

Hamilton

**REPORT 12-002
OPEN FOR BUSINESS SUB-COMMITTEE**

Wednesday, November 28, 2012

2:00 p.m.

**Council Chambers
Hamilton City Hall**

Present: Councillor R. Powers, Chair
Councillor T. Whitehead, Vice-Chair
Councillors C. Collins, L. Ferguson, R. Pasuta, and M. Pearson

Also Present: C. Phillips, Senior Advisor, Planning Department
N. Shleehahn, Manager of Business Development
P. Mallard, Director of Planning
T. Sergi, Senior Director, Growth Management
G. Norman, Manager, Engineering Design and Construction
M. Hazell, Senior Director, Parking & By-law Services
A. Fletcher, Manager, Licensing and Permits
E. VanderWindt, Director of Building Services
D. Spence, Communications Officer
K. Huigenbos, Co-Ordinator, Small Business Enterprise Centre
I. Bedioui, City Clerk's Office

**THE OPEN FOR BUSINESS SUB-COMMITTEE PRESENTS REPORT 12-002 TO
THE GENERAL ISSUES COMMITTEE AND RESPECTFULLY RECOMMENDS:**

1. **"Open for Business" Sub-Committee - Report of Preliminary Findings and "Open for Business" Action Plan (PED12164(a)) (City Wide) (Outstanding Business List Item (Item 5.1))**
 - (a) That items listed as "*Actions Items*", as outlined in Appendix "A" to Report PED12164(a) entitled "*Open for Business Action Plan*", hereto attached, be endorsed.
 - (b) That staff be directed to include all "*Action Items*", as outlined in Appendix "A" to Report PED12164(a), (hereto attached) into the 2013 Planning and Economic Development Departmental Business Plan and/or the respective 2013 Divisional Work Plans, with identified deadlines and staff leads;

- (c) 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" ;
- (d) 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;
- (e) 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;
- (f) 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;
- (g) 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.

2. Business Licensing Fee Review (PD01104(g)) (City Wide)

- (a) That Report PD01104(g) respecting Business Licensing Fee Review, hereto attached as Appendix "B", be received for information;
- (b) That staff be directed to undertake a public consultation with business operators respecting the proposed five year cost recovery phase-in strategy for Business License Fees to the outstanding 67 business license categories identified in Appendix "C" hereto attached and report back to the Open for Business Sub-Committee;
- (c) That the annual Corporate increase as approved annually by City Council also apply to the Business License Fees identified in Appendix "C" hereto attached, and that the City's User Fee and Charges By-law be amended accordingly.

FOR INFORMATION

(a) CHANGES TO THE AGENDA

The Clerk advised of the following changes:

- (i) Added Item 5.1(a) Correspondence from Mr. Tom Bontje respecting his experience regarding the process to convert 12 Hatt Street, Dundas back to a residential zoning;
- (ii) Clarification that Appendix "A" to Item 6.1 is actually Report PD01104(f) respecting the business licence review which was referred from the Planning Committee. The recommendations outlined in appendix "A" require the Sub-Committee's consideration and staff have requested an amendment to the recommendations which is to add a new subsection (e).

The agenda for the November 28, 2012 meeting was approved as amended.

(b) DECLARATIONS OF INTEREST

Councillor Ferguson declared an interest with respect to the reference to Taxi Cab licensing in Item 6.1 as he is an investor in the Taxi Industry.

(c) APPROVAL OF MINUTES

The Minutes of the August 16, 2012 meeting were approved as presented.

(d) PRESENTATIONS

- (i) **"Open for Business" Sub-Committee - Report of Preliminary Findings and "Open for Business" Action Plan (PED12164(a)) (City Wide) (Outstanding Business List Item) (Item 5.1)**

5.1(a) Correspondence from Mr. Tom Bontje respecting his experience regarding the process to convert 12 Hatt Street, Dundas back to a residential zoning. (Added Item)

On a motion, the Sub-Committee received the correspondence from Mr. Tom Bontje and referred it to staff for response and appropriate action.

Chris Phillips and Debbie Spence provided an overview of the Report with the aid of a PowerPoint presentation. Copies of the hand-out were distributed.

They highlighted the following:

- Review Background Report & Direction
 - Established the Open for Business Sub-Committee
 - Public Consultation Sessions
 - Summary of Delegations Report
- The Open for Business Action Plan

- Customer Service
- Communications & Promotion
- Timelines
- Site Plan Process
- Building Process
- Zoning & Parking Requirements
- Business Licensing
- Technology
- Website
- Dedication Parkland
- Rural/Agricultural Needs
- Fees
- Letters of Credit
- Intensification Policies and Guidelines
- Public Health Inspections
- Review of Recommendations

The Sub-Committee discussed the following:

- Do we now have a one point of contact? – Depends on where you start – (i.e. the One Stop for Business);
- Complaints regarding the business licence process have decreased but not the complaints regarding by-law enforcement – staff need to be accurate when responding to enquiries;
- Staff in the business enterprise centre are no longer frustrated;
- A list of referrals/outside contacts for the public – the staff do not support this initiative for liability reasons;
- How to measure progress;
- The Small Business Enterprise Centre has a tracking system and a survey – move these methods of measuring onto the licensing, zoning and building sections;
- The staff's response to the concerns expressed by the Flamborough Chamber of Commerce;
- Re-aligning staff expertise on rural issues, including building;
- Communication is important – the public must receive a consistent message;
- Items to be added to the outstanding business list – staff to compile a list of generic referrals to be provided to the Councillors; identify the areas that are currently not being measured and address those areas;
- Rural Issues are to be an agenda item on future agendas.

The Chair thanked staff for their work. He noted that the chart is readable and timelines have been established and the lead staff members have been identified which improves accountability. This is a good news story which should be communicated with a media release and on the City's web site.

(e) DISCUSSION ITEMS

(i) Business Licensing Fee Review (PD01104(g)) (City Wide) (Item 6.1)

The Sub-Committee discussed the following:

- This report was referred from Planning and the Sub-Committee reports to the General Issues Committee which poses a concern with continuity;
- Staff need to meet with each of the individual business sectors to explain the fee increases – a public consultation is needed;
- To accommodate the public consultation, approval of the fee increases can be delayed to June or July, 2013;
- In the meantime, subsidize from the tax stabilization reserve?
- At least the corporate increase should be applied this year.

On a motion, the Sub-Committee received information Report PD01104(g) respecting the Business Licensing Fee Review.

On a motion, staff were directed to undertake a consultation process with business operators in each of the licensing categories to explain the increases and report back to the Open for Business Sub-Committee and in the meantime, to only apply the corporate increase to the fees, as outlined in Item 2 of this Report.

