



GENERAL ISSUES COMMITTEE

REPORT 12-035

9:30 a.m.

Wednesday, December 5, 2012

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Deputy Mayor B. Morelli (Chair)
Mayor R. Bratina
Councillors B. Clark, C. Collins, S. Duvall, J. Farr,
L. Ferguson, T. Jackson, B. Johnson, S. Merulla,
M. Pearson, R. Pasuta, J. Partridge, R. Powers T. Whitehead

Absent with Regrets: Councillor B. McHattie – Vacation

THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 12-035 AND RESPECTFULLY RECOMMENDS:

1. Concession Street Business Improvement Area (BIA) Revised Board of Management (PED10250(b)) (Wards 6 and 7) (Item 5.1)

That Steve Vucko be appointed to the Concession Street Business Improvement Area (BIA) Board of Management.

2. International Village Business Improvement Area (BIA) – Proposed Budget and Schedule of Payment for 2013 (PED12242) (Wards 2 and 3) (Item 5.2)

(a) That the 2013 Operating Budget for the International Village Business Improvement Area (BIA) (attached as Appendix "A" to Report PED12242), in the amount of \$140,000, be approved;

(b) That the levy portion of the Operating Budget for the International Village Business Improvement Area (BIA), in the amount of \$140,000, be approved;

(c) That the General Manager of Finance and Corporate Services be authorized and directed to prepare the requisite by-law pursuant to Section 208, The Municipal Act, 2001, to levy the 2013 Budget as referenced in recommendation (b) above;

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- (d) That the following schedule of payments for 2013 be approved:

January	\$70,000
June	\$70,000

Note: Assessment appeals may be deducted from the levy payments.

3. Downtown Hamilton Business Improvement Area (BIA) – Proposed Budget and Schedule of Payment for 2013 (PED12244) (Ward 2) (Item 5.3)

- (a) That the 2013 Operating Budget for the Downtown Hamilton Business Improvement Area (BIA) (attached as Appendix “A” to Report PED12244), in the amount of \$364,800, be approved;
- (b) That the levy portion of the Operating Budget for the Downtown Hamilton Business Improvement Area (BIA), in the amount of \$275,000, be approved;
- (c) That the General Manager of Finance and Corporate Services be authorized and directed to prepare the requisite by-law pursuant to Section 208, The Municipal Act, 2001, to levy the 2013 Budget as referenced in recommendation (b), above;
- (d) That the following schedule of payments for 2013 be approved:

January	\$68,750
April	\$68,750
July	\$68,750
October	\$68,750

Note: Assessment appeals may be deducted from the levy payments.

4. Infrastructure Ontario (IO) Surplus Land – Project 8874 – Located at 2 Zellens Road, described as Lot 8, Plan 836, in the Former Town of Dundas, now City of Hamilton (PED12236) (Ward 13) (Item 5.4)

- (a) That the Real Estate Section of the Economic Development Division of the Planning and Economic Development Department be authorized and directed to advise Infrastructure Ontario that the City of Hamilton has no interest in acquiring their land located at 2 Zellens Road, described as Lot 8, Plan 836, in the former Town of Dundas, now City of Hamilton, as shown on Appendix “A” attached to Report PED12236;

- (b) That the Real Estate Section of the Economic Development Division of the Planning and Economic Development Department be authorized and directed to advise Infrastructure Ontario of the City of Hamilton's requirements to the development of the site identified in Appendix "B", attached to Report PED12236.

5. Declaration of Surplus Property and Sale of Vacant Land – 2791 King Street East, Hamilton (PED12243) (Ward 5) (Item 5.5)

- (a) That the property municipally known as 2791 King Street East, legally described as part of Lot 28, Concession 3, former Township of Saltfleet, being composed of part of Part 1 on Plan 62R-17856, comprising an area of approximately 650 square metres (6,996 square feet) on the north limit of King Street East and the west limit of Owen Place, identified as PIN 17299-0102(LT) and Roll No. 251805044207090, as shown on Appendix "A" attached to Report PED12243, be declared surplus to the requirements of the City of Hamilton;
- (b) That the Real Estate Section of the Economic Development Division of the Planning and Economic Development Department be authorized and directed to sell the subject lands at fair market value, in accordance with the Procedural By-law for the Sale of Land, being By-law 04-299.

6. License Renewal between City of Hamilton and Binbrook Agricultural Society (BAS), 2600 Highway 56, Binbrook Memorial Hall (PED12237) (Ward 11) (Item 5.6)

- (a) That an existing License Agreement between the City and the Binbrook Agricultural Society (BAS) for the premises commonly known as the Binbrook Memorial Hall, identified as Parcel "A" on Appendix "A" attached to Report PED12237, be renewed for a period of ten (10) years from January 1, 2013 to December 31, 2023, with an option to renew for a further term of ten (10) years;
- (b) That a portion of the Binbrook Lion's Park, held by the City, identified as Parcel "B" on Appendix "A" attached to Report PED12237, be licensed to the Binbrook Agricultural Society for a period of three (3) days per annum for the purpose of facilitating the annual Binbrook Agricultural Fair through the years 2013 to 2023, with the option to renew for a further term of ten (10) years;

- (c) That the premises identified as Parcel “C” on Appendix “A”, attached to Report PED12237, be licensed to the Binbrook Agricultural Society for periodic parking for a term of ten (10) years from January 1, 2013 to December 31, 2023, with an option to renew for a further term of ten (10) years;
- (d) That the Real Estate Section of the Economic Development Division of the Planning and Economic Development Department be authorized and directed to complete the License Agreement for the subject lands, in accordance with the terms set out in Report PED12237 and with By-law 04-299;
- (e) That the Mayor, General Manager of Finance and Corporate Services and City Clerk be authorized and directed to execute the License in a form satisfactory to the City Solicitor.

7. Vision 2020 Sustainability Indicators Report 2012 (CM12019) (City Wide) (Item 5.7)

That Report CM12019 respecting Vision 2020 Sustainability Indicators Report 2012 be received.

8. Capital Projects’ Status and Closing Report as of September 30, 2012 (FCS12074(a)) (City Wide) (Item 5.8)

- (a) That the September 30th, 2012, Capital Projects’ Status and Projects’ Closing Report and the attached Appendices A, B, C, D, and E to Report FCS12074(a) for the Tax Levy and the Rate Supported capital projects be received;
- (b) That the General Manager of Finance & Corporate Services be directed to close the completed capital projects listed in Appendix B to Report FCS12074(a) in accordance with the Capital Closing Policy and that the net transfers be applied as listed below and as detailed by project in Appendix B to Report FCS12074(a):

Summary of Net Transfers

	\$ To\From)
<u>Dedicated Reserves/Projects</u>	
Rate Reserves	7,060,000
Unallocated Capital Levy Reserve	273,054
Net Transfers	<u>7,333,054</u>

9. Update on Immigration Initiatives within the City of Hamilton (CS12037/C12018/PED12223) (City Wide) (Item 5.9)

That Report CS12037/C12018/PED12223 respecting Update on Immigration Initiatives within the City of Hamilton be received.

10. Water, Wastewater and Stormwater Rate Structure Review Report (Outstanding Business List Item) (FCS11025(c)) (City Wide) (Item 7.1)

- (a) That the “Rate Structure Review Recommended Scope of Work”, attached hereto as Appendix “A”, be approved with staff to report back to Committee with a recommended rate structure by June 2013;
- (b) That a proposed Water/Wastewater User Service Fee and Charges Policy be developed with staff to report back to the Audit, Finance and Administration Committee by June 2013.

11. Tourism and Culture Division Restructuring (PED12241) (City Wide) (Item 7.2)

- (a) That one FTE from the Community Services Department be transferred to the Tourism and Culture Division, Planning and Economic Development Department;
- (b) That one FTE from the Economic Development Division be transferred to the Tourism and Culture Division, Planning and Economic Development Department;
- (c) That the confidential Appendix “B” to Report PED12241 respecting the 2012 Tourism and Culture Organizational Restructuring remain confidential as the subject pertains to personal matters about identifiable individuals.

12. Community Economic Development (CED) Strategy (PED12189) (City Wide) (Item 8.1)

- (a) That a Community Economic Development (CED) Strategy be investigated and developed through a consultation process with stakeholders (i.e. Hamilton Roundtable for Poverty Reduction, organizations involved in social enterprise, etc.) from the community, and that the CED strategy be subject to the review and approval by City Council;

- (b) That in order to test a Community Economic Development (CED) Strategy, a three-year pilot project be formulated in a geographically defined neighbourhood, chosen by Council, and that staff from the City Manager's Office, Planning and Economic Development, Community Services and Corporate Services Departments be involved on an "as needed" basis to ensure successful development of this special project.
- 13. Donation of Gandhi Statue (PED12240) (City Wide) (Outstanding Business List Item) (Item 8.2)**
- (a) That the Mahatma Gandhi Statue, gifted by the Government of India to the City of Hamilton, be located on the grounds of City Hall, as shown on Appendix "A" to Report PED12240;
 - (b) That the costs of installing the Mahatma Gandhi Statue be funded from Capital Project ID 7101058710 – Monuments.
- 14. Lease Extension for Public Health Services – 35 King Street East/1 Hughson Street North – Park Place Real Estate Limited Partnership (PED12013) (Ward 2) (Item 8.4)**
- (a) That a lease extension with Park Place Real Estate Limited Partnership for the premises occupied by Public Health Services in the Right House, municipally known as 35 King Street East/1 Hughson Street North, Hamilton, be approved with the following conditions:
 - (i) **Extended Term:** From March 31, 2013 to June 30, 2014;
 - (ii) **Property:** 35 King Street East/1 Hughson Street North, Hamilton, comprising Suites 202 and 204 on the second floor (storage space) and 32,713 square feet of office space distributed across floors 3, 4 and 6;
 - (iii) **Rental Rate:** The City shall continue to pay rent based on \$19.50 per square foot plus H.S.T. for the area occupied as office space. The second floor storage space will also remain at the current rent which is \$6.00 per square foot plus H.S.T.;
 - (iv) **Operating Costs:** The City shall be responsible for its share of the actual operating costs over the 2007 Base Year;
 - (b) That all rent and operating costs be funded from Account No. 791403-55358;

- (c) That Legal Services be authorized to prepare a by-law under Section 110 of the Municipal Act to designate the leased space as a Municipal Capital Facility, thereby exempting the City from payment of realty taxes; and,
- (d) That the Mayor, General Manager of Finance and Corporate Services and City Clerk be authorized and directed to execute the Lease in a form satisfactory to the City Solicitor.

15. Hamilton Waterfront Trust Update – GST Audit and Operating Losses (FCS12092) (City Wide) (Outstanding Business List Item) (Item 8.5)

That Report FCS12092 respecting Hamilton Waterfront Trust Update – GST Audit and Operating Losses be received.

16. Red Hill Business Park Transit Service (PW12100/PED12249) (Ward 11) (Item 8.6)

- (a) That the General Manager of Public Works be authorized to modify the existing TransCab service supplied to Canada Bread and Countrywide Recycling, such that service is provided through a dedicated shuttle vehicle, effective December 1, 2012 until June 2013, at an unbudgeted cost of \$127,000, to be funded from the Tax Stabilization Reserve;
- (b) That a Service Enhancement Request be submitted for Council's consideration within the 2013 budget deliberations, recommending replacement of the dedicated shuttle vehicle service to Canada Bread and Countrywide Recycling effective June 2013, with an extension of fixed route bus service serving the entire Red Hill Business Park.

17. Report 12-002 of the Open for Business Sub-Committee – November 28, 2012 (Item 8.7)

- (a) **“Open for Business” Sub-Committee - Report of Preliminary Findings and “Open for Business” Action Plan (PED12164(a)) (City Wide)**
 - (i) That items listed as “*Actions Items*”, as outlined in Appendix “B” attached hereto and entitled, “*Open for Business Action Plan*”, be endorsed.

- (ii) That staff be directed to include all “*Action Items*”, as outlined in Appendix “B” attached hereto into the 2013 Planning and Economic Development Departmental Business Plan and/or the respective 2013 Divisional Work Plans, with identified deadlines and staff leads;
- (iii) That staff formalize the Staff Working Group, to act as a resource for the “*Open for Business*” Sub-Committee, as referred to in Item 1.15 of the “Open for Business Action Plan”;
- (iv) That Items 8.4, 9.1, and 9.3 of the “Open for Business Action Plan”, which focus specifically on the “Open for Business” issues of the City of Hamilton website, be referred to the Corporate Web Strategy team;
- (v) That Item 12.1 of the “Open for Business Action Plan”, regarding recommended new fees for Planning Applications and Engineering Services, be referred to the Planning Committee for consideration;
- (vi) That the “General Scope of Committee Work and Deliverables”, as detailed in the “*Open for Business*” Sub-Committee Terms of Reference, attached as Appendix “B” to Report PED12164(a) (hereto attached), as approved on December 15, 2011, be deemed complete;
- (vii) That the “*Open for Business*” Sub-Committee continue in support of the approved mandate and objectives, with meetings to be arranged on a bi-annual basis, or at the call of the Committee chair.

(b) Business Licensing Fee Review (PD01104(g)) (City Wide)

That Item 2 of Report 12-004 of the Open for Business Sub-Committee respecting Business Licensing Fee Review be referred to the January 15, 2013 meeting of the Planning Committee to obtain clarification on the fees and fee structure, and to address concerns expressed at the December 4 meeting of the Planning Committee.

18. Gaming Facility Proposal Sub-Committee Report 12-004 – November 30, 2012 (Item 8.8)

(a) Public Education Forum

That in the absence of a virtual town hall meeting not being possible at the City Hall, that one additional public education forum be held on Hamilton Mountain.

(b) Correspondence received from Matt Jelly on behalf of the Central Neighbourhood Association expressing opposition to a gaming facility being placed in the Central neighbourhood and/or the downtown core

That the correspondence from Matt Jelly, on behalf of the Central Neighbourhood Association, expressing opposition to a gaming facility being placed in the Central neighbourhood and/or the downtown core, attached hereto as Appendix "C", be received.

(c) Casino Conditions

That the following conditions respecting the casino be forwarded to the Gaming Facility Proposal Sub-Committee for consideration:

- If the casino is located in Hamilton proper and not in Flamborough, concerned about providing parking for the casino
- Casino should be responsible to provide 24/7 first response on casino property; want to ensure that with thousands of people on the premises on an on-going basis, that there is quick response
- Capital funds for a centre of excellence for Substance and Gambling Addiction in Hamilton
- Given size of casino structures, require LEED certification on any new facility that is built; will have significant impact on the community
- Suggest direction to City Manager to meet with City Managers of other possible host communities and ascertain exactly what each of those municipalities is wanting as a standard for a fee and come to an agreement together

19. Landscape Maintenance for Grounds and Public Parks surrounding National Historic Sites under the City's Stewardship (Item 9.1)

Whereas the grounds and public parks surrounding the national historic sites under the City's stewardship (Dundurn, Battlefield, Whitehern and Steam Museum) include important heritage landscapes much appreciated by Hamiltonians and visitors;

And Whereas several of these landscapes have been restored to their historical appearance and maintenance manuals have been developed to guide their preservation;

And Whereas the Parks and Cemetery Division and the Forestry and Horticulture Division of Public Works maintain the grounds to a high standard; however, resources are lacking to preserve the grounds to the highest levels of historical accuracy in all instances.

Therefore Be It Resolved:

That a request for a \$50,000 increase to the Tourism and Culture Division operating budget for the purposes of ensuring that these landscapes remain as showpieces and visitor attractions for Hamilton be referred to the 2013 budget deliberations.

20. Declaration of Surplus Property – 50 Main Street East, Hamilton (Old Court House) (Ward 2) (Item 9.2)

- (a) That Real Estate staff initiate proceedings to declare 50 Main Street East (Old Courthouse) as surplus;
- (b) That in the event the property is declared surplus, that McMaster University, current and long-time tenant at 50 Main Street East, be given first right of refusal to purchase this surplus property at fair market value;
- (c) That in the event the property is declared surplus and McMaster University does not exercise its first right of refusal, staff be authorized and directed to negotiate the sale of the subject lands;
- (d) That in the event of the sale of 50 Main Street East, that the proceeds of the transaction be deposited into the Unallocated Capital Reserve and earmarked as a possible funding source for the purchase of surplus School Board properties or replacement accommodations for Provincial Offences Administration offices;
- (e) That in the event of the sale of 50 Main Street East, Corporate Facilities staff report back to the General Issues Committee on the feasibility of closing the following Work-in-Progress (WIP) accounts:
 - (i) Facility Upgrade – Courthouse – 50 Main Street East
Account No. 3541041019
Balance as at August 31, 2012: \$261,185.96

- (ii) Courthouse Parking Improvements – 50 Main Street East
Account No. 3540941932
Balance as at August 31, 2012: \$411,642.01
- (iii) Old Courthouse Facility Upgrade
Account No. 3540741733
Balance as at August 31, 2012: \$161,865.86
- (iv) McMaster Facility Capital Replacement Reserve
Account No. 108039
Balance: \$231,787 (2012 Projected)

**21. City v. Metcalfe Mansfield Corp. et al (FCS09066(d)/LS09006(d) (City Wide)
(Item 12.2)**

That Report FCS09066(d)/LS09006(d) respecting City v. Metcalfe Mansfield Corp. et al be received and that the contents remain confidential.

**22. Land Acquisition – 90 Pritchard Road, Hamilton (PW12093/PED12246)
(Ward 6) (Item 12.3)**

- (a) That an Option to Purchase executed by Christine Dwyer and scheduled to close on February 19, 2013, to purchase lands legally described as Part of Lot 1, Concession 7, in the Former Township of Barton, now in the City of Hamilton, as in Instrument Number HL 107382, being all of PIN 16933-0012(LT), known municipally as 90 Pritchard Road, Hamilton, shown on Appendix “A” attached to report (PW12093/PED12245), be approved and completed at the purchase price of \$301,000;
- (b) That the financial details remain confidential until the completion of the transaction and that the balance of Report (PW12093/PED12245) not be released as a public document, following approval by City Council;
- (c) That the budget for the purchase of the property listed in Recommendation a) and all associated costs, totaling \$384,000 be funded from the City’s Capital Project account No. 44006566660 and 44008566660;
- (d) That, as consideration, the amount of \$2, paid to the owners pursuant to the agreement, be deducted from the purchase price;

- (e) That the completion of this Option to Purchase is conditional upon the City being permitted a period of 60 days from the date of acceptance of the Option to Purchase, to enter on the property for the purpose of carrying out environmental inspections, investigations and testing pursuant to the Authority to Enter provided by the owner to the City. Following these investigations, should the City not be satisfied with these findings, the City may terminate this agreement;
- (f) That the Mayor and Clerk be authorized and directed to execute and necessary documents, in a form satisfactory to the City Solicitor;
- (g) That the related maintenance costs for 90 Pritchard Road be expensed within the existing 2012 Maintenance and Operating Budget and noted as an unfunded expenditure for 2012 and further that the full years operating expense of \$1,820 be included as an operating pressure to the 2013 Operations and Maintenance budget submission.

**23. City of Hamilton Interest in Bishop Ryan School Board Lands (Ward 5)
(Item 12.4)**

- (a) That Real Estate staff be authorized and directed to submit a bona fide offer to the Hamilton-Wentworth District Catholic School Board to purchase an area of approximately 3 acres of land at the Bishop Ryan Secondary School municipally known as 50 Albright Road, Hamilton, at fair market value;
- (b) That the Mayor and City Clerk be authorized and directed to execute all necessary documents in a form satisfactory to the Acting City Solicitor;
- (c) That the General Manager of Corporate Services be requested to report back to the General Issues Committee with a funding source for this purchase.

FOR THE INFORMATION OF COUNCIL:

(a) CHANGES TO THE AGENDA (Item 1)

The Clerk advised of the following changes to the agenda:

ADDED DISCUSSION ITEMS

- (i) Red Hill Business Park Transit Service (PW12100/PED12249) (Ward 11)
(Added Item 8.6)

- (ii) Report 12-002 of the Open for Business Sub-Committee – November 28, 2012 (Added Item 8.7)
- (iii) Report 12-004 of the Gaming Facility Proposal Sub-Committee – November 30, 2012 (Added Item 8.8)

ADDED MOTIONS

- (iv) Declaration of Surplus Property – 50 Main Street East, Hamilton (Old Court House) (Added Item 9.2)

On a motion, the agenda was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

None

(c) APPROVAL OF PREVIOUS MINUTES

On a motion, the Clerk's Minutes of the September 13, 2012 General Issues Committee meeting were approved, as presented.

On a motion, the October 29, 2012 Minutes of the General Issues Committee meeting were approved, as presented.

(d) DELEGATION REQUESTS

On a motion, the delegation request from Ryan Moran, Hamilton HIVE, respecting policy directions from 2nd Annual HIVE X Young Professional Conference, was approved.

(e) PUBLIC DELEGATIONS/HEARINGS

- (i) **Nic Schulz, Director of Outreach, Social and Environmentally Responsible Aggregates/Aggregate Forum of Ontario (SERA/AFO) (Item 6.1)**

Nic Schulz, Director of Outreach, Cornerstone Standards Council, appeared before the Committee to make the City aware of this organization and its functions. With the assistance of a power point presentation, Mr. Schulz spoke to the following:

- Why certification? Why now?
- Outcomes of resource sector conflicts
- CSC Aggregate Standards – what it can mean for municipalities
- Why draft standards

- Consultation
- How to be heard – providing input
- CSC Merger of SERA and AFO
- Background to CSC Merger
- CSC's Board of Directors
- CSC's Standards Development Panel
- Contacts

A copy of the presentation was submitted to the Clerk for the public record and is available for viewing on the City of Hamilton website.

On a motion, the presentation from Nic Schulz, Director of Outreach, Cornerstone Standards Council, respecting their organization and function, was received.

(ii) Craig Foye, Hamilton Community Legal Clinic, (Item 6.2)

Craig Foye, Staff Lawyer, Hamilton Community Legal Clinic, appeared before the Committee to express the clinic's support for the staff recommendation respecting a community economic development strategy pilot project and to express the clinic's recommendation that the City include "pro-poor" or poverty reduction economic development strategies in the City Economic Development Strategy.

A copy of Mr. Foye's comments was submitted to the Clerk for the public record and is available for viewing on the City of Hamilton website.

On a motion, the presentation from Craig Foye, Staff Lawyer, Hamilton Community Legal Clinic, respecting Pro-Poor and Community Economic Development Strategies, was receive

(iii) Christine Gibson respecting Accountability and Transparency (Item 6.3)

Christine Gibson appeared before the Committee respecting the Accountability and Transparency (A&T) Committee and more specifically, the Committee's review of legislation to create a lobbyist registry. Her comments included, but were not limited to, the following:

- A&T appears to have stopped meeting
- When the Committee met in October 2011, it was recommended that the City's Legal staff meet with the City of Toronto and the Integrity Commissioner of Ontario to gather information and feedback respecting the initiation of a mandatory lobbyist registry
- When will A&T meet again to discuss this issue

- In the interim, it would seem prudent for Councillors to keep track of meetings with representatives of various business groups and provide information to the public e.g., all residents have a right to know when Councillors are meeting with representatives of large companies such as Enbridge
- Why would anyone want relations with corporate partners to be cloaked in secrecy
- Options for Councillors when requested to meet include refuse to meet, create a lobbyist registry or continue to meet with business representatives without knowledge to constituents.

Councillor Ferguson advised that the next meeting of the Accountability & Transparency Committee is scheduled for January 22, 2013. If there is a failure to obtain quorum, the alternative date is January 29, 2013.

On a motion, the presentation from Christine Gibson respecting the Accountability & Transparency Committee, was received.

(iv) Madeleine Levy respecting Commemoration and Recognition of Raoul Wallenberg in the City of Hamilton (Item 6.4)

Madeleine Levy, Co-Chair, introduced the delegation from the Hamilton Jewish Federation Holocaust Education Committee which included Dr. Nadia Rosa, Co-Chair, Lanie Goldberg, Lois Freeman and Ernie Mason.

With the assistance of a power point presentation, Madeleine Levy, Dr. Nadia Rosa and Ernie Mason spoke to the heroism and humanitarian acts of Raoul Wallenberg and requested the Committee's consideration to honour this humanitarian legacy in the City with special recognition befitting Canada's first honorary citizen.

A copy of the presentation was submitted to the Clerk for the public record and is available for viewing on the City of Hamilton website.

On a motion, the presentation from Madeleine Levy, Dr. Nadia Rosa and Ernie Mason respecting the commemoration of Raoul Wallenberg, was

On a motion, the commemoration and recognition of Raoul Wallenberg in the City was referred to staff for a report to the Facility Naming Sub-Committee for consideration and report back to the General Issues Committee

(f) PRESENTATIONS

(i) Water, Wastewater and Stormwater Rate Structure Review Report (Outstanding Business List Item) (FCS11025(c)) (City Wide) (Item 7.1)

Rob Rossini introduced the report and provided background information.

With the assistance of a power point presentation, John Savoia, Senior Policy Advisor, Current Budgets, provided an overview which spoke to the following:

- Rate Structure Review Timeline
- Guiding Principles
- Hamilton Current Structure
- Hamilton Rate Budgeting
- Assessment of Hamilton Structure
- Detailed Analysis Scope Recommendations
- Lifeline Rate Pricing
- Detailed Analysis Scope Alternatives
- Next Steps
- Recommendations

A copy of the power point presentation is available for viewing on the City of Hamilton website.

On a motion, the presentation respecting the Water, Wastewater and Stormwater Rate Structure Review Report, was received.

On a motion, sub-section (c) was added to read as follows:

- (c)** That the Item respecting Water, Wastewater and Stormwater Rate Structure Review be removed from the General Issues Committee's Outstanding Business List.

The Committee recessed and reconvened at 12:50 p.m.

(ii) Tourism and Culture Division Restructuring (PED12241) (City Wide) (Item 7.2)

Tim McCabe, General Manager of Planning & Economic Development, provided introduction and background on the staff report, the responsible management approach to the design of the reorganization, consultation techniques used and FTE and budget impacts.

The purpose of the presentation was to inform the Committee of the reorganization prior to the City Manager's final approval; the recommendations all relate to Council's new complement control policy.

With the assistance of a power point, Anna Bradford, Director of Tourism, provided a presentation on the Tourism and Culture Division reorganization, and addressed the following issues:

- Transforming Hamilton through Culture
- Culture's Role
- Objectives: Seize Opportunities; Develop Synergies; Effectiveness
- Four New Sections/New Alignment: Cultural Planning & marketing; Creative Industries; Tourism & Visitor Services; Heritage Resource Management
- Alignment – Economic Development Strategy
- Outcomes

A copy of the power point presentation is available for viewing on the City of Hamilton website.

On a motion, the presentation respecting the Tourism and Culture Division Restructuring, was received.

(g) DISCUSSION ITEMS

(i) Community Economic Development (CED) Strategy (PED12189) (City Wide) (Item 8.1)

On a motion, sub-section (b) was amended by deleting the words, "and implemented" following the word, "formulated".

The Amendment CARRIED and the Motion as amended CARRIED

(ii) Feasibility Study and Business Case for the Development of a Tourism Gateway Centre and Declaration of Surplus Property and Sale of Land – 1400 Baseline Road, Stoney Creek (PED12228) (Ward 11) (Item 8.3)

On a motion, Report PED12228 respecting Feasibility Study and Business Case for the Development of a Tourism Gateway Centre and Declaration of Surplus Property and Sale of Land – 1400 Baseline Road, Stoney Creek was tabled to allow the opportunity for further discussions with staff.

(iii) Lease Extension for Public Health Services – 35 King Street East/1 Hughson Street North – Park Place Real Estate Limited Partnership (PED12013) (Ward 2)

On a motion, Report PED12013 respecting Lease Extension for Public Health Services – 35 King Street East/1 Hughson Street North – Park Place Real Estate Limited Partnership was lifted from the table.

(iv) Gaming Facility Proposal Sub-Committee Report 12-004 – November 30, 2012 (Item 8.8)

(aa) Public Education Forum

On a motion, Item 1 of Gaming Facility Proposal Sub-Committee Report 12-004 respecting Public Education Forum was amended by adding the words, “in the absence of a virtual town hall meeting being possible at the City Hall public education forum” following the word, “that”.

Deputy Mayor Morelli advised Committee members that any additional conditions be forwarded to the Clerk of the Gaming Facility Proposal Sub-Committee.

(h) MOTIONS

(i) Declaration of Surplus Property – 50 Main Street East, Hamilton (Old Court House) (Item 9.2)

On a motion, sub-section (c) was amended by adding the words, “or replacement accommodations for Provincial Offences Administration offices” following the word, “properties”.

The Amendment CARRIED.

On a motion, the following was added as sub-section (b) and the balance of the sections re-numbered accordingly:

- (b) That in the event the property is declared surplus, that McMaster University, current and long-time tenant at 50 Main Street East, be given first right of refusal in the purchase of this surplus property at fair market value;

The Amendment CARRIED.

On a motion, sub-section (c) (formerly (b)) was deleted in its entirety and replaced with the following in lieu thereof:

- (c) That in the event the property is declared surplus and McMaster University does not exercise its first right of refusal, staff be authorized and directed to negotiate the sale of the subject lands;

The Amendment CARRIED.

The Main Motion, as amended, CARRIED on the following Recorded Vote:

Yeas: Clark, Pearson, Johnson, Pasuta, Partridge, Morelli,
Whitehead, Jackson, Collins, Merulla, Farr
Total Yeas: 11
Nays: Whitehead
Total Nays: 1
Absent: Bratina, McHattie, Ferguson, Powers
Total Absent: 4

(i) GENERAL INFORMATION/OTHER BUSINESS (Item 11.1)

(i) Outstanding Business Items List

- (aa) On a motion, the revised due dates for the following items on the Outstanding Business List were approved:

Planning

Item A: Canadian Ballet Youth Ensemble
Due Date: November 21, 2012
Revised Due Date: February 6, 2013

Item C: Removal of Fill from Toxic Contaminated Site at John
C. Munro/Hamilton International Airport
Due Date: November 21, 2012
Revised Due Date: April 17, 2013

Item D: Hamilton LEEDing the Way
Due Date: November 7, 2012
Revised Due Date: January 14, 2013

Item E: City of Hamilton Events Strategy
Due Date: December 5, 2012
Revised Due Date: January 14, 2013

Item K: Economic Development Advisory Committee
Due Date: Q1 2014
Revised Due Date: Q1 2015.

- (bb) On a motion, the following items were removed from the Outstanding Business List:

Corporate Services

Item B: Water and Wastewater Rate Structure Review

Item H: Hamilton Waterfront Trust

Planning

Item F: Lease Extension for Public Health Services – 35 King Street East/1 Hughson Street North

(j) PRIVATE & CONFIDENTIAL

(i) Closed Session Minutes – October 17, 2012 (Item 12.1)

On a motion, the Minutes of the Closed Session Meeting of the General Issues Committee held on October 17, 2012 were approved;. These Minutes will remain confidential and restricted from public disclosure in accordance with the exemptions provided in the Municipal Freedom of Information and Protection of Privacy Act.

On a motion, the Committee moved into closed session pursuant to sub-section (b) of the City's Procedural By-law and Section 239.1(b) of the Municipal Act as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees, respecting, Tourism and Culture Division Restructuring – Appendix "B" to Report PED12241.

The Committee reconvened in Open Session at 2:25 p.m.

(ii) Tourism and Culture Division Restructuring – Appendix "B" to Report PED12241 (Item 7.1/Item 12.5)

See Item 11 for the disposition of this item.

On a motion, the Committee move into closed session at 3:31 pursuant to sub-sections (c), (e) and (f) of the City's Procedural By-law and Sections 239.1(c), (e) and (f) of the Municipal Act as the subject matters pertain to:

- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; and
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose,

respecting City v Metcalfe Mansfield Corp. et al (FCS09066(d)/LS09006(d)) (City Wide) (Item 12.2)

(c) a proposed or pending acquisition or disposition of land by the municipality or local board,

respecting Land Acquisition – 90 Pritchard Road, Hamilton (PW12093/ PED12245) (Ward 6) (Item 12.3); and City of Hamilton Interest in Bishop Ryan School Board Lands (Ward 5) – Verbal Update (Item 12.4)

The Committee reconvened in Open Session at 3:48 p.m.

(iii) City v Metcalfe Mansfield Corp. et al (FCS09066(d)/LS09006(d)) (City Wide) (Item 12.2)

See Item 21 for the disposition of this item.

(iv) Land Acquisition – 90 Pritchard Road, Hamilton (PW12093/ PED12245) (Ward 6) (Item 12.3)

See Item 22 for the disposition of this item.

(v) City of Hamilton Interest in Bishop Ryan School Board Lands (Item 12.4)

See Item 23 for the disposition of this item.

(I) ADJOURNMENT

There being no further business, the Committee adjourned at 3:50 p.m.

Respectfully submitted

Councillor B. Morelli
Deputy Mayor

Carolyn Biggs
Legislative Co-ordinator
Office of the City Clerk

City of Hamilton Rate Structure Review Recommended Scope of Work

	Review Component	Status Quo (Current Practice)	Recommended Analysis
1	Rate Budget Methodology	<ul style="list-style-type: none"> Budget expenses for the three Rate budget services (Water, Wastewater and Stormwater) separately with the revenue funding for these services not budgeted separately. Industry practice is to budget each service as separate discrete programs each with separate expenses and their own unique rates often with differing rate increases. 	<ul style="list-style-type: none"> Continue to discretely identify the expenses for all three rate supported services except going forward to budget both the expenses and revenues for wastewater and storm separate from water revenues. <ul style="list-style-type: none"> - Water service separate with Wastewater and Stormwater treated as one service.
2	Water Pricing		
(a)	- Fixed Charges	<ul style="list-style-type: none"> Hamilton is the only municipality in Ontario that includes the first 5m³ of consumption each month (>20mm meters first 15m³) within its fixed charge This unique inclusion has complicated efforts to provide detailed billings to customers that would be easy to understand Currently fixed charges are progressive based on meter size. The difference in charges between meter sizes known as the meter equivalency (ME) ratio has not been reviewed for years and does not follow industry standards Review of 2012 rate budget indicates over 85% of costs are fixed in nature Fixed charge revenues contributed 22% of total 2012 Rate budget revenues with remainder from volumetric charges 	<ul style="list-style-type: none"> Analyze the elimination of minimum consumption allowance and develop options to minimize the impact to residential customers through the introduction of a Lifeline Rate applicable to residential customers Given above examine a changed detailed bill layout to develop a customer friendly water bill Consider amending base of fixed charges from meter size to inlet pipe size and analyze modification of ME ratios with likely not full adoption of CWWA ratios Identify impact of above to achieve recommended fixed charge revenue target of 25 - 30% of total rate revenues
(b)	- Variable Charges (Volumetric Rate)	<ul style="list-style-type: none"> Similar to most other Ontario municipalities, Hamilton currently utilizes a Uniform rate water pricing structure whereby the cost per unit (m³) remains the same regardless of volume consumed. The uniform rate is applied to all customer classes in Hamilton. 	<ul style="list-style-type: none"> The introduction of a Lifeline rate would create essentially an inclining block structure for residential customers. Recommend no further analysis for ICI variable water pricing by continuing uniform rate structure for this sector.

	Review Component	Status Quo (Current Practice)	Recommended Analysis
3	Wastewater & Stormwater Pricing	<ul style="list-style-type: none"> • Mirrors two-part structure of water with Fixed charge and a volumetric rate • Billing based on a % of water bill in lieu of common practice to express rate as \$/m3 of metered water (current rate of 100% unchanged for many years). • Follow common industry practice to base charge on 100% of water consumption • Unique stormwater funding sources of both rates and taxes (approximately 85%:15% funding share ratio) 	<ul style="list-style-type: none"> • Study a modified “City of Ottawa” model whereby wastewater and stormwater are budgeted as one service with one surcharge rate funding both services expressing rate as \$/m3 of metered water • Continue industry standard to base charge on 100% of water consumption • Continue to maintain funding sources of both rates and taxes with existing approximate funding share ratios

