



Hamilton

OPEN FOR BUSINESS SUB-COMMITTEE MINUTES

Monday, November 30, 2015

9:30 a.m.

**Council Chambers, 2nd Floor
Hamilton City Hall**

Present: Mayor F. Eisenberger
Councillor M. Pearson, Chair
Councillor J. Partridge, Vice-Chair
Councillors M. Green, T. Whitehead, L. Ferguson, A.
VanderBeek, R. Pasuta

**Also in
attendance:** Patrick Campbell, Stoney Creek Chamber of Commerce
Kathy Drewitt, Business Improvement Area Advisory Committee
Suzanne Mammel, Hamilton Halton Homebuilders Association
Arend Kersten, Flamborough Chamber of Commerce
Keanin Loomis, Hamilton Chamber of Commerce
Megan Platts, Hamilton Burlington Realtors Association

FOR THE INFORMATION OF THE COMMITTEE:

(a) CHANGES TO THE AGENDA (Item 1)

(Green/VanderBeek)

That the agenda for the November 30, 2015 meeting be approved, as presented.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) **APPROVAL OF MINUTES (Item 3)**

(i) **September 29, 2015 meeting (Item 3.1)**

(Pasuta/Eisenberger)

That the Minutes of the September 29, 2015 meeting be approved, as presented.

CARRIED

(d) **DELEGATION (Item 6)**

(i) **Delegation from Mr. Toon Dreessen, President, Ontario Association of Architects respecting the results of the Ontario Association of Architects' Site Plan Approval Study (approved at the September 29, 2015 meeting) (Item 6.1)**

Mr. Toon Dreessen, President, Ontario Association of Architects (OAA), provided an overview to the Committee with the aid of a PowerPoint presentation. A copy of the presentation has been added to the public record. Mr. Dreessen's comments included, but were not limited to:

- OAA dedicated to promoting and increasing the knowledge, skill and proficiency of its members
- Administer the *Architects Act* "in order that the public interest may be served and protected"
- Additional objective in legislation of 'promoting public appreciation of architecture'
- Areas of Ongoing Focus
 - Planning issues/planning reform
 - Housing affordability
 - Affordable (social) housing
 - Sustainability and climate change
 - Liveable cities
 - Design Excellence
 - Heritage conservation
- Site Plan Approval
 - Not part of the original *Planning Act* (1946), added in 1973
 - Gives municipalities technical review to address issues such as building layout, massing, access, parking, landscaping, etc.
 - Narrower application prior to 2006: excluded "colour, texture and type of materials, window detail, construction details, architectural detail", etc.
 - Design exclusions now effectively removed

- Quality-Based Selection (QBS)
 - QBS is a procurement method to ensure the client gets a consulting team that best addresses client objectives, delivers the greatest value
 - Professionals compete based on qualifications and understanding of client needs
 - Process provides greater opportunity to discuss design innovation

- Partners in the Built Form
 - We all have a stake in getting best outcome, which can't be reduced to "lowest-price"
 - We are partners on the built form, we all want the best City we can create
 - The OAA has made available a Quality Based Selection Kit, QBS Templates
 - Some of your municipal partners also have utilized QBS with great success
 - OAA can share its experience from using QBS in our own procurement

(Green/Ferguson)

That the Delegation from Mr. Toon Dreessen, President, Ontario Association of Architects respecting the results of the Ontario Association of Architects' Site Plan Approval Study, be received.

CARRIED

(e) STAFF PRESENTATIONS (Item 7)

(i) Development Process Review – an Introduction to the Lean Approach (no copy) (Item 7.1)

Jason Thorne, General Manager of Planning and Economic Development, introduced Mr. Anil Gupta to the Committee.