(f) MOTIONS/ OUTSTANDING BUSINESS LIST

On a motion, the following Items were identified as completed and removed from the Outstanding Business List:

- (i) Item "1" - Inconsistency in terms and definitions used in the Licensing By-law and the Zoning By-law
- (ii) Item "2" - Change of Use/Building Permit Processing timelines
- (iii) Item "3" - Integration of Inspections for Business Licences
- (iv) Item "4" - Referral to professional services/companies
- (v) Item "5" - Survey/Measurement Tools/Exit Interviews
- (vi) Item "7" - Fee review
- (vii) Item "8" - Rural Business Review

(g) ADJOURNMENT

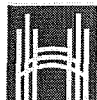
There being no further business, the meeting adjourned at 3:20 p.m.

Respectfully submitted,

**Councillor R. Powers, Chair
Open for Business Sub-Committee**

**Ida Bedioui
Legislative Co-ordinator
Office of the City Clerk**

Appendix A to Item 1 of Open for Business Sub-Committee Report 12-001



Hamilton

CITY OF HAMILTON

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

TO: Chair and Members Open for Business Sub-Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: November 28, 2012	
SUBJECT/REPORT NO: "Open for Business" Sub-Committee - Report of Preliminary Findings and "Open for Business" Action Plan (PED12164(a)) (City Wide) (Outstanding Business List Item)	
SUBMITTED BY: Tim McCabe General Manager Planning and Economic Development Department	PREPARED BY: Chris Phillips (905) 546-2424 Ext. 5304 Debbie Spence (905) 546-2424 Ext. 5541
SIGNATURE:	

RECOMMENDATIONS

- (a) That items listed as "Actions Items", as outlined in Appendix "A" to Report PED12164(a) entitled "Open for Business Action Plan", be endorsed.
- (b) That staff be directed to include all "Action Items", as outlined in Appendix "A" to Report PED12164(a), into the 2013 Planning and Economic Development Departmental Business Plan and/or the respective 2013 Divisional Work Plans, with identified deadlines and staff leads;
- (c) 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";
- (d) 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;

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- (e) 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;
- (f) 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), as approved on December 15, 2011, be deemed complete;
- (g) 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;

EXECUTIVE SUMMARY

The Open for Business Sub-Committee was formed to review the City of Hamilton's overall "Open for Business" effectiveness, with the goal of streamlining the City's approval processes to create consistent, predictable, and improved customer-focused services that encourage investment of small and medium sized enterprises and entrepreneurs in the City of Hamilton.

On August 16, 2012, the Sub-Committee approved Report PED12164 entitled "Proposed Staff Action Plan Based on the "Open for Business" Public Consultation Process", with the following motion:

- (a) That Report PED12164 entitled *Proposed Staff Action Plan Based on the "Open for Business" Public Consultation Process* be received;
- (b) That items listed as "*Recommended Actions by Staff*" as outlined in Appendix "A" to Report PED12164 entitled *Open for Business Summary and Recommended Actions by Staff* be endorsed by the Open for Business Sub-Committee, and be referred back to the Staff Working Group to:
 - (i) prepare formal reports for those identified "*Recommended Actions by Staff*", that relate to changes to By-Laws or formal Council Policy, and accordingly, require consideration by the General Issues Committee or Planning Committee, and City Council approval;

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- (ii) prepare a detailed work plan for implementation of the “*Recommended Actions by Staff*”, including identifying specific short, medium, and long-term time-frames for implementation, and

report back for approval to the Open for Business Sub-Committee, no later than **year end** 2012;

- (c) That the deadline for written submissions from stakeholders be extended to September 15, 2012.

The “*Open for Business*” Staff Working Group, with representation from all Divisions within the Planning and Economic Development Department, reviewed all of the “*Recommended Actions by Staff*” as presented in the August 16, 2012 report, as well as all other directions and background materials submitted throughout the ten (10) month “*Open for Business*” Sub-Committee work plan. Staff maximized its effort during this stage to clarify and refine some of the recommendations, as well as to revise the reporting format in an attempt to simplify and align the recommendations to both the Planning and Economic Development Departmental Business Plan and the Divisional Work Plans. Appendix “A” entitled “*Open for Business Action Plan*”, contains the sixty-nine (69) specific identifiable actions.

To simplify the document, staff segmented the recommendations contained in the “*Open for Business Action Plan*” into the following broad categories and sub-categories:

1) Customer Service

- i) Training (Items 1.1 - 1.3)
- ii) One Point of Contact (Items 1.4 – 1.5)

- iii) Consistency (Items 1.6 – 1.7)
- iv) Resources & Tools (Items 1.8 – 1.12)
- v) Facilitating Development (Items 1.13 – 1.16)

2) Communications & Promotion

- i) Public Awareness Campaign (Items 2.1 – 2.5)
- ii) Duplication of Services (Item 2.6)

3) Timelines

- i) Benchmarking (Item 3.1)
- ii) Building Permit Application (Items 3.2 – 3.4)
- iii) Review and Creation of Timelines (Items 3.5 – 3.7)
- iv) Sign Permit Process (Items 3.8 – 3.10)

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- 4) Site Plan Process
 - i) Improve Patio Process (Items 4.1 – 4.2)
 - ii) Single Point of Contact (Item 4.3)
 - iii) Clear & Public Guidelines (Item 4.4)
 - iv) Engineering Guidelines (Items 4.5 – 4.7)

- 5) Building Processes (Items 5.1 – 5.3)

- 6) Zoning & Parking Requirements
 - i) Reducing Parking Requirements (Items 6.1 – 6.2)
 - ii) Legal Non-Conforming Status (Item 6.3)
 - iii) Temporary Occupancy Permit (Item 6.4)

- 7) Business Licensing (Item 7.1)

- 8) Technology (Items 8.1 – 8.7)

- 9) Website (Items 9.1 – 9.3)

- 10) Dedication Parkland (Items 10.1 – 10.2)

- 11) Rural/Agricultural Needs (Items 11.1 – 11.2)

- 12) Fees (Item 12.1)

- 13) Letters of Credit (Items 13.1 – 13.3)

- 14) Intensification Policies and Guidelines (Items 14.1 – 14.2)

- 15) Public Health Inspections (Items 15.1 – 15.2)

The sixty-nine (69) specific items are detailed within the “*Open for Business Action Plan*”. Each item is also defined with specified timeframes including a start and estimated completion date, identifies a specific staff lead, as well as lists any further approvals required for implementation.

In order to keep this report concise and focused, staff have not included a line-by-line analysis of each of the sixty-nine (69) actions within the Report itself, rather deciding instead to use Appendix “A” as a reference document for the details. The analysis therefore focuses solely on the staff recommendations of this Report.

