportunity Task Force and the Technical Advisory Team can be found in Appendix B.

**BACKGROUND:**

The Mayor in the course of community consultation heard repeatedly that administrative processes create roadblocks that discourage new investment and add to the cost of doing business in Hamilton. In order to address this issue, the Mayor proposed the establishment of a public / private inquiry.

On December 11, 2001, Council approved Report MAY01002 – ***Proposal to Establish an “Open for Opportunity” Task Force.***

The Task Force’s mission was defined as “to ensure that Hamilton is open for opportunity”. Four objectives were also established:

- ♦ To create a more positive investment climate in Hamilton;
- ♦ To ensure the City is a catalyst to economic growth;
- ♦ To minimize unnecessary administrative burdens on business and community groups;
- ♦ To ensure access to comprehensive and useful information / data that may be necessary to making investment decisions in Hamilton

The group met for the first time on March 19, 2002 and met as a full Task Force once monthly up to and including October 22, 2002. In order to complete their work in a relatively short time period, the task force divided into 3 panels that met during and outside the full task force meetings.

**SUBJECT: Recommendations of the Open for Opportunity Task Force  
(MAY01002 (B)) (City Wide) - Page 3 of 7**

The panels were organized under three theme areas:

- ♦ Licensing, Permits and Approvals
- ♦ State of Information and Accessibility
- ♦ City Policy, Procedures and Practices

The Task Force received presentations from staff on departmental structure, the City's customer service interfaces and what the departments were currently working on that fit with the task force objectives.

At their second meeting the group had a facilitated discussion of what they felt we need to do to improve the business environment in the City and what they felt were some of the things that were working and were not working. These discussions formed the basis of many of the recommendations that are now coming forward.

The recommendations of the Task Force are presented in the format of Action Letters. These Action Letters indicate the recommended action, some brief background on why this is being recommended, the rationalization, who should be responsible for implementation, and in some cases a timeline for completion. Some recommendations are very specific while others are more general and would require additional investigation internally before they could be implemented.

This report proposes that the recommendations of the Task Force be reviewed by staff in order that they can determine how they can be implemented. In some cases where a change in a major policy, procedure or by-law is required to implement the recommendations, staff will need to bring these back to Council for final ratification. In some cases, for example where the Task Force is recommending a shorter timeline for the update of the Official Plan and Zoning by-law (see Policies, Procedures and Practices, Priority 1), staff will need to come forward to Council with an implementation plan and ensure that sufficient resource allocations are made in the 2003 budget and future budgets. Some of the recommendations are administrative in nature and can be implemented immediately and thus would not require a report back to Council.

This report also recommends that a follow up Forum be held in approximately 6 months time. The Task Force Members as well as any other interested parties will be invited to this forum to hear what progress has been made in implementing the directions of the Task Force and also will provide an additional avenue of input for those who did not directly participate in this process.

**ANALYSIS OF ALTERNATIVES:**

There are no alternatives to present at this time.

**SUBJECT: Recommendations of the Open for Opportunity Task Force  
(MAY01002 (B)) (City Wide) - Page 4 of 7**

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

**Financial Implications**

The financial implications of these recommendations have not been determined at this time. These are to be reviewed by the appropriate departments when determining how the actions can be implemented and incorporated into the business plans and budgets of 2003 and beyond

**Staffing Implications**

In some cases there may be staffing implications. As suggested above, any implications should be incorporated into the business plans and budgets of 2003 and beyond.

**Legal Implications**

Prior to full implementation, all recommended actions should be reviewed to determine if they are things in which the municipality has the legal jurisdiction to change or if there are any other legal implications with their implementation.

**POLICIES AFFECTING PROPOSAL:**

As indicated in the action letters, some of the recommendations would require changes in policy. All major policy changes will be forwarded to Council for approval and at that time will include the financial, staffing and legal implications of the change in policy.

**CONSULTATION WITH RELEVANT DEPARTMENTS/AGENCIES:**

A Technical Advisory Team comprised of representatives from all city departments, with the exception of Human Resources, provided assistance, advice and support to the full Task Force as well as each of the Panels.

The recommendations are those of the Open for Opportunity Task Force. They do not necessarily represent the views of the staff involved, nor have they been formally vetted by any of the departments.

This was a public-private inquiry that included the Mayor of the City of Hamilton, four City Councillors and thirteen members from the private sector representing small and large business, education, consulting, planning, law and insurance.

The members of the Task Force and the Technical Advisory Team are listed in Appendix B.

**SUBJECT: Recommendations of the Open for Opportunity Task Force  
(MAY01002 (B)) (City Wide) - Page 5 of 7**

**CITY STRATEGIC COMMITMENT:**

In its Strategic Plan, Council identified growing our local economy as its number one priority. Under the goal of "A City of Growth and Opportunity" Council committed to exploring the best methods and quantity of resources necessary to attract and retain business. The recommendations of the Open for Opportunity Task Force will assist the City greatly in meeting this commitment by streamlining processes, reducing red tape in our business practices and ensuring information is accessible and easily obtainable.

An effective, open and predictable administrative environment at the City will help support economic growth and community capacity building.

**SUBJECT: Recommendations of the Open for Opportunity Task Force  
(MAY01002 (B)) (City Wide) - Page 6 of 7**

**Appendix A:  
ACTION Letters of the Open for Opportunity Task Force**

**SUBJECT: Recommendations of the Open for Opportunity Task Force  
(MAY01002 (B)) (City Wide) - Page 7 of 7**

**Appendix B:  
Membership of the Open for Opportunity Task Force**

**Members of Council**

Mayor Bob Wade  
Councillor Marvin Caplan  
Councillor Frank D'Amico  
Councillor Larry Dilanni  
Councillor Margaret McCarthy

**Private Sector**

Richard Allen, Industry Education Council  
Sean Baird, Ampersand Group  
Anne Bermingham, 2WA Consulting  
Ward Campbell, Starward Homes  
Gabe DeSantis, Homes by DeSantis  
Ed Fothergill, Fothergill Planning and Development, Hamilton Chamber of Commerce  
Don Gerrard, Dofasco  
Carolyn Gray, Mohawk College  
Chip Holton, National Paper Goods  
Dan Lawrie, Dan Lawrie Insurance Brokers  
Sergio Manchia, Planning & Engineering Initiatives  
Lou Serafini Jr., Fengate Property Management  
Peter Tice, Ross & McBride Law Firm

**Staff Technical Advisory Team**

Kevin Christenson, Clerks  
Rob Hall, Public Health  
Dawne Jubb, Legal Services  
Peter Lampman, Building and Licensing  
Domenic Lunardo, Design and Construction  
Bryan Shynal, Parks  
Paul Mason, Long Range Planning  
Ron Marini, Downtown Renewal  
Gavin Norman, Infrastructure Planning  
Guy Paparella, Development Planning / Mayor's Office  
Tom Poldre, Communications  
Tom Redmond, Building and Licensing  
Rob Rossini, Finance  
Norm Schleeahn, Economic Development  
Joe Spiler, Finance  
Ed Switenky, Traffic  
Helen Vastis, Legal Services  
James Winn, Fire Prevention

***REPORT TO THE  
OPEN FOR OPPORTUNITY  
TASK FORCE***

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**Licensing, Permits and Approvals Sub-Committee**

October 22, 2002

Subcommittee Members

Gabe Desantis  
Ed Fothergill  
Don Gerrard  
Councillor Larry Di Ianni  
Councillor Margaret McCarthy



City of Hamilton  
Open for Opportunity Task Force

***Licensing, Permits and Approvals Sub-Committee***

**1) OBJECTIVE/MISSION STATEMENT**

To provide approvals for permits and development applications in an efficient and predictable manner while at the same time protecting the public interest and safety of the citizens of Hamilton.

**2) PRINCIPLES**

- a) All applications, permits and approvals shall have set and committed timelines.
- b) One stop shopping – the public can apply in one place for all applications regarding development.
- c) Information is accessible and easily obtainable.
- d) Council shall delegate minor development application approvals to staff.
- e) Greater consideration shall be given to development applications as they fulfil the economic development mission of council as expressed through the approval of an economic strategy.
- f) Efficiencies shall be implemented which minimize overlap and duplication.
- g) All processes for development shall be open, fair, consistent, predictable, and reasonable.



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 1: Approval of Plans Prior to Subdivision Registration

---

## BACKGROUND

Approval for plans of subdivision is a long process. When the process is complete, owners / developers do not want to wait an additional two weeks for issuance of building permits.

## RECOMMENDED ACTION

That plans for Single Family Dwellings and townhouses in plans of subdivisions be approved "en mass" for building permit purposes prior to or after the completion of the subdivision agreement.

## RATIONALIZATION

can be done ahead of time  
consensus approvals going at same time  
different service models  
meets principle (a)

## IMPLEMENTATION

Building and Licensing Division



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 2: Economic Development Factor

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### BACKGROUND

The development process needs to place greater emphasis on the economic impact / benefit that development provides. Often, applications which have significant economic benefit to the community are not supported by staff because only traditional planning factors are considered.

### RECOMMENDED ACTION

That major applications (e.g. Official Plan amendments, major Zoning by-law amendments and other municipal by-law proposals) be circulated to Economic Development for comment and review to determine economic impact and fit with Council's approved Economic Strategy.

### RATIONALIZATION

Other municipalities do this  
Council has an economic strategy (e)

### IMPLEMENTATION

Planning and Development - Development Engineering



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 3: Fast Tracking of Applications

---

### BACKGROUND

The application and approval process for the Committee of Adjustment, Land Division Committee and Site Plans is lengthy and is often seen as delaying development. In order to facilitate development where deadlines are very important, the industry would utilize and pay for fast tracking of these processes.

### RECOMMENDED ACTION

1. That applications for Committee of Adjustment, Land Division Committee and Site Plan approval be provided with an option for fast tracking at an increased cost to the applicant subject to special legislation from the Province.
2. That City Council petition the Provincial Government for special legislation for the fast tracking of applications.
3. That the Committee of Adjustment continue to meet bi-weekly in the summer to avoid backlogs.
4. That the Committee of Adjustment appoint a pool of members so that additional meetings can be scheduled as the need arises.

### RATIONALIZATION

Meets principles (a), (d) and (g)

### IMPLEMENTATION

Development Planning shall prepare a policy for Council approval. Short term



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 4: Health Requirements

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## BACKGROUND

The Building Code specifies requirements which must be incorporated into new buildings and renovations respecting different types of occupancies. There are additional health requirements also specified in the Health Protection and Promotion Act (HPPA). Applicants for building permits are not always aware of the requirements of the HPPA and after constructing in accordance with the OBC have to make changes to comply with other requirements in the HPPA.

## RECOMMENDED ACTION

1. That City Council petition the Provincial Ministry of Housing to include all building requirements in the HPPA in the OBC in the next round of amendments.
2. That Building Permit applications for food premises be forwarded to Health for comment.

## RATIONALIZATION

May be slight delays in the approval of the application  
Meets principles (f), (c), and (b).

## IMPLEMENTATION

Health and Building and Licensing  
Long term – change to Ontario Building Code  
Short term – staff to co-ordinate response to applications



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 5: Holding By-laws

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## BACKGROUND

The City makes extensive use of holding by-laws requesting rezoning in order to ensure that site plan agreements are completed. The removal of the holding zone requires a report to Committee of the Whole and then approval by City Council, which also serves to delay the approval of the development.

## RECOMMENDED ACTION

1. That the City limit the use of Holding By-laws for the purpose of site plan control only where there is no building permit required.
2. That City Council delegate the authority for removal of the Holding Zones to staff.
3. That the City reduce the fees to reflect workload.
4. That the application form be simplified.

## RATIONALIZATION

Meets principles (d) and (f). There is no need for the use of holding by-laws when a building permit is required.

## IMPLEMENTATION

Development Planning staff with the help of Legal Services  
Limited the use of holding by-laws can be implemented immediately.  
Delegation, fees, and technical details can be accomplished short-term.



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 6: Locate all staff in one location

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## BACKGROUND

For the development industry it could be much more convenient if all staff of the City were in one location. It is time consuming to move from one building to another in order to meet with staff. This is especially important for the Planning Department.

## RECOMMENDED ACTION

That the City move expeditiously in putting all staff in one location.

## RATIONALIZATION

Meets principles (b) and (c)

## IMPLEMENTATION

Council is responsible for leading this and it should be medium term.



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 7: Peer Review of Reports

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## BACKGROUND

Reports that are submitted by professionals for some design requirements such as noise, landscaping and hydrological studies should not be reviewed by staff or consultants hired by the City. The reports are prepared by professionals and should be accepted on their own merits.

## RECOMMENDED ACTION

That peer review not be required for some design requests such as landscaping, noise, hydrological studies and reports for security refunds.

## RATIONALIZATION

Meets principles (e), (f) and (g)

## IMPLEMENTATION

Development Planning shall prepare policy for Council approval.





**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 8: Permit Issuance Prior to Plan Registration / Rezoning

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## BACKGROUND

The process for the development of a subdivision for residential dwellings is complicated and can take considerable time due to design parameters, involvement of many approval agencies and the provision of registration and legal work. The issuance of the building permit is the last step and yet it is held in abeyance until the subdivision is registered.

## RECOMMENDED ACTION

That the City permit the discretionary use of undertakings by developers to allow issuance of building permits prior to finalization of subdivision approvals providing certain conditions have been met.

## RATIONALIZATION

Meets principles (f) (d)

## IMPLEMENTATION

Development Engineering as part of the subdivision process  
Building and Licensing  
Short term



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 9: Permit / Licensing List

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## BACKGROUND

The approval process in Ontario has requirements for new business owners/operators to obtain permits and approvals from many sources in order to develop. Often new business owners/operators are not aware of what approvals are required or where to obtain the approvals.

## RECOMMENDED ACTION

That the City provide a detailed list of all permits applications / licenses required for all approval processes. The list shall also include those agencies outside of the City's jurisdiction.

## RATIONALIZATION

A guide for small business  
Meets principles (b) (c)

## IMPLEMENTATION

Building and Licensing  
Planning



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 10: Preliminary Pre-consultant Meetings

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## BACKGROUND

The development industry has concern that it is difficult to obtain preliminary staff comments and/or support for various applications. Development could be aided by implementing preliminary preconsultant meetings on all development applications which have significant issues to be addressed.

## RECOMMENDED ACTION

That the Development Division of the Planning and Development Department initiate, when requested, preliminary preconsultant meetings with applicants for zoning applications, subdivision applications, site plan amendments, Committee of Adjustment applications, Land Division Committee applications.

That Opportunities for review to be provided prior to the finalization of the staff report.

## RATIONALIZATION

Meets principles (g) (c)

## IMPLEMENTATION

Development Division  
Immediate



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 11: Servicing Checklist

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## BACKGROUND

All developments require servicing for water, sewer, and storm water whether provided by the City or provided privately. The processes the City have in place for obtaining approval for servicing is complicated and hard to understand.

## RECOMMENDED ACTION

That the City provide a checklist and approval flowchart for the provision of water, sewer and storm services.

## RATIONALIZATION

Includes a broader group  
Meets principles (b) (c)

## IMPLEMENTATION

Building and Licensing  
Planning  
Transportation, Operations and Environment  
Ministry of the Environment



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 12: Site Plan Control – Process Review

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## BACKGROUND

The Site Plan Control process involves the review of plans by many agencies and departments. Industry members are frustrated by the length of time taken for review of the plans especially after a first review has been completed.

## RECOMMENDED ACTION

That the Site Plan Control process be assigned with reasonable performance standards applied to both first and second stage review.

## RATIONALIZATION

Meets principles (a) and (g)

## IMPLEMENTATION

Development Planning



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 13: Site Plan Control Requirements

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## BACKGROUND

Site Plan Control regulates development of lands in accordance with City policies and by-laws. In that most property is now subject to site plan control, industrial areas cannot meet landscaping and parking area requirements due to the use made of the property.

## RECOMMENDED ACTION

That for industrial properties subject to Site Plan Control, the City develop specific design criteria for development.

## RATIONALIZATION

Meets principles (e) and (g)

## IMPLEMENTATION

Development Planning with consultation with the industry (i.e. Dofasco, Stelco)  
The recommendation should be implemented immediately after receiving input from abutting landowners.



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 14: Streamlining rural development approval

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## BACKGROUND

The process for obtaining approval for rural development is presently cumbersome with respect to the requirements of septic / private sewage disposal.

## RECOMMENDED ACTION

That the process for rural development approvals be streamlined by transferring the requirements for Health Services' approvals and comments to Development Engineering.

## RATIONALIZATION

Should be in Planning and Development – Development Engineering.  
Meets principles (a) (b)

## IMPLEMENTATION

Development Engineering – medium term



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Recommendation 15: Tracking of Applications

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### BACKGROUND

Due to the complexity of the approval processes, owners / developers often need to know the stages at which their applications are in the process. At the present time there is no tracking process in place for Land Severance Applications, Committee of Adjustment, rezonings, subdivisions, site plans or other planning applications.

### RECOMMENDED ACTION

That the AMANDA tracking program used by Building and Licensing for the tracking of Building Permits and Licenses be expanded to include all Planning Applications.

### RATIONALIZATION

The program is readily available and capital funding was already approved.  
This is already in use in many municipalities in Ontario  
Meets principles (b) and (c)  
This can monitor principle (a)

### IMPLEMENTATION

Development Planning and Information Services  
Short term



***REPORT TO THE  
OPEN FOR OPPORTUNITY  
TASK FORCE***

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**City Policies, Procedures and Practices Subcommittee**

October 22, 2002

Subcommittee Members

Anne Bermingham  
Ward Campbell  
Councillor Frank D'Amico  
Carolyn Gray  
Sergio Manchia  
Peter Tice

City of Hamilton  
Open for Opportunity Task Force

***Policies, Procedures and Practices Subcommittee***

**1) OBJECTIVE/MISSION STATEMENT**

- To consolidate municipal policies and procedures as a priority where possible and practical.
- To develop and communicate clear, concise, policies and procedures which are fair, equitable and applied consistently across the corporation.

**2) PRINCIPLES**

- a) A seamless transfer of information
  - i) Policies required to direct information to the designated department/person
- b) Responses to questions/needs should be met within established timeframes
  - i) Clients copied on correspondence (by email)
  - ii) Creation of on-line program so client can check project status
- c) Timeliness/processing of information
  - i) Creation of standard timelines where feasible
- d) One person to "take ownership" of the file
  - i) Employee responsible and accountable for tracking the file through various departments
  - ii) Client should not have to resort to Councillor or Mayor for action

**3) VALUES**

- a) Policies need to be fair, effective and timely
- b) Communications shall be consistent and constant
- c) Consistent application of policies and procedures
- d) Transparent fees tied to services and time spent by staff
- e) Equitable treatment to all clients, customers and residents



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)  
**Date:** October 22, 2002  
**Re:** SUBCOMMITTEE PRIORITY 1 - CONSOLIDATION OF POLICIES AND PROCEDURES

---

### BACKGROUND

As a result of amalgamation there are a number of policies and procedures across the new municipality which create inefficiencies and inconsistencies.

### RECOMMENDED ACTION

That the policies and procedures of the former municipalities be consolidated into one comprehensive policy where practical and appropriate. With priority being placed on policies aligned with the City's strategic plan and Provincial requirements, these include but are not limited to:

- Official Plan and Zoning Bylaws
- Parkland dedication and cash in lieu of parkland policies
- Engineering and design standards
- Site planning standards
- Alternative Design Standards including flexibility in application
- Traffic noise in land use and transportation planning

That an internal senior staff team be established to identify and oversee the consolidation of policies and procedures and that appropriate external human and financial resources be allocated to this team to complete this task.

That the process be completed in a two-year time frame.

### RATIONALIZATION

Complies with Subcommittee's main objective and mission statement as its first priority

### IMPLEMENTATION

Corporate Management Team  
General Manager, Planning and Development



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)  
**Date:** October 22, 2002  
**Re:** SUBCOMMITTEE PRIORITY 2 - CORPORATE "DEVELOPMENT REVIEW TEAM"

---

### BACKGROUND

There is a need to establish a "corporate team" chair who would be a senior staff person to facilitate development applications and other corporate initiatives and/or projects

### RECOMMENDED ACTION

That the City establish a "Corporate Development Review Team", chaired by an individual at the Director level (new position) and consisting of key Directors within the entire corporation, including Legal and Community Services.

That this Team be responsible for monitoring and facilitating all development applications as appropriate, especially those from a strategic corporate perspective, to meet corporate and strategic objectives.

### RATIONALIZATION

Principles 2a, 2d  
All Values

### IMPLEMENTATION

Corporate Management Team  
General Manager, Planning and Development



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)  
**Date:** October 22, 2002  
**Re:** SUBCOMMITTEE PRIORITY 3 - "PROJECT MANAGEMENT" APPROACH TO DELIVERY OF PROJECT/INITIATIVES

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### BACKGROUND

Need for leadership on individual task and project basis

### RECOMMENDED ACTION

That the City implements a "project management" approach in review of all development applications, projects and initiatives, thereby establishing an "authorized single" person contact response and accountable for completing the task, co-ordinating internal departments, the team and be the first point of communication between the team and the client.

That a core group of staff be trained who then could act as internal trainers.

### RATIONALIZATION

Objectives and Mission statement  
Principles 2b, 2c and 2e  
All Values

### IMPLEMENTATION

All Departments



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)  
**Date:** October 22, 2002  
**Re:** SUBCOMMITTEE PRIORITY 4 – IDENTIFY INTERNAL COMMUNICATIONS AND ROLES AND RESPONSIBILITIES WITH EACH NEW POLICY DEVELOPED

---

## BACKGROUND

Need to identify roles and responsibilities of internal staff associated with each new policy and procedure

## RECOMMENDED ACTION

That as new policies are developed, internal procedures, flow charts and roles and responsibilities of each department are clearly defined and understood by staff responsible for its implementation.

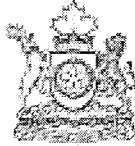
That all policies and procedures be posted on the web pages.

## RATIONALIZATION

Objectives and Mission Statement  
Principles, 2b, 2c  
All Values

## IMPLEMENTATION

All Departments



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)  
**Date:** October 22, 2002  
**Re:** SUBCOMMITTEE PRIORITY 5 - DELIVERY STANDARDS, TIMETABLES AND REQUIREMENTS

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### BACKGROUND

Need to establish delivery standards, timelines and requirements.

### RECOMMENDED ACTION

That the City publish and establish standards with respect to development application requirements including timelines, fees and costs based on a "complete applications"; and,

That this include the specific requirements of the internal departments and agencies; and,

That the City and external agencies develop standard clauses and documentation, (i.e. subdivision, site plan agreement, consultant agreements, purchasing front end contract agreements), where possible and practical.

That standard clauses be developed in conjunction with Legal Services & Corporate Counsel.

### RATIONALIZATION

Objectives and Mission Statement  
Principles, 2a, 2c, 2d  
All Values

### IMPLEMENTATION

General Manager, Planning and Development  
Legal  
Purchasing



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force (City Policies, Procedures and Practices Subcommittee)  
**Date:** October 22, 2002  
**Re:** SUBCOMMITTEE PRIORITY 6 - SCREENING PROCESS FOR EXTERNAL AGENCY CIRCULATION

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### BACKGROUND

Need to clarify roles and responsibilities of external agencies

### RECOMMENDED ACTION

That external agencies be requested to consider a screening process whereby they establish set standards with specific areas of influence and interest with the intent that through an approved screening process by municipal staff, a development application may be exempt from being formally circulated to an external agency.

### RATIONALIZATION

Objectives and Mission Statement  
Principles, 2a, 2b, 2c, 2d  
All Values

### IMPLEMENTATION

General Manager, Planning and Development  
Legal  
Purchasing



***REPORT TO THE  
OPEN FOR OPPORTUNITY  
TASK FORCE***

---

**State of Information and Accessibility Sub-Committee**

October 22, 2002

Subcommittee Members

Richard Allen  
Sean Baird  
Chip Holton  
Dan Lawrie  
Lou Serafini Jr.  
Councillor Marvin Caplan

City of Hamilton  
Open for Opportunity Task Force

## ***State of Information and Accessibility Sub-Committee***

### **1) OBJECTIVE/MISSION STATEMENT**

Building on the premise that the accessibility of “real time” information is the standard in today’s corporate world and society at large, it was established

**“That all municipal information related to business and development should be made available by a number of media (web, voice, print) and be made easily accessible.”**

### **2) PRINCIPLES**

- a) Ensure that the information being provided by the City is complete and adequately addressing the needs of the City’s business audience
- b) City services and data should be customer focused rather than departmental based
- c) City information should be in a format easily understood by the business audience
- d) All City information should have a consistent look and appearance



**Open for Opportunity  
Task Force**

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Priority 1: Relocation the Information & Technology Department

---

## BACKGROUND

The Information Technology department for the City of Hamilton will have the most significant role in shaping corporate attitude toward information and mediums to access. The IT department currently resides within the Finance and Corporate services division within the City of Hamilton's corporate structure.

## RECOMMENDED ACTION

Relocate the IT department under the mandate of the City Manager's office

## RATIONALIZATION

Information & Technology will be seen as a corporate priority

Other municipalities and private corporations have IT as a stand-alone entity reporting directly to the CAO/CEO

## IMPLEMENTATION

This recommendation must be implemented first

This is an administrative decision that would need to be considered / implemented by the City Manager Corporate Management Team



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Priority 2: Common Front End / Voiceover IP Technology

---

### BACKGROUND

Developers and builders have stated they would like easier access to the status of their applications, permits including off-hour access

### RECOMMENDED ACTIONS

- a) Support the development of the Information Technology Department's Common Front End Project. This initiative will provide a common interface to access applications that will enable City customers to conduct business through one common entry point.
- b) Implement Voiceover IP technology throughout the corporation and make this part of the Common Front End Project. This will bring a voice component to the Common Front End.

### RATIONALIZATION

Essential for quality customer service and real-time access to information

### IMPLEMENTATION

This should be implemented following priority 1  
Information Technology (Lead)  
Economic Development  
Building  
Planning  
Finance



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Priority 3: Packaging and Promotion of Information

---

### BACKGROUND

Information related to business & development in the City of Hamilton appears disjointed as there is no consistency with respect to appearance and message across different departments. A positive message should be communicated on a regular basis and negative issues should be dealt with immediately.

### RECOMMENDED ACTIONS

- a) Support the City's branding process and implement that all information related to business and development (printed and/or electronic) throughout the corporation have a consistent appearance and common message. The continuity of the brand must be supported on an ongoing basis.
- b) Develop and maintain an annual budget for improved identification and promotion of the City's image.
- c) Ensure that there is flexibility in the way information can be accessed such that it meets the sophistication and level of the user and their specific requirements. For example, the interface needs to change or have the ability to be customized to meet the needs of those accessing the City for the first time versus more advanced users.

### RATIONALIZATION

The City will be perceived as a single corporation and not as individual departments  
Other municipalities are already taking this approach with successful results  
This is essential for quality customer service

### IMPLEMENTATION

Should be implemented immediately following priority 2  
Communications / Corporate Secretariat



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Priority 4: Auditing and Measurability

---

### BACKGROUND

Information systems are the underlying infrastructure for the corporation and as such must be incorporated as a critical component of everything the City does. All projects and programs must be vetted against and meet the directions of the Corporate Information Technology Strategy. Without this there will continue to be fragmentation in City's systems.

### RECOMMENDED ACTIONS

All strategy and accountability documents that are created (e.g. Business Plan, Annual Report, Economic Report etc.) should have a dedicated section addressing the City's information systems. This must include information on both the state of our day to day operations (up-time, usability, security systems) as well as the projects undertaken in the past year and upcoming projects.

### RATIONALIZATION

This will insure consistency from an information systems standpoint across all departments.  
Accountability

### IMPLEMENTATION

City Manager  
Information Technology  
This should be implemented following priority 3.



## Open for Opportunity Task Force

# Action Letter

**To:** Mayor and Members, Committee of the Whole  
**From:** Open for Opportunity Task Force  
**Date:** October 22, 2002  
**Re:** Priority 5: Internal Staff Networking

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### BACKGROUND

The City has various departments separated by geography, often making communication between internal staff difficult and thus impacting on the quality of information.

### RECOMMENDED ACTIONS

Develop regular "cross-fertilization" forums for internal staff from different departments to come together and discuss issues related to business and development

Investigate the feasibility of implementing newer "real time" tools such as Instant Messaging and wireless devices to increase communication capabilities

### RATIONALIZATION

Increased staff networking will result in a more consistent City message to business stakeholders

"Real time" tools deployed and trained properly can facilitate the effect of a centralized organization without incurring the unrealistic expense of centralizing geographically.

### IMPLEMENTATION

CMT  
IT

This should be implemented following priority 4.