Mr. Anil Gupta, provided an overview to the Committee with the aid of a PowerPoint presentation. A copy of the presentation has been added to the public record. His comments included, but were not limited to:

- The Context - Reducing the processing time is beneficial to all stakeholders:
 - City of Hamilton benefits economically from development activity
 - Developers benefit from rapid completion of development projects

- Employees in City of Hamilton departments benefit from streamlined process
- The Project:
 - Lean project initiated in October, sponsored by staff
 - Focus on Subdivision Draft Plan Approval process
 - Current estimated time from 'Application Deemed Complete' to 'Draft Plan Approval' is an average of 1350 days
- Project divided into 2 phases:
 - Initial End-to-End Diagnostic: identify 1-2 target areas for improvement
 - Process improvement phase: redesign process to improve performance
- Every Organization Has Problems!
 - Problems are undesirable situations/outcomes; there are always problems!
 - Problems represent an organization's opportunity to improve
 - The real issue often is not the problem itself; but how we react to the problems
 - Most recurring problems are the result of underlying systemic issue; sustainable problem solving requires identification and removal of these systemic issues
- A Definition of Lean
 - A philosophy and mind set of continuous improvement that enables an organization to consistently meet the demanding needs of its customers, employees, and society
 - A set of principles, concepts, and techniques designed for a relentless pursuit of the elimination of waste resulting in a Just-In-Time system that delivers to customers
 - exactly what they need
 - when they need it, in the right quantity
 - without defects, and at the lowest possible costs
 - Front line employees manage performance, problem solving, improvements and efficiency gains

- The Secret to Lean's Success
 - Continuous Improvement in Processes
 - Highly Engaged People
- People, Passion, Patience
 - Everyone wants to do an excellent job!
 - Employees naturally care about the quality of work they do and will take initiatives to improve it – as long as they are provided with the tools and training that are needed and management pays attention to their ideas
 - Employees are often the greatest source of knowledge in an organization – they know customers, process, problems, root causes and solutions better than anyone else
- Process Drives Performance
 - The 'quality' of a process and how it integrates the organizational elements is the most important factor of the organization's ability to consistently meet customer needs
 - Performance improvement is about improving the process and ensuring the new process is adhered to on a consistent manner
- Eight Types of Waste in Lean – Muda
 - Muda – a Japanese word meaning futility; uselessness; idleness; superfluity; waste; wastage; wastefulness
 - Inventory
 - Waiting & Delays
 - Overproduction
 - Transportation
 - Motion
 - Defects & Rework
 - Over-processing
 - Underutilized human capability
- Deploying Lean In An Organization
 - Lean can drive tremendous benefit to any organization:
 - 30%-50% improvement in Process Lead Time
 - Drastic improvement in scheduling, resource utilization, process capability
 - Safer workplace, highly engaged workforce, stability of process and consistency of outputs

- Lean deployment requires a 'paradigm shift' in the philosophy of managing an organization: culture, strategy, roles and people's skills
- Project Next Steps
 - Diagnostic phase of project is underway
 - 4 lunch & learn sessions conducted to engage all staff members; very positive and supportive response
 - High level process mapping and baselining underway: reviewing existing documentation, reports, interviews with staff members and collecting data
 - Expect to complete Diagnostic phase by December 2015
 - Process improvement deep dive to start in January 2016

(Ferguson/VanderBeek)

That staff be requested to report back on the number of days Planning and Economic Development staff spend waiting for responses from applicants.

CARRIED

(Eisenberger/VanderBeek)

That the presentation respecting the Development Process Review – an Introduction to the Lean Approach, be received.

CARRIED

(ii) Water Permits Overview Presentation (no copy) (Item 7.2)

Udo Ehrenberg, Manager, and Wendy Jackson Project Manager, Hamilton Water provided an overview to the Committee with the aid of a PowerPoint presentation. A copy of the presentation has been added to the public record. Their comments included, but were not limited to:

- Legislative Context – DWS License and Permit
 - Safe Drinking Water Act, s.1
 - Safe Drinking Water Act Licensing Program
 - Key Drinking Water System Stakeholders
 - City of Hamilton Drinking Water Systems
- Form of Submission & Technical Documents
 - Form 1
 - Water Hydraulic Analysis Report
 - Required Fire Flow
 - Domestic Water Demand
 - Engineering Drawings

- Lessons Learned Since 2010
 - Application Screener Role
 - Comments Table
 - Guidance Table for Required Technical Documents
 - Common Documentation Screening Criteria
 - Communication – Designated Point of Contact

(Ferguson/VanderBeek)

That the presentation respecting Water Permits Overview, be received.