The staff Recommendations (a) and (b) seek the Sub-Committee’s formal endorsement of the actions identified in Appendix “A”, as well as directs staff to incorporate these into

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the 2013 Planning and Economic Development Departmental Business Plan and/or the respective 2013 Divisional Work Plans, with identified deadlines and staff leads.

Recommendations (c), (d) and (e) relate to ongoing work and monitoring of the Staff Working Group and actions which require additional approval or referral to other processes prior to implementation.

Recommendations (f) and (g) relate to the status of the Sub-Committee completing its initial mandate as well as future meetings of the Sub Committee.

Alternatives for Consideration – See Page 9

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

Financial:

Report PED12164(a) and the specific staff recommendations, do not have any immediate financial impact. There are however, several recommendations in Appendix “A” that deal with assessing staffing resource impacts in 2013 which may lead to requests for future enhancements.

Staffing:

Report PED12164(a) and the specific staff recommendations for actions do not have any immediate staffing impact.

Legal:

Report PED12164(a) has no immediate legal impact; however, review/advice from Legal Services staff will be sought during implementation, as needed.

HISTORICAL BACKGROUND (Chronology of events)

On December 14, 2011, City Council approved Report 11-001 of the Open for Business Sub-Committee, and formally established the Sub-Committee’s Terms of Reference (TOR). As part of the formal TOR, the Sub-Committee agreed to a direct public consultation process, which in part consisted of two formal public consultation sessions that took place on April 11, 2012 and April 25, 2012, where fifteen (15) organizations made formal presentations. Staff also received formal written submissions from other groups, companies, and individuals throughout this time period ranging from informal verbal comments, e-mails, and formal written comments.

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City staff then compiled the submissions and summarized them into a singular document that was presented to the June 13, 2012 meeting of the "Open for Business" Sub-Committee.

On August 16, 2012, staff presented Report PED12164 entitled "*Proposed Staff Action Plan Based on the "Open for Business" Public Consultation Process*" to the "Open for

Business" Sub-Committee, on a motion, the Sub-Committee approved the staff recommendations, as amended:

- (a) That Report PED12164 entitled *Proposed Staff Action Plan Based on the "Open for Business" Public Consultation Process* be received;
- (b) That items listed as "*Recommended Actions by Staff*" as outlined in Appendix "A" to Report PED12164 entitled *Open for Business Summary and Recommended Actions by Staff* be endorsed by the Open for Business Sub-Committee, and be referred back to the Staff Working Group to:
 - (i) prepare formal Reports for those identified "*Recommended Actions by Staff*", that relate to changes to By-Laws or formal Council Policy, and accordingly, require consideration by the General Issues Committee or Planning Committee, and City Council approval;
 - (ii) prepare a detailed Work Plan for implementation of the "*Recommended Actions by Staff*", including identifying specific short, medium, and long-term time-frames for implementation, and report back for approval to the Open for Business Sub-Committee, no later than *year end 2012*;
- (c) That the deadline for written submissions from stakeholders be extended to September 15, 2012.

POLICY IMPLICATIONS

Report PED12164(a) has no specific policy implications; however, any impacts regarding the implementation of the approved "*Open for Business Action Plan*" (Appendix "A") will be identified and detailed as part of any future Committee or Sub-Committee Reports.

RELEVANT CONSULTATION

Report PED12164 entitled "*Summary of Delegations who attended OFB Public Consultations*" was presented at the August 16, 2012 "Open for Business" Sub-Committee, and contained the names of the organizations that participated as

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delegations to the Open for Business Sub-Committee public consultation meetings held on April 11, 2012 and April 25, 2012, as well as those who submitted written materials to staff during this time period. Since that time, staff also received formal written submissions from other groups, companies, and individuals throughout this time period ranging from informal verbal comments, e-mails, and formal written comments.

Internally, the “Open for Business” Staff Working Group has representation from all Divisions within the Planning and Economic Development Department, and has consulted widely throughout the Department.

ANALYSIS / RATIONALE FOR RECOMMENDATION

(include Performance Measurement/Benchmarking Data, if applicable)

Appendix “A” entitled “Open for Business Action Plan”, contains the sixty-nine (69) specific identifiable actions. As stated, staff have not included a line-by-line analysis of each of the sixty-nine (69) actions within the report itself, rather deciding instead to use Appendix “A” as a reference document for the details.

As it relates to the individual staff recommendations to this Report, the following is an analysis of the rationale for the individual recommendations.

Recommendations (a) and (b) – Endorsement of the “Open for Business Action Plan”

Appendix “A” entitled “Open for Business Action Plan”, contains the formal and specific actions. Recommendations (a) and (b) seek endorsement of the “Open for Business” Sub-Committee to the identified “Action Items”, as detailed in Appendix “A”. As well, direct staff to incorporate these actions into the 2013 Planning and Economic Development Departmental Business Plan along with their respective 2013 Divisional Work Plans, with identified deadlines and staff leads.

Recommendation (c) – Formalize the “Open for Business” Staff Working Group:

Since the inception of the “Open for Business” Sub-Committee, senior level staff representing the various Divisions and Sections within the Planning and Economic Development Department, were brought together to form the “Open for Business” Staff Working Group. This staff group has acted as a direct resource for the “Open for Business” Sub-Committee and has led the internal review process.

The positive results of forming this Staff Working Group has been seen by members of the Sub-Committee, internally by the various Departments and Divisions, as well as by various external stakeholders, companies, and individuals, who have stressed the need for greater coordination within the City processes.

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Therefore, as part of the “*Open for Business Action Plan*”, staff action Item 1.15, directs staff to formalize the “*Open for Business*” Staff Working Group.

Recommendation (d) – “Open for Business” Issues and the City Website

There has been extensive discussion throughout this process about the extent to which the City’s website is meeting the needs and expectation of the City’s business sector. Action Items 8.4, 9.1, and 9.3 of the “*Open for Business Action Plan*” (Appendix “A”) all focus specifically on the “Open for Business” issues of the City of Hamilton website. The Sub-Committee has been informed and has recognized that issues involving the City’s website are being led at a Corporate level through the Corporate Web Strategy Team.

This recommendation simply refers these action items identified through the “Open for Business” process, to this Corporate Team.

Recommendation (e) – Planning Application and Engineering Service Fee Review

Throughout the work of the “Open for Business” Sub-Committee, there has been extensive discussion about the fees charged by the City for the various Planning and Economic Development processes. City staff representing the various Departments, Divisions, and Sections, meet on an annual basis to discuss and review the fees charged, and make recommendations to City Council on the appropriate level of fees to be charged. Upon reviewing this issue, it was noted that this process was already underway.

The December 4, 2012 meeting of the Planning Committee is being scheduled to consider the recommended new Tariff of Fees.

Recommendation (f) and (g) – Next Steps - “Open for Business” Sub-Committee

As part of the analysis for this Report, staff have reviewed all the various information that has been presented to the “Open for Business” Sub-Committee, including all of the

various directions given, actions committed to, as well as the items on the Outstanding Business List. Staff also compared the information gathered to the Sub-Committee’s approved TOR, as approved on December 15, 2011 (Appendix “B”).

In particular, staff reviewed the section entitled “General Scope of Committee Work and Deliverables”, which staff have used to guide work plan. This review has resulted in a belief by the “*Open for Business*” Staff Working Group, that with the approval of this Report and its resulting recommendations, the scope of work should be deemed complete.

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That is not to say however, that staff believe that the mandate and objectives, as stated in the TOR are not still valid, and may not require additional work. The positive results of the “Open for Business” Sub-Committee has been highlighted by many within the City as well as by various external stakeholders, companies, and individuals.

Although any decision on the status and future of the Sub-Committee is ultimately a decision for the Sub-Committee itself, staff see a valuable role for the Sub-Committee, even though the original scope of work is complete.

Therefore, staff are recommending that the “Open for Business” Sub-Committee continues as constituted in support of the approved mandate and objectives, with a suggestion that it hold semi-annual meetings or additional meetings called at the request of the Chair.

ALTERNATIVES FOR CONSIDERATION

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

The staff Recommendations (a) and (b) seek the Sub-Committee's formal endorsement for the specific “Action Items” identified in Appendix “A” entitled “Open for Business Action Plan”, as well as direct staff to incorporate these into the 2013 Planning and Economic Development Departmental Business Plan and the respective 2013 Divisional Work Plans, with identified deadlines and staff leads. These recommendations are also consistent with the Sub-Committee approval of August 16, 2012 to staff Report PED12164 entitled “Proposed Staff Action Plan Based on the “Open for Business” Public Consultation Process”. Alternatively, the Sub-Committee can decide to revise, amend, add, or delete any or all of the proposed actions as presented by staff in this Report, or refer it back to staff for further review or give direction for considering other options for actions.

CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)

APPENDICES / SCHEDULES

Appendix “A”: “Open for Business” Action Plan

Appendix “B”: Open for Business Sub-Committee – Terms of Reference

CP:dt

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:		January 2013	Medium Term Q3 2013	GMO and HR Debbie Spence	
1.1 Develop and enhance an internal mentoring and Customer Service Training Program targeted towards business clients.					
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:		June 2010	Ongoing	Lead: Planning, Licensing, and Economic Development	
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.				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:		May 28 2012	N/A: Complete	GMO Tim McCabe and Debbie Spence	
1.6 Officially instated 48 hour return call/email Policy.					
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:		January 2013	Short Term Q1 2013	GMO Debbie Spence	
1.8 Implement a Department-wide customer referral form, which will help enhance communication between staff and provide client background information (i.e. Zoning).					
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	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>	
Facilitating Development:					
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>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 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 Scott Baldry</p>	

Action Items	Additional Details	Start Date	Short, Medium, or Long Term Goal: Estimated Completion Date	Name of Lead Division including Staff lead and Support	Further Approvals Required for Implementation
			Quarter/Year		
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
<p>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>	<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>	<p>Ongoing</p>	<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>	<p>Licensing – to undertake a review of staff resources at One-Stop and counter staff relocated to increase business license activity.</p>
<p>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.</p>	<p>Dependant on multiple PED Divisions using AMANDA).</p>	<p>Q1 2013</p>	<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>	
<p>Communication with Partners: avoid duplication of services</p> <p>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.</p>		<p>Q1 2012</p>	<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:		Completed	Completed August 2012	Building Jorge Caetano	
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 establishing a proactive awareness campaign.		Q1 2013	Ongoing	Lead: Planning Steve Robichaud/Scott Baldry 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
Clear and publicly available guidelines:	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	
4.4 Update the site plan guidelines and ensure these are described and available to all consultants and businesses.					
Engineering Guidelines:	Method of publishing and notification to be determined.	Q3 2012	Short Term Q1 2013	Growth Management Gavin Norman John Morgante Sally Yong-Lee	
4.5. Update and distribute current engineering guidelines by end of 2012, and ensure these are described and available to all consultants and businesses.					
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-consultation meeting.		September 2012	Short Term On Going	Building and GMO Dio Ortiz and 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
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	
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	

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
Technology					
<p>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.</p>	<p>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.</p>	<p>Q1 2013</p>	<p>Medium Term Q4 2013</p>	<p>AMANDA Governance Team - Building, Growth Management, MLE, Planning Support: GMO and IT</p>	<p>Requires approval of \$400,000 2013 Capital Budget Request.</p> <p>Completion of these objectives may require additional Division specific support to develop and maintain the AMANDA system.</p> <p>Staffing to be reviewed in 2013 for possible enhancements as part of the 2014 Budget.</p> <p>It is anticipated that AMANDA support staff from the 4 Divisions will form a Cross-Divisional Support Team.</p> <p>IT support through their work plan is important.</p>
<p>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.</p>	<p>Planning and Growth Management processes to be integrated into AMANDA system.</p>	<p>Q4 2012</p>	<p>Long Term 2014</p>	<p>Building, Planning, Growth Management, and Licensing Sally Yong-Lee Gavin Norman Steve Robichaud</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
				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 Zegerac	
Website					
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	Q3 2012	Complete	Lead: Corporate Services Mike Zegarac Support: GMO Bill Janssen/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
	"Open for Business" as a priority on-line service as part of the whole Web Re-development Strategy.				
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	
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.	Q2 2012	Q4 2013	Planning Joanne Hickey Evans	

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 Zoning By-Law being prepared to implement Rural Official Plan Policies.				
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 Municipalities. Staffing levels are directly affected by activity levels and revenue.	Ongoing	Medium Term Q4 2013	Growth Management John Morgante	Results of monitoring and process review may have a staffing impact 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.

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
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	

OPEN FOR BUSINESS SUB-COMMITTEE

TERMS OF REFERENCE

Mandate

To review the City of Hamilton's overall "Open for Business" effectiveness, with the goal of 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, licensing processes and all other applicable policies 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 the Planning and Economic Development Department 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 six (6) 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 General Issues Committee by the end of September 2012.



INFORMATION REPORT

TO: Chair and Members Open for Business Sub-Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: November 28, 2012	
SUBJECT/REPORT NO: Business Licensing Fee Review (PD01104(g)) (City Wide)	
SUBMITTED BY: Tim McCabe General Manager Planning and Economic Development Department	PREPARED BY: Al Fletcher (905) 546-2424 Ext. 1358
SIGNATURE:	

Council Direction:

Planning Committee, on August 14, 2012, considered Report PD01104(f) (*Business Licence Fee Review*) and referred it to the Open for Business Sub-Committee.

Information:

On August 22, 2001, City Council endorsed a cost recovery approach to license fees for the amalgamated City, and established fees which represented full cost recovery at that time.

City Council on March 7, 2012, approved increasing licensing fees to reflect full cost recovery for some categories and partial cost recovery for others, and directed staff to “report back on a phase-in, cost recovery approach for 2013 and onward”.

On August 14, 2012, Report PD01104(f), Business License Fee Review was presented to the Planning Committee and, subsequently, referred to the Open for Business Sub-Committee. Discussion at the Planning Committee related to the formula utilized to determine the cost recovery values.

Appendix B to Item 2(a) of Open for Business Sub-Committee Report 12-002
SUBJECT: Business Licensing Fee Review (PD01104(g)) (City Wide) - Page 2 of 3

To determine the actual cost recovery for a business licence, the calculation is based on the following:

Administration Costs Enforcement Costs Court Prosecution Costs	÷	Number of Licences Issued	=	Business License Fee
---	---	---------------------------------	---	-------------------------

The details of the cost categories are as follows:

- (a) 1. Administration – Overall costs divided by the number of licences issued:
 - i. Overhead
 - ii. Salary/Wages
 - iii. IT Costs
 - iv. Infrastructure
 - v. License Expenses
- 2. Processing:
 - i. Preparation
 - ii. Application Administration
 - iii. Inspections
- (b) Enforcement – Costs of enforcement vary per license category as some license types require additional enforcement relative to others:
 - 1. Salaries/Wages
 - 2. Expenses
 - 3. Pro-active Enforcement Costs (Overtime, etc.)
- (c) Prosecution:
 - 1. Salaries/Wages
 - 2. Expenses
- (d) Number of Licences Issued = 7,983 (2011)

The above is based on a complete cost recovery model where all expenses associated with the licence are recovered through the license fee but did not include supplementary costs such as Licensing Tribunals, Licensing By-law updates, technology updates or management/financial support staff.

Appendix B to Item 2(a) of Open for Business Sub-Committee Report 12-002
SUBJECT: Business Licensing Fee Review (PD01104(g)) (City Wide) - Page 3 of 3

Additional revenues are obtained through the year in the form of fines, charges, etc. but are not predictable on a yearly basis. The goal is compliance by license holders whereby there would not be any fines or charges. These revenues cannot be predicted as compliance would reduce fines or charges and we do not control fees for service received or the fines issued by the Court.

It should be noted that without full cost recovery of the Business License Fees, the shortfall would fall onto the general levy.

Seasonal Produce Vendors

At the Planning Committee meeting there was discussion regarding the increase in the Business License Fee for Seasonal Produce Vendors. For clarity, this licensing category does not require a farmer's road side produce stand to be licensed where the produce is sold as part of the farming operation, nor does it cover farm markets for farmers who are vendors. This license category relates to produce sales on private property not associated with a farm operation. This license category is limited to a 45-day license term and would relate to seasonal produce, flowers, pumpkins and Christmas tree sales. The increase in fees is related to the ongoing higher levels of enforcement due to the number of illegal operations.

AF/dt
Attach. (1)



Hamilton

CITY OF HAMILTON

**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Parking and By-law Services Division**

TO: Chair and Members Planning Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: August 14, 2012	
SUBJECT/REPORT NO: Business Licensing Fee Review (PD01104(f)) (City Wide) (Outstanding Business List Item)	
SUBMITTED BY: Tim McCabe General Manager Planning and Economic Development Department	PREPARED BY: Shawn DeJager (905) 546-2424 Ext. 4721 Marty Hazell (905) 546-2454 Ext. 4588
SIGNATURE:	

RECOMMENDATIONS

- (a) That the City's User Fee and Charges By-Law be adjusted annually beginning in 2013 in accordance with the five year cost recovery phase-in strategy for Business License Fees, as contained in Appendix "A" to Report PD01104(f);
- (b) That, in addition to the annual adjustments identified in recommendation (a) above, the annual Corporate increase as approved annually by City Council also apply to the 67 partial cost recovery business license categories identified in Appendix "A" to Report PD01104(f);
- (c) That the five year cost recovery phase-in strategy for Business License Fees identified in recommendation (a) above be followed by another full business license fee review in 2018 and every three years thereafter;
- (d) That the annual budget variance associated with the five year cost recovery phase-in strategy in recommendation (a) above be funded first from Departmental surplus, then Corporate surplus and then the Tax Stabilization Reserve, if required;

SUBJECT: Business Licensing Fee Review PD01104(f) (City Wide) - Page 2 of 4

- (e) That the item titled Business Licensing Fee Review be identified as completed and removed from the Planning Committee's Outstanding Business List.

EXECUTIVE SUMMARY

In 2001, City Council endorsed a cost recovery approach to establishing business license fees for the amalgamated City. No further costing reviews were undertaken until early 2012 when City Council approved increasing licensing fees to reflect full cost recovery for some categories and partial cost recovery for the remaining 67 license categories fees. Staff was further directed to "report back on a phase-in, cost recovery approach for 2013 and onward". This Report responds to that direction.

Alternatives for Consideration – See Page 3

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

Financial: The approved 2012 budget included a \$545,000 annual increase to licensing revenues to reflect full cost-recovery under current conditions. However, City Council, on March 7, 2012:

- approved increasing licensing fees to reflect full cost recovery for only some categories;
- directed staff to report back with a strategy for phasing-in the full increases for 2013 and onward for the remaining 67 other license categories; and,
- that the variance (approximately \$412,000) be funded first from Departmental surplus, then Corporate surplus and then Tax Stabilization Reserve, if required.

As the recommended strategy is for five years, the variance will need to be funded each budget thereafter until full cost recovery is obtained.

Staffing: N/A

Legal: In accordance with the provisions of the Municipal Act, 2001 a Municipality may establish license fees to reflect cost recovery (or less) but cannot base the fees solely on revenue generation or in an effort to discourage certain types of businesses.

HISTORICAL BACKGROUND (Chronology of events)

On August 22, 2001, City Council endorsed a cost recovery approach to license fees for the amalgamated City, and established fees which represented full cost recovery at that time.

SUBJECT: Business Licensing Fee Review PD01104(f) (City Wide) - Page 3 of 4

City Council on March 7, 2012, approved increasing licensing fees to reflect full cost recovery for some categories and partial cost recovery for others, and directed staff to "report back on a phase-in, cost recovery approach for 2013 and onward".

POLICY IMPLICATIONS

City Council approved a cost recovery approach to Business Licensing Fees in 2001.

RELEVANT CONSULTATION

Corporate Services (Finance and Administration) was consulted in the preparation of this Report.

ANALYSIS / RATIONALE FOR RECOMMENDATION

(include Performance Measurement/Benchmarking Data, if applicable)

In Report PD01104(e) titled "Business Licensing Fee Review", a copy of which is attached as Appendix "B" to this Report, staff recommended increasing business license fees to reflect full cost recovery under current conditions (2011). The license fees recommended in that Report reflected cost recovery for administering the various types of business licences including all direct costs associated with administering and enforcing, but did not include supplementary costs such as Licensing Tribunals, Licensing By-law updates, technology updates, management/financial support staff, etc. Any business license fee cost recovery phase-in strategy needs to be cognizant to the fact that with each year the costs associated with administering and enforcing are likely to increase. Therefore, in staff's opinion, it would be prudent to close the gap in an expedient manner, otherwise full cost recovery may never be achieved. The recommended five year phase-in strategy balances the increases to the remaining 67 business license fees over five years until full cost recovery is obtained in 2017.

It also recommended that the five year phase-in strategy be followed by another full business license fee review in 2018 and, every three years thereafter, or unless deemed necessary based on changing circumstances.

In addition to the recommended five year cost recovery phase-in strategy as identified in Appendix "A" to this Report, it is recommended that the Corporate increases approved annually by Council be applied each year to reduce potential future variances at the next Business License Fee Review in 2018.

SUBJECT: Business Licensing Fee Review PD01104(f) (City Wide) - Page 4 of 4

ALTERNATIVES FOR CONSIDERATION

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

Council could approve a phase-in strategy over a shorter or longer term timeframe. However, a shorter timeframe would mean larger annual increases in the fees while a longer timeframe to achieve full cost-recovery would increase the potential for variance increases and substantial increases required to bridge the new gap when the next Business License Fee Review is completed.

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

Financial Sustainability

- Delivery of municipal services in a sustainable, innovative and cost effective manner.

APPENDICES / SCHEDULES

Appendix "A" to Report PD01104(f) - Recommended Five Year Cost Recovery Phase-in Strategy for Business License Fees

Appendix "B" to Report PD01104(f) - Report PD01104(e) Business Licensing Fee Review

SDJ/MH/dt

Recommended Five Year Cost Recovery Phase-In Strategy for Business License Fees

67 Partial Cost Recovery License Fees	Original Proposed Full Cost Recovery Fee*	Fee as approved by Committee on Feb 28th**	Variance to Full Cost Recovery	2013-2017 License Fee Increase*** (per year)
Accomodations				
Bed and Breakfast	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Recreational Camping Establishment	\$ 424.00	\$ 160.16	\$ 263.84	\$ 52.77
Mobile				
Hawker/Peddler (motorized vehicle)	\$ 424.00	\$ 160.16	\$ 263.84	\$ 52.77
Seasonal Food Vendor	\$ 424.00	\$ 218.40	\$ 205.60	\$ 41.12
Sign Posters and Bill Distributor	\$ 366.00	\$ 218.40	\$ 147.60	\$ 29.52
Limousines (owner)	\$ 624.00	\$ 495.04	\$ 128.96	\$ 25.79
Limousines (driver)	\$ 224.00	\$ 117.52	\$ 106.48	\$ 21.30
Taxi Cab Owner (private) (Renewal)	\$ 624.00	\$ 490.88	\$ 133.12	\$ 26.62
Taxi Cab Owner (private) (New)	\$ 4,200.00	\$ 4,007.12	\$ 192.88	\$ 38.58
Taxi Cab Owner (transfer)	\$ 724.00	\$ 722.80	\$ 1.20	\$ 0.24
Taxi Cab Broker	\$ 1,224.00	\$ 633.36	\$ 590.64	\$ 118.13
Taxi Cab Driver	\$ 224.00	\$ 117.52	\$ 106.48	\$ 21.30
Building Exterior Cleaner	\$ 277.00	\$ 218.40	\$ 58.60	\$ 11.72
Refreshment Vehicles				
Class A	\$ 424.00	\$ 218.40	\$ 205.60	\$ 41.12
Class B	\$ 424.00	\$ 218.40	\$ 205.60	\$ 41.12
Class C	\$ 374.00	\$ 218.40	\$ 155.60	\$ 31.12
Transient Trader (3 month period)	\$ 635.00	\$ 585.52	\$ 49.48	\$ 9.90
Services				
Eating Establishments				
Bars and Nightclubs	\$ 366.00	\$ 160.16	\$ 205.84	\$ 41.17
Food Premises	\$ 161.00	\$ 160.16	\$ 0.84	\$ 0.17
Restaurant with Liquor Service	\$ 236.00	\$ 160.16	\$ 75.84	\$ 15.17
Public Garage				
(A) Buying, Selling, Storing	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
(B1) Combined Engine & Body Work	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
(B2) Engine Work	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
(B3) Body Work	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
(C) Service Station	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
(D) Parking Lot	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
(E) Car Wash Only	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Public Halls	\$ 435.00	\$ 160.16	\$ 274.84	\$ 54.97
Places of Amusement				
Amusement Arcade	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Amusement Rides	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Billiard / Bagatelle Tables	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Bingo Parlour	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Bowling Alley	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Carnival	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Circus	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Motor Vehicle Race Track	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Other	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Proprietary Club	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Roller Skating Rink	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Skateboarding, BMX Bikes	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Kennels, Pet Shops	\$ 266.00	\$ 160.16	\$ 105.84	\$ 21.17
Personal Aesthetic Services Facility	\$ 166.00	\$ 160.16	\$ 5.84	\$ 1.17
Personal Wellness Services Establishment	\$ 166.00	\$ 160.16	\$ 5.84	\$ 1.17

Recommended Five Year Cost Recovery Phase-In Strategy for Business License Fees

67 Partial Cost Recovery License Fees	Original Proposed Full Cost Recovery Fee*	Fee as approved by Committee on Feb 28th**	Variance to Full Cost Recovery	2013-2017 License Fee Increase*** (per year)
Used Goods Services				
Antique Market/Flea Market	\$ 277.00	\$ 160.16	\$ 116.84	\$ 23.37
Auctioneer	\$ 277.00	\$ 218.40	\$ 58.60	\$ 11.72
Pawn Broker	\$ 435.10	\$ 308.00	\$ 127.10	\$ 25.42
Precious Metals & Jewellery Dealers	\$ 435.10	\$ 308.00	\$ 127.10	\$ 25.42
Salvage Yard	\$ 435.10	\$ 308.00	\$ 127.10	\$ 25.42
Second-hand Shop	\$ 635.00	\$ 160.16	\$ 474.84	\$ 94.97
Trade License Contractor				
Building Repair	\$ 277.00	\$ 197.60	\$ 79.40	\$ 15.88
Plumber	\$ 277.00	\$ 197.60	\$ 79.40	\$ 15.88
Heating, Ventilation & Air Conditioning	\$ 277.00	\$ 197.60	\$ 79.40	\$ 15.88
Drainage	\$ 277.00	\$ 197.60	\$ 79.40	\$ 15.88
Sprinkler and Fire Protection Installer	\$ 277.00	\$ 197.60	\$ 79.40	\$ 15.88
Trade License Masters				
Building Repair	\$ 177.00	\$ 97.76	\$ 79.24	\$ 15.85
Plumber	\$ 177.00	\$ 97.76	\$ 79.24	\$ 15.85
Heating, Ventilation & Air Conditioning	\$ 177.00	\$ 97.76	\$ 79.24	\$ 15.85
Drainage	\$ 177.00	\$ 97.76	\$ 79.24	\$ 15.85
Sprinkler and Fire Protection Installer	\$ 177.00	\$ 97.76	\$ 79.24	\$ 15.85
Other Fees				
Taxi Cab Priority list (prior to Sept 30th)	\$ 95.00	\$ 74.88	\$ 20.12	\$ 4.02
Exam/Processing Fee	\$ 50.00	\$ 47.84	\$ 2.16	\$ 0.43
Wheelchair Accessible Taxi Cab	\$ 10.00	#N/A	#N/A	#N/A
Photo ID Card	\$ 15.00	\$ 13.52	\$ 1.48	\$ 0.30
License Certificate Replacement	\$ 15.00	#N/A	#N/A	#N/A
License Plate Replacement	\$ 65.00	#N/A	#N/A	#N/A
Appeal to Licensing Committee	\$ 150.00	#N/A	#N/A	#N/A
Daily fee for Spare Taxi Cabs	\$ 25.00	#N/A	#N/A	#N/A

* Note: HST is not included in the Proposed Fees. If HST = "y", HST is collected in addition to the fee.

** Approved by Council March 7, 2012

*** Annual Corporate increases (as approved) also applies to the 67 partial cost recovery business license fees.



Hamilton

CITY OF HAMILTON

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Parking and By-law Services Division

TO: Chair and Members Planning Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: January 31, 2012	
SUBJECT/REPORT NO: Business Licensing Fee Review (PD01104(e)) (City Wide)	
SUBMITTED BY: Tim McCabe General Manager Planning and Economic Development Department	PREPARED BY: Vincent Ormond 905-546-2424 Ext. 1358 Marty Hazell 905-546-2424 Ext. 4588
SIGNATURE: 	

RECOMMENDATION

That the License Fees contained in Appendix "A" to Report PD01104(e) be approved and added to the City's User Fee and Charges By-law.

EXECUTIVE SUMMARY

In 2001, City Council endorsed a cost recovery approach to establishing business license fees for the amalgamated City. This Report recommends fee increases to reflect full cost recovery under current conditions.

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

Financial: The proposed license fees, if approved, will increase revenues by approximately \$545,000.00 annually, and this increase is included in the Department's 2012 budget estimates.

Staffing: N/A

SUBJECT: Business Licensing Fee Review (PD01104(e)) (City Wide) - Page 2 of 4

Legal: In accordance with the provisions of the Municipal Act, 2001 a Municipality may establish licence fees to reflect cost recovery (or less) but cannot base the fees solely on revenue generation or in an effort to discourage certain types of businesses.

HISTORICAL BACKGROUND (Chronology of events)

In approving Report PD01104(a) on August 22, 2001, City Council endorsed a cost recovery approach to licence fees for the amalgamated City, and established fees which represented full cost recovery at that time. A fee review has not been undertaken since 2001, and now that the operational and enforcement deficiencies in Municipal Law Enforcement (MLE), as identified in the 2007 Operational Review, have been corrected, a true assessment of the costing can be conducted.

Since 2001 Business Licensing Fees have increased annually in accordance with corporate user fee increases, and the 2012 fees identified in Appendix "A" to this report include the 2.2% increase approved by City Council on November 16, 2011.

POLICY IMPLICATIONS

This Report maintains the long standing practice of establishing Business Licensing Fees which reflect cost recovery as endorsed by Council in 2001.

RELEVANT CONSULTATION

Legal Services, Finance, Fleet Services and the Hamilton Police Service were consulted in the preparation of this Report.

ANALYSIS / RATIONALE FOR RECOMMENDATION

(Include Performance Measurement/Benchmarking Data, if applicable)

The 2007 Operational Review of the (former) Standards and Licensing Section, approved by City Council on February 28, 2007, included several recommendations to correct deficiencies in business licensing responsibilities including the need for:

- (a) increased and consistent enforcement,
- (b) proactive inspections and monitoring,
- (c) public awareness; and,
- (d) improved records management.

SUBJECT: Business Licensing Fee Review (PD01104(e)) (City Wide) - Page 3 of 4

Licensing enforcement is now appropriately prioritized in the City's overall by-law enforcement program, with proactive inspections, public awareness and education being fundamental components. As a result, there has been a significant increase in revenue generating capacity and advancement of the Corporate goals respecting Community quality of life and public health and safety.

A licence fee review has not been undertaken since 2001, and now that the operational and enforcement deficiencies in the Municipal Law Enforcement Section, as identified in the 2007 Operational Review, have been corrected, a true assessment of the costing can be conducted.

A comprehensive examination of the current costs associated with administering and enforcing the various types of business licences reveals that the fees do not reflect full cost recovery under current conditions, and that fee increases are required as identified in Appendix "A" to this Report. Staff attempted to compare Hamilton's licence fees to those of other Ontario municipalities however, as not all municipalities use the cost recovery approach and have differing priorities, practices and organizations, a useful comparison could not be undertaken.

For the purpose of the current cost review, staff included all direct costs associated with administering and enforcing the business licensing program, but did not include supplementary costs such as the Licensing Tribunals, Licensing By-law updates, technology updates, management and financial support staff, etc..