Open for Business Action Plan

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
Customer Service					
Training:					
1.1 Develop and enhance an internal mentoring and Customer Service Training Program targeted towards business clients.		January 2013	Medium Term Q3 2013	GMO and HR Debbie Spence	
1.2 Training for all front-line staff that includes customer service, making sure that they are looking at the bigger picture of each Project, and providing advice where they are able to or immediately referring to other staff or resources where needed. All Managers to be committed to cross-departmental training for their staff, and to create an understanding about all Planning and Economic Development Department (PED) process and their impacts on small business owners.	Schedule training sessions for staff and use presentations from Open for Business as a starting point for cross training purposes. A key element is to have staff answer questions that aren't being asked by the applicant.	February 2013	Completion date for staff presentations: Q3 2013 Training Component - Ongoing	Lead: Planning, Licensing, and Economic Development Steve Robichaud Al Fletcher Dio Ortiz Support: GMO Debbie Spence	
1.3 Provide additional and frequent communication updates and training to the Contact Centre regarding small business services available at the One-Stop for Business and across the Department to ensure accurate and timely referrals.		August 2012	Ongoing	GMO Debbie Spence	
One Point of Contact:					
1.4 Continue to provide one point of contact through the One-Stop for Business and increase the awareness and promotion of the One-Stop for Business services, especially the Business Facilitation service. Please see the Communications and Promotion Section (Public Awareness Campaign) for more details regarding Recommended Actions.		June 2010	Ongoing	Lead: Planning, Licensing, and Economic Development Steve Robichaud Al Fletcher Kristin Huigenbos Support: GMO Debbie Spence	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
1.5 Building Services to provide one point of contact via the One-Stop. Building staff will follow business owners through their permit process (the same staff person will be assigned to provide the initial consultation, plan examination, communication of any deficiencies, and approval of building permit).		August 2012	Short Term Q1 2013	Building George Wong	
Consistency: 1.6 Officially instated 48 hour return call/email Policy.		May 28 2012	N/A: Complete	GMO Tim McCabe and Debbie Spence	
1.7 Development Engineering to analyze/investigate service delivery option that entails morphing from geographic based teams to application based teams.		February 2013	Medium Term Q4 2013	Development Engineering Tony Sergi	
Resources & Tools: 1.8 Implement a Department-wide customer referral form, which will help enhance communication between staff and provide client background information (i.e. Zoning).		January 2013	Short Term Q1 2013	GMO Debbie Spence	
1.9 Conduct an audit of resources (applications, brochures, online content, video etc.); determine if any new materials need to be created and prioritize all resources to be revised and simplified.		November 2012	Short Term Q2 2013	GMO Debbie Spence	
1.10 Review and revise all content and layout for current brochures that provide information for small businesses.	Staff to review brochures to ensure they are current with respect to policies, practices, and protocols.	Q1 2013	Medium Term Q1 2014	Lead: GMO Support: ALL Steve Robichaud/Scott Baldry Gavin Norman Al Fletcher Jorge Caetano	
1.11 Review the types of resource formats to determine if these meet small business owners' needs (i.e. are printed brochures the most effective tool?).		Q1 2013	Medium Term Q3 2013	Lead: GMO Support: Planning, Licensing, Building, and Economic Development	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
1.12 Look into improving/revising the "BizPal" tool, which is Provincially funded, to make it more effective and less overwhelming for Hamilton's business owners.	<p>BizPal is a government on-line business permit and license identification system. From a single point of contact, business owners and entrepreneurs can see what permits and licences for their businesses are required at the Federal, Provincial, and Municipal levels.</p> <p>The template and interface for the BizPal tool remain with the Province of Ontario and are not to the discretion of the Municipal partners. Content within the tool is driven by each Municipal governments licensing and permit process.</p> <p>Monthly updates are facilitated through the SBEC and the Economic Development Division.</p>	Q1 2013	Q1 2014	<p>Economic Development</p> <p>Kristin Huigenbos Elizabeth Konca</p>	
<p>Facilitating Development:</p> <p>1.13 The Small Business Enterprise Centre (SBEC) will take the lead on small business start-ups and coordinate their Municipal needs through the Business Facilitators, Licensing Facilitators, and bring in any other City staff as required.</p>	<p>In 2011, the SBEC facilitated 1,163 one-to-one business consultations with new and expanding businesses. Through these consultations and general inquiries, SBEC consultants identify business licensing, zoning and building permit issues, and will continue to facilitate conversations and dialog with the appropriate Departments.</p>	Ongoing	Short Term Ongoing	<p>Lead: SBEC</p> <p>Kristin Huigenbos</p> <p>Support: Planning and Licensing</p> <p>Steve Robichaud/Scott Baldry Al Fletcher</p>	
1.14 The Economic Development Division's Business Development Consultants (BDCs) will take the lead with medium to large enterprises looking to locate or expand operations in Hamilton.	<p>Through the Division's Corporate Calling Program, BDC's respond to a number of questions regarding the City of Hamilton's development process and other related Municipal issues. The One-Stop's Business Facilitators address the majority of these questions through direct contact by phone, email, and face to face meetings at City Hall. On occasion, the Facilitators will accompany the BDCs on a site visit to meet with the company.</p>	Ongoing	Short Term Ongoing	<p>Lead: Economic Development</p> <p>Norm Schleeahn</p> <p>Support: Planning</p> <p>Scott Baldry</p>	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
1.15 Formalize the current Open for Business Staff Working Group as a permanent resource for the Open for Business Sub-Committee and Departmental Management Team, with a mandate to set combined goals, review business trends, and find creative solutions to help ensure Hamilton is "Open for Business". This group should meet at least on a quarterly basis.		January 2013	Short and Medium Term Ongoing	Lead: GMO Debbie Spence Support: ALL	
1.16 SBEC will establish education sessions for specific businesses to assist in developing an understanding as to the City's requirements, processes, and timelines. These can target specific groups of businesses or other business organizations such as Chamber of Commerce, Realtors, etc. as many businesses contact these organizations prior to starting a new business.	On-going monthly meetings will be facilitated with the SBEC, and Licensing to plan quarterly information sessions by sector. Current areas of focus include; general contractors, food establishments, and mobile service vehicles.	Q1 2013	Short Term Ongoing	Lead: SBEC Kristin Huigenbos Support: Licensing Al Fletcher	
Communications & Promotions					
Public Awareness Campaign:					
2.1 Develop a comprehensive communications and marketing plan/campaign to include a broad range of tactics including ads, presentations, media relations, enhanced or brand new e-newsletter for small business owners, and increased communication with business associations on current and new resources along with updates on where we are at with our recommended actions coming out of the Open for Business Sub-Committee. Target audience will be small business owners and secondary audience with all City staff.		Q1 2013	Short Term Ongoing	GMO Debbie Spence	
2.2 Maintain the "One-Stop for Business" branding.	Evaluate promotional campaign and response to branding.	Ongoing	Medium Term Q4 2013	GMO Debbie Spence	
2.3 Enhance the presence of the physical location of the One-Stop, which will include signage and a new resource/brochure display.		July 2012	Short Term Q1 2013	GMO Debbie Spence	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approval Required for Implementation
2.4 Continue to collect feedback from clients and associations (via verbal suggestions, emails, and online feedback form www.hamilton.ca/onestop) regarding recommendations for enhancing the One-Stop experience and implement changes where ever possible.	<p>Licensing – current staff resources, workloads, and increasing inquiries at One-Stop do not provide opportunity to undertake this direction.</p> <p>SBEC completes monthly surveys with clients to re-engage and follow-up on clients needs. An annual e-survey in combination with telephone survey is completed each year in Q4.</p> <p>Based on the SBEC model, the Business Facilitation staff will initiate follow-up calls with clients to ensure clients have the information they require, and to provide additional assistance as required.</p> <p>Business Facilitation staff attend Corporate calls with Economic Development staff where it is known that a business is contemplating an expansion and/or relocation or after the expansion/relocation has occurred to debrief with the client on the Municipal approvals process, etc.</p>	Ongoing	<p>Medium Term</p> <p>Q2 2013: Business Facilitation to begin tracking feedback</p> <p>Ongoing initiative</p> <p>Q4 2013: Licensing to monitor and assess staffing needs to maintain/improve customer service.</p>	<p>Lead: Economic Development, Planning, Licensing, and Building</p> <p>Steve Robichaud/Scott Baldry Al Fletcher Kristin Huigenbos Dio Ortiz</p> <p>Support: GMO Debbie Spence</p>	Licensing – to undertake a review of staff resources at One-Stop and counter staff relocated to increase business license activity.
2.5 Report and distribute annually all statistics for performance metrics such as: average processing timelines for building permits, site plan approval, clearance of site plan conditions, business licences, sign permits, and distribute through.	Dependant on multiple PED Divisions using AMANDA).	Q1 2013	<p>Short Term</p> <p>Ongoing</p>	<p>Lead: ALL</p> <p>Dio Ortiz Steve Robichaud Gavin Norman Al Fletcher</p> <p>Support: GMO Debbie Spence</p>	
Communication with Partners: avoid duplication of services					
2.6 Complete the revisions to the Memo of Understanding (MOU) with the Conservation Authorities (CA), to align City and CA policies on key issues related to development, resulting in fewer conflicts between the comments and approval requirements of both agencies.		Q1 2012	<p>Short Term</p> <p>Q1 2013</p>	<p>Growth Management</p> <p>Guy Paparella Ray Lee Michelle Sergi</p>	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
Timelines					
Benchmarking:					
3.1 Compile a list of timelines for all processes as a reference guide and post this information in on the City's website in a customer-focused manner.	Growth Management to provide timelines for processes and will use data base to track and update process timelines as required.	Q1 2012	Medium Term Q2 2013	GMO Debbie Spence (to coordinate) ALL to provide timelines	Timelines and fees will also be reported on through the Service Delivery Review that is being presented to the General Issues Committee.
Building Permit Application Submission Prior to Site Plan Approval:					
3.2 Consider amending the site plan approval process to permit certain conditions to be satisfied after site plan application has been formally approved. In lieu of, or in addition to, a site plan application receiving conditional approval, an application would be able to be "approved with conditions".	The City's current Best Practice is to "approve site plans with conditions". Conditions of approval are structured into the following groups: <ul style="list-style-type: none"> ▪ prior to the commencement of grading on the site; ▪ prior to the application for a building permit; ▪ prior to occupancy; and, ▪ within 1 year of occupancy. Look at re-focusing the site plan application approval notification by changing the wording to reflect "approving site plans with conditions".	Q4 2012	Short Term Q2 2013	Lead: Planning Steve Robichaud Support: Building Dio Ortiz	
3.3 Consider amending and limiting waiver policy for building permit applications based on construction project scope and size (i.e. waiver policy to permit small business projects under a certain scope and size, to submit a building permit application before they clear certain site plan approved conditions).		Complete	Ongoing	Lead: Building Dio Ortiz Support Paul Mallard Jorge Caetano Tony Sergi	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
3.4 Consider initiating strict timelines for review of detailed plans (grading, landscaping, lighting, urban design, tree saving etc.) that are conditions of the site plan. Also refer to 3.5.	Timelines ultimately depend on completeness and quality of submissions, and status of plan with external agencies (MTO, CAs, etc.). Planning staff have established a timeline of four (4) weeks to review plans that are conditions of the site plan approval.	Q2 2012	Completed	Planning Lead Steve Robichaud Support Building Dio Ortiz Growth Management Gavin Norman	
Review or Creation of Timelines where none currently exist: 3.5 Growth Management Division will establish a timeline of four (4) weeks to review engineering submissions related to a site plan submission. Continue to track timelines for processing through 2013 and make any revisions to these timelines in 2014.	Staffing levels are directly impacted by both activity levels and revenue. Ultimately, timelines are based on Divisional capacity to perform work. Will report on issues that appear to be causing delays.	Q2 2012	Medium Term Q4 2013	Growth Management Gavin Norman	Performance to be tracked and evaluated. May require additional FTEs (and corresponding increase in fees for cost recovery) to meet consistent, improved timelines.
3.6 Licensing staff will continue to review the existing internal business licensing processes to create efficiencies and remove current backlog.	These reviews take place as part of the normal daily operations. Reviews have been completed with reports submitted to OFBSC in September 2012 (PED12150, PED12151).	September 2012	Short Term Ongoing	Licensing Al Fletcher	
3.7 Determine an average timeframe to process a Business Licence.	A current backlog of business licence exists. Processes as outlined in Reports PED12150 and PED12151 (see Action Item 3.7 above) will assist with this backlog. Limited staffing resources, new licence categories, workload, increase in charges (zoning verifications), and increasing inquiries especially with the One-Stop for Business Services, directly affect the timing of issuing licenses.	Q1 2013	Medium Term Q2 2013 Ongoing (yearly reporting)	Licensing Al Fletcher	Licensing – to undertake a review of staff resources at One-Stop and counter staff relocated to increase business license activity.