CARRIED

(iii) Amanda Project Review and Implementation Project Update (PED15206) (City Wide) (Item 7.3)

Dio Ortiz, Manager, Amanda Review and Implementation Project, provided a overview to the Committee with the aid of a PowerPoint presentation. A copy of the presentation has been added to the public record. His comments included, but were not limited to:

- Project objectives:
 - Comprehensive and critical assessment of AMANDA
 - Review of alternative solutions
 - Centralized application support team model
 - Support current and critical AMANDA development initiatives
 - PED implementation strategy
 - Deploy an enterprise-wide solution

- Roadmap (New Initiatives):
 - Implementation of new file server
 - New database and applications server migration
 - Upgrading to AMANDA Case Management & Compliance System Version 7
 - Integration Accounting Information and Management System
 - Implementation with Real Estate section
 - Integration of Salesforce Customer Relationship Management Software
 - Implementation with Special Event Advisory Team
 - Implementation with Animal Control Services
 - Digital and online application submissions
 - Customer portal and online Planning and Economic Development services
 - Integration with Public Works, Public Health inspectors and Fire Prevention inspectors

- Integration with external agencies such as Conservation Authorities
- Open Data Initiative

(Ferguson/Partridge)

That staff be requested to report back to the Committee on an ongoing basis respecting the progress of the AMANDA Roadmap.

CARRIED

(VanderBeek/Ferguson)

That Report PED15206 respecting an Amanda Project Review and Implementation Project, be received.

CARRIED

(f) DISCUSSION ITEMS

(i) Risk and Liability Associated with Unfinished Building Permits Manager, Building Inspections (PED15207) (City Wide) (Item 8.1)

John Lane, Manager, Building Inspections, made himself available for questions respecting the report.

(VanderBeek/Whitehead)

That Report PED15207 respecting the Risk and Liability Associated with Unfinished Building Permits, be received.

CARRIED

(g) GENERAL INFORMATION / OTHER BUSINESS (Item 11)

(i) An Introduction of New Planning and Development Department Staff (no copy) (Item 11.1)

Steve Robichaud, Director, Planning and Anita Fabac, Manager of Development Planning, Heritage & Design, introduced the following new staff to the Committee:

- Joe Gravina - Coordinator of Business Facilitation
- Jennifer Haan - Business Facilitator
- Johanna Black - Business Facilitator
- Alan Waterfield - Senior Planner
- Greg Sergeant - GIS Planning Technician
- Catherine Parsons - Planner II
- Sarah Richmond - Planning Technician II
- Michael Fiorino - Planning Technician I
- Chelsey Tyers - Cultural Heritage Planner
- Madeleine Giroux - Planner II
- Melanie Schneider - Planner II

- Gerry Tchisler - Planner II
- Joanna Chludzinska - Urban Designer
- Eric Yemen - GIS Technician
- Ana Cruceru - Urban Designer
- Yvette Rybensky - Senior Project Manager
- Ryan Cummins - Planning Technician I
- Kayla Di Loreto - Planning Technician II

(Partridge/VanderBeek)

That the Introduction of New Planning and Development Department Staff, be received.

CARRIED

(h) ADJOURNMENT (ITEM 10)

(VanderBeek/Whitehead)

There being no further business, that the meeting be adjourned at 12:50 p.m.

CARRIED

Respectfully submitted,

Councillor M. Pearson, Chair
Open for Business Sub-Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk