

7.2



Hamilton

Development Approvals Process Review

GIC Presentation

May 20, 2015



BACKGROUND

- 2011 – Open for Business Sub-Committee

- 2013 – Open for Business Action Plan

- 2014 – Review of Development Approvals Process
 - § Identify key issues and opportunities
 - § Review perception of current practices
 - § Look at how departments work together
 - § Recommend actions for improvements and further analysis



METHODOLOGY

- Qualitative, interview-based approach
- Findings are intended to be indicative / directional
- Over 100 interviews held with a variety of stakeholders
 - § 55 staff
 - § 23 developers, builders, contractors, associations
 - § 7 consultants
 - § 4 small businesses
 - § 9 councillors
 - § 5 other municipalities



FIVE THEME AREAS

1. Streamlining the process
2. Better technology
3. Culture, capacity and leadership
4. Relationship between the City and the Development Industry
5. Staff capacity, communications and morale



1. STREAMLINING THE DA PROCESS

Identify efficiencies, and improve timing, consistency and predictability of City decisions

Issues & Actions

- LEAN analysis
- “Post-Op” case studies
- “Fast track” process
- OFB Coordinator
- Up-front certainty
- Cross-division / cross-department coordination



1. STREAMLINING THE DA PROCESS

Progress

- a) Eliminating approvals steps (e.g. parking requirements, non-conforming structures)
- b) Improving timelines (e.g. phasing of site plan approvals and Building Permits with construction timelines)
- c) Case study audits (e.g. peer reviews, Continuous Improvement Team)
- d) Open For Business Coordinator



2. BETTER TECHNOLOGY

Support staff and applicants and assist in creating and monitoring KPIs

Issues & Actions

- Collaboration platforms
- Implementation and expansion of AMANDA
- Standardized data management / digital applications



2. BETTER TECHNOLOGY

Progress

- a) Tracking systems (e.g. Growth Management engineering submissions)
- b) AMANDA roll-out to Planning and Growth Management
- c) Batch renewal of business licenses
- d) Executive monitor



3. CULTURE, CAPACITY & LEADERSHIP

Instill a strong sense of ownership and empowerment within City staff

Issues & Actions

- Develop staff role as facilitators
- Multiple approval levels
- Optimize staff talents
- Clarify roles and responsibilities



3. CULTURE, CAPACITY & LEADERSHIP

Progress

- a) PED training and development plan / Performance Accountability
- b) Future Ready Leadership Program
- c) On boarding program for new staff
- d) Planner's Circle
- e) Clearer policies / guidelines (e.g. streamlining of Building Division policies, comprehensive development engineering guidelines)
- f) Senior Director – Strategic Initiatives



4. RELATIONSHIPS WITH DEVELOPMENT COMMUNITY

Cultivate an investor friendly environment.

Issues & Actions

- Recognition by staff of development industry's timelines and pressures
- Recognition by development industry of complexity of approvals process
- Formal mechanisms for communication
- Customer-friendly information materials on approvals process
- KPIs and metrics
- More “hand holding” for small and medium sized projects



4. RELATIONSHIPS WITH DEVELOPMENT COMMUNITY

Progress

- a) Development Industry Liaison Group
- b) Open for Business Sub-Committee
- c) Annual Performance Measures Report
- d) Business Facilitators



5. STAFF CAPACITY, COMMUNICATIONS AND MORALE

Improve capacity through training, communications, engagement and support.

Issues & Actions

- Communication / Mentorship by senior staff
- Staff workloads
- Employee engagement



5. STAFF CAPACITY, COMMUNICATIONS AND MORALE

Progress

- a) Vacancies and enhancements
- b) Standardized job codes
- c) Performance Accountability
- d) Employee engagement strategy



NEXT STEPS

- a) That the Development Application Approvals Process Review, Phase 1: Scoping Exercise, as prepared by Ian Neville & Associates Inc. and attached as Appendix “A” to Report PED15052 / PW15042 be received.

- b) That in co-ordination with the Open for Business Sub-Committee, Staff be directed to develop a roadmap for the implementation of actions, identified in the Review, as Phase 2 of this initiative, as well as actions and recommendations arising from the Open for Business Sub-Committee and Open for Business Action Plan.