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
	Additional staffing resources required to meet workload requirements.				
Signs:					
3.8 Create one application for all signs as part of the issuance of the building permit, related only to wall and ground signs.		Completed	Completed August 2012	Building Jorge Caetano	
3.9 Include Sign By-Law on checklist for new business applications.	The Development Kit has been revised to explicitly identify the City of Hamilton Sign By-Law and sign permit.	Q3 2012	Complete	Planning and Licensing Steve Robichaud	N/A
3.10 Move to a completely on-line sign application and approval process.		Q1 2013	Long Term Q1 2014	Building and Licensing Dio Ortiz (OBC Signs) Al Fletcher (Temp Signs)	Delays may result from timing of City Web Strategy Initiative.
Site Plan Process					
Improve Patio Process:					
4.1 Prepare and implement a simple communication tool that will outline the process and protocols for patios.	Proposals for an Outdoor Patio within the road allowance require approval from Public Works, proponents must submit an outdoor patio application. For outdoor patios on private property, a minor site plan application is required. Where an application is on both public and private property, staff coordinate the circulation and review process. A draft "Patio" brochure has been prepared by Public Works staff for patios within the road allowance.	Q1 2012	Short Term Complete Q4 2012	Lead: Planning Steve Robichaud	
4.2 Consider changes to the Site Plan processes where a property has gone through a minor variance process and the proposed addition/renovation has no impacts on zoning or parking.		Q3 2013	Medium Term Q4 2013	Planning Paul Mallard	
Single Point of Contact for Planning Applications:					
4.3 Increase awareness and education of the role of the Planner and Business Facilitator within the One-Stop for Business Services, by		Q1 2013	Ongoing	Lead: Planning Steve Robichaud/Scott Baldry Support: GMO	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
establishing a proactive awareness campaign.				Debbie Spence	
Clear and publicly available guidelines: 4.4 Update the site plan guidelines and ensure these are described and available to all consultants and businesses.	Site plan submission guide updated on an ongoing basis. Last update was October 2012 regarding single detached dwellings in the Beach area.	Ongoing	Ongoing	Planning Steve Robichaud/Joe Gravina	
Engineering Guidelines: 4.5. Update and distribute current engineering guidelines by end of 2012, and ensure these are described and available to all consultants and businesses.	Method of publishing and notification to be determined.	Q3 2012	Short Term Q1 2013	Growth Management Gavin Norman John Morgante Sally Yong-Lee	
4.6 Complete a comprehensive review of Engineering and Growth Management guidelines, policies, and requirements to ensure they are current and aligned. This review will include comparison to other Municipalities as well as consultation with the development and engineering industry to identify market and industry.	Council approved and provided funding for staff to undertake a comprehensive review of our Engineering Guidelines for 2013. It is anticipated that the comprehensive review is to be completed in Q4 2013. An interim update will be issued in Q1 2013 with recent changes to ensure the stakeholders are designing to current requirements. Regularly publish changes to individual sections and policies within the guideline as required in consultation with the industry.	Q2 2012	Short Term Q1 2013/Q4 2013 September 26, 2012 (Report was approved by Planning Committee).	Growth Management Guy Paparella	
4.7 Develop a guide and/or checklist to help first-time customers understand the Growth Management process including: general timelines and an easy to understand description on how and why approval is needed for detailed engineering plans (sewer and storm water management).		Q1 2013	Medium Term Q2 2013	Growth Management Gavin Norman	
Building Processes					
5.1 Implement recommendations from the Report (PED12161) from Building Services entitled Recognition of Legally Established Business Uses Where Property Records are Non-Existent.		Q3 2012	Short Term Complete	Building Dio Ortiz	
5.2 Increase promotion of the Ontario Building Code (OBC) pre-		September	Short Term	Building and GMO	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
consultation meeting.		2012	On Going	Dio Ortiz and Debbie Spence	
5.3 Dedicate two (2) Building Service staff members as the main contact for the "One-Stop" and the broader small and medium size business sector, to assist and guide them through the building permit processes including: OBC pre-consultation, plans examination, communication of deficiencies and/or approval of building permits.	Currently the related OBC staff are struggling to keep up with existing workloads which are assigned based on Municipal address.	Ongoing	Short Term Q2 2013	Building Dio Ortiz	Staffing will be reviewed during 2013 to enhance services at One-Stop and may require further staffing enhancements as part of 2014 Budget.
Zoning & Parking Requirements					
Reducing Parking Requirements in Strategic Areas:					
6.1 Report back to GIC with respect to staff Report PED12114 entitled "Study of a Community Improvement Plan for the Creative Industries, and a Review of City Policies and By-Laws". The Report recommends an amendment to the zoning By-Law in order to reduce or relax parking requirements in strategic areas where we need to encourage investment (i.e. BIA areas, James Street North and South).	The Report was tabled at the June 27, 2012 GIC meeting for further consultation with the Ward Councillor.	Q1 2012	Medium Term Q3 2013	Planning Lead Steve Robichaud Support Economic Development and Parking	
6.2 Conduct stakeholder consultation on the proposed zoning changes. Consultation will occur in.	The Report was tabled at the June 27, 2012 GIC meeting for further consultation with the Ward Councillor. It is anticipated to bring forward a staff Report on the proposed zoning By-Law changes in Q3 2013.	Q1 2013	Medium Term Q3 2013	Planning Steve Robichaud	
Legal Non-Conforming Status:					
6.3 Implement recommendations from the Report (PED12162) from Building Services on Legal Non-Conforming Status.		Q3 2012	Complete	Building Dio Ortiz	
Temporary Occupancy Permit:					
6.4 Develop temporary occupancy permit application form and track number of properties that apply.	Report presented to OFBSC September 2012 (PED12151).	Q3 2012	Complete	Licensing Al Fletcher	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
Business Licensing					
7.1 Develop a new Liquor Licensing process.	Once fully developed, an Information Report will be provided to Council to outline the new process.	Q3 2012	Short Term Q1 2013	Licensing Al Fletcher	
Technology					
8.1 Review all current electronic tools to help make it easier for staff to monitor, communicate, and report on an individual applicant's status, and to recommend ways to increase the effectiveness of these tools (e.g. enhance current functionality on mobile devices) as well as new technology where necessary and financially feasible.	Presently, the Building Services Division provides parent AMANDA support to other users. Currently, Building Services and Municipal Law Enforcement AMANDA support are approx. 6 – 9 months behind in existing projects. New users will not have adequate support to implement, develop and maintain AMANDA.	Q1 2013	Medium Term Q4 2013	AMANDA Governance Team – Building, Growth Management, MLE, Planning Support: GMO and IT	Requires approval of \$400,000 2013 Capital Budget Request. Completion of these objectives may require additional Division specific support to develop and maintain the AMANDA system. Staffing to be reviewed in 2013 for possible enhancements as part of the 2014 Budget. It is anticipated that AMANDA support staff from the 4 Divisions will form a Cross-Divisional Support Team. IT support through their work plan is important.

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
8.2 Enhance the current file management and monitoring system (e.g. AMANDA), to ensure proactive pre-application submission discussions are held between staff and clients. These discussions should include explaining the application process itself, associated fees, timelines, and ensure that all relevant issues are flagged at the beginning of the process.	Planning and Growth Management processes to be integrated into AMANDA system.	Q4 2012	Long Term 2014	Building, Planning, Growth Management, and Licensing Sally Yong-Lee Gavin Norman Steve Robichaud Al Fletcher/Joe Xamin Dio Ortiz	
8.3 Implement and train all relevant staff on using AMANDA, other technologies, and software to ensure more efficient data collective and enhanced customer service.	Growth Management to expand use of AMANDA for facilitating grading approvals and site plan inspection.	Q4 2012	Medium Term Ongoing	Building and Growth Management Sylvia Bishop Dio Ortiz John Morgante	
8.4 Review the potential of an electronic "public portal application" that will allow business owners and developers to submit applications online, check their application's status (i.e. being reviewed or approved), and allow outside agencies such as HCA to review applications and electronically submit their comments, which will connect with our main database AMANDA.		Q4 2012	Long Term 2014	Building, Planning, Growth Management, and Licensing Steve Robichaud Al Fletcher/Joe Xamin Dio Ortiz	Timing for this will be dependent on advancement of the Corporate Web Development Strategy.
8.5 Improve the File Management system to centralize responsibility for staff circulation and comments with one staff member throughout the lifetime of the Project, in order to provide a convenient liaison for the development industry.	Planning Division is the lead on this Project.	Q4 2013	Long Term 2015	Planning and Growth Management	
8.6 Develop or enhance technology to allow comments for circulation from relevant City Departments and external agencies (e.g. HCA) to take place electronically for Planning, Growth Management and Special Events processes.	Implement e-Review module via AMANDA.	Q3 2013	Long Term 2014	Building, Planning, Growth Management, and Tourism and Culture (AMANDA) Dio Ortiz Wayne Schrapp Steve Robichaud Bridget MacIntosh	
8.7 Engage discussions with the Corporate Information Technology Divisions regarding the development of a Corporate Cloud Technology Policy.	This project is related to both the Open Data Policy and Web Redevelopment Project.	Q2 2013	Medium Term Q4 2013	Open Data Policy Team and Web Redevelopment Team Al Little Mike Kirkopoulos Mike Zegeac	
Website					

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
9.1 Establish "Open for Business" as being a top priority in the City's on-line service, and refer this endorsement to the Corporate Web Strategy Team.	The Open for Business Sub-Committee passed a motion requesting that 'Business Resources' for the website be a top priority. The motion that was passed at the June 13, 2012 Open for Business Sub-Committee was, that the Open for Business Sub-Committee supports "Open for Business" as a priority on-line service as part of the whole Web Re-development Strategy.	Q3 2012	Complete	Lead: Corporate Services Mike Zegarac Support: GMO Bill Janssen/Debbie Spence	
9.2 Establish that all Downtown properties (heritage status inventory) will be available online and "user-friendly" as part of the Downtown Built Heritage Inventory Project.	Database has been populated, ongoing heritage evaluation of properties, migration to the web pending the update of the City website.	Q2 2012	Medium Term Q3 2013	Planning Paul Mallard Michelle Sergi Steve Robichaud	Part of an approved Capital Budget Project.
9.3 Continue to improve the navigation and content using the current, but limited, web templates and technology and will discuss with Corporate Services what opportunities may be available for defining and completing the enhancement of online business resources.		Q1 2012	Short Term Ongoing	Lead: GMO Debbie Spence Support: ALL and Cartographic and Graphic Services PED Web Advisory Team	
Parkland Dedication Fees and By-Law					
10.1 Review the Parkland Dedication By-Law.	On January 17, 2012, Planning Committee already directed, "That staff report back to the Planning Committee on the issue of current high parkland dedication fees required for medium to high density residential Projects using the density formula, which is having an impact on multiple residential and intensification Projects proceeding".	Q4 2012	Medium Term Q4 2013	Real Estate, Finance, Public Works, and Planning Keith Anderson Michelle Sergi Finance Public Works	Discussed at Senior Management Team, November 2012. Moving forward delayed pending consideration of "Park Acquisition Strategy" Report by Public Works.
10.2 Review and make recommendations on allowing dedication revenues to be used in areas where they are collected. As part of this review, consultation needs to be undertaken with other affected Departments (i.e. Community Services and Public Works) as well as industry and community stakeholders.		Q4 2012	Medium Term Q4 2013	Finance/PED Rob Rossini Joe Spiler/Tim McCabe	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date Quarter/Year	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
Rural/Agricultural Needs					
11.1 Review current rural official plan and the rural zoning, and propose amendments that will make it easier for rural-based economic opportunities to be approved and recognized.	Rural Official Plan approved by the Ontario Municipal Board in March, 2012. Rural Official Plan contains policies for on-farm economic development opportunities. Rural Zoning By-Law being prepared to implement Rural Official Plan Policies.	Q2 2012	Q4 2013	Planning Joanne Hickey Evans	
11.2 Consider adding a new Business Facilitator position or task a current Business Facilitator to take on the role and expertise of "Rural Business Facilitator".	A Business Facilitator currently attends Rural and Agricultural Advisory Committee Meetings to provide assistance to the rural community, and is identified point of contact for rural affairs.	Q3 2012	Ongoing initiative	Planning Steve Robichaud Joe Gravina	Staffing models to be reviewed.
Fees					
12.1 Prepare a comprehensive Fee Review Study as part of the 2013 Budget.	This fee review is currently on going and will be a part of the 2013 Budget process.	Q3 2011	Q4 2012	Planning and Growth Management Guy Paparella Tony Sergi	Scheduled for consideration by Planning Committee December 4, 2012.
Letters of Credit (LCs)					
13.1 Review staffing based on activity levels and revenue.	Staffing is subject to the User Fee review, which is currently underway.	Q1 2013	Q4 2013	Growth Management John Morgante	
13.2 Continue to work collaboratively with the development industry and in particular the Hamilton-Halton Home Builders Association, to analyze potential new security vehicles to expedite the Letter of Credit process, and to streamline reductions and improve timelines.	HHHBA recently provided update as to their investigation into other approaches being implemented in the Greater Toronto Area.	Ongoing	Medium Term Q4 2013	Growth Management Tony Sergi	
13.3 Staff to monitor and track LC processing timing and implement staff cross-training to assist in processing LCs.	Reallocation of resources to address this may impact inspection and approval timing. Will investigate other options available and those currently being used by other	Ongoing	Medium Term Q4 2013	Growth Management John Morgante	Results of monitoring and process review may have a staffing impact

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	Municipalities. Staffing levels are directly affected by activity levels and revenue.				requiring additional FTEs and corresponding increase in fees.
Intensification Policies & Guidelines					
14.1 Develop and implement an intensification and re-urbanization Education Program.	City staff will consult widely, and work in particular with the HHHBA.	Q3 2012	Medium Term Q4 2013	Planning Christine Newbold	Strategy will require Council approval.
14.2 New Urban Design Guidelines will be prepared for the James Street North and Centennial Parkway corridors.	James Street North will be the first priority for this Project.	Q1 2013	Medium Term Q4 2014	Planning Anita Fabac	
Public Health Inspections					
15.1 A Quality Assurance Advisor position has been developed for the development of Quality Assurance processes and to monitor each Public Health Inspector for consistency in inspection practices.		Q1 2013	Ongoing	Public Health George Rice	
15.2 The Public Health Services Quality Advisor will evaluate inspection staff to determine the level of consistency in inspections and investigations in the field.		Q1 2013	Ongoing	Public Health George Rice	