Some significant fee increases are being recommended in this report because:

- (i) a review has not been undertaken for 10 years,
- (ii) significantly more resources have been assigned to licensing since 2007,
- (iii) much more attention is now being assigned to monitoring businesses where the public risk is higher (i.e. Adult Services, Accommodation Services, Mobile Businesses, Service Industry Businesses, Used Goods Businesses and Trades),
- (iv) in recent years Council dealt with specific issues resulting in increased levels of licensing enforcement and/or administration such as:
 - Residential Care Facilities: In 2008/2009, following extensive stakeholder consultation, Council amended Schedule 20 (Residential Care Facilities) of the Licensing By-law 07-170 to address, in part, stakeholder concerns that a more thorough and consistent approach to enforcement was needed;
 - Taxicab inspections: In 2006 a licensed mechanic was assigned to do taxicab inspections at Council's direction; and,

SUBJECT: Business Licensing Fee Review (PD01104(e)) (City Wide) - Page 4 of 4

Lodging Homes: More resources are being dedicated to lodging home issues as Council, in 2008, endorsed a Comprehensive Rooming House Strategy Pilot Project to improve the condition of existing lodging homes through inspections, enforcement, education and improved relationships with lodging home operators.

ALTERNATIVES FOR CONSIDERATION

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

Council may direct staff on any of the user fees.

In 2010, The Retirement Homes Act, 2010 (RHA) was enacted by the Province. The corresponding regulations, expected to be in place by 2013, will significantly change the level of oversight required by the City. Therefore, Council could consider not increasing the licence fees for Residential Care Facilities at this time, but this would require reducing the 2012 revenue estimates in the 2012 budget by \$24,000. 00.

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

Healthy Community

- an efficient and effective by-law enforcement program is critical to Community quality of life and public safety.

APPENDICES / SCHEDULES

Appendix "A" to Report PD01104(e) – Proposed Licence Fees

VO/dt

Licensing Fee Review (PD01104(e)) (City Wide) Appendix 'A'			
Comparison of Current and Proposed Licensing Fees			
Service or Activity Provided or Use of City Property	2012 Approved Fee	2012 Proposed Fee (Cost Recovery)	% Change in
Adult Services			
Adult Entertainment Parlour	\$ 4,497.00	\$ 5,235.00	16.4%
Adult Entertainment Parlor Attendant	\$ 225.00	\$ 435.00	93.3%
Adult Entertainment Parlour Operator/Manager	\$ 1,503.00	\$ 1,535.00	2.1%
Adult Film Theatre	\$ 2,964.00	\$ 3,235.00	9.1%
Adult Video Store Class A	\$ 2,244.00	\$ 3,235.00	44.2%
Adult Video Store Class B	\$ 169.00	\$ 335.00	98.2%
Body Rub Parlour Owner	\$ 7,482.00	\$ 8,235.00	10.1%
Body Rub Parlour Attendant	\$ 307.00	\$ 435.00	41.7%
Body Rub Parlour Operator/Manager	\$ 307.00	\$ 1,235.00	302.3%
Cigarette/Tobacco Sales	\$ 154.00	\$ 377.00	144.8%
Accommodations			
Bed and Breakfast	\$ 154.00	\$ 277.00	79.9%
Lodging House	\$ 154.00	\$ 424.00	175.3%
Mobile Home Park	\$ 2,750.00	\$ 2,774.00	0.9%
per site	\$ 282.00	\$ 286.00	1.4%
Recreational Camping Establishment	\$ 154.00	\$ 424.00	175.3%
Residential Care Facility (4-10 Residents)	\$ 159.00	\$ 585.00	267.9%
Residential Care Facility (11 or more Residents)	\$ 317.00	\$ 835.00	163.4%
Mobile			
Mobile Sign leasing or renting	\$ 225.00	\$ 286.00	18.2%
Hawker/Peddler (motorized vehicle)	\$ 154.00	\$ 424.00	175.3%
Seasonal Food Vendor	\$ 210.00	\$ 424.00	101.9%
Sign Posters and Bill Distributor	\$ 210.00	\$ 366.00	74.3%
Limousines (owner)	\$ 476.00	\$ 624.00	31.1%
Limousines (driver)	\$ 113.00	\$ 224.00	98.2%
Taxi cab owner (private) (Renewal)	\$ 472.00	\$ 624.00	32.2%
Taxi cab owner (private) (New)	\$ 3,853.00	\$ 4,200.00	9.0%
Taxi cab owner (transfer)	\$ 695.00	\$ 724.00	4.2%
Taxi cab Broker	\$ 609.00	\$ 1,224.00	101.0%
Taxi cab Driver	\$ 113.00	\$ 224.00	98.2%
Building Exterior Cleaner	\$ 210.00	\$ 277.00	31.9%
Refreshment Vehicles			
Class A	\$ 210.00	\$ 424.00	101.9%
Class B	\$ 210.00	\$ 424.00	101.9%
Class C	\$ 210.00	\$ 374.00	78.1%
Transient Trader (3 month period)	\$ 563.00	\$ 635.00	12.8%
Services			
Eating Establishments			
Bars and Nightclubs	\$ 154.00	\$ 336.00	118.2%
Food Premises	\$ 154.00	\$ 161.00	4.5%
Restaurant with Liquor Service	\$ 154.00	\$ 236.00	53.2%
Public Garage			
(A) Buying, Selling, Storing	\$ 154.00	\$ 277.00	79.9%
(B1) Combined Engine & Body Work	\$ 154.00	\$ 277.00	79.9%
(B2) Engine Work	\$ 154.00	\$ 277.00	79.9%
(B3) Body Work	\$ 154.00	\$ 277.00	79.9%
(C) Service Station	\$ 154.00	\$ 277.00	79.9%
(D) Parking Lot	\$ 154.00	\$ 277.00	79.9%
(E) Car Wash Only	\$ 154.00	\$ 277.00	79.9%
Public Halls	\$ 154.00	\$ 435.00	182.5%

<u>Licensing Fee Review (PD01104(e)) (City Wide) Appendix 'A'</u>			
Comparison of Current and Proposed Licensing Fees			
Service or Activity Provided or Use of City Property	2012 Approved Fee	2012 Proposed Fee (Cost Recovery)	% Change In
<u>Places of Amusement</u>			
Amusement Arcade	\$ 154.00	\$ 277.00	79.9%
Amusement Rides	\$ 154.00	\$ 277.00	79.9%
Billiard / Bagatelle Tables	\$ 154.00	\$ 277.00	79.9%
Bingo Parlour	\$ 154.00	\$ 277.00	79.9%
Bowling Alley	\$ 154.00	\$ 277.00	79.9%
Carnival	\$ 154.00	\$ 277.00	79.9%
Circus	\$ 154.00	\$ 277.00	79.9%
Motor Vehicle Race Track	\$ 154.00	\$ 277.00	79.9%
Other	\$ 154.00	\$ 277.00	79.9%
Proprietary Club	\$ 154.00	\$ 277.00	79.9%
Roller Skating Rink	\$ 154.00	\$ 277.00	79.9%
Skateboarding, BMX bikes	\$ 154.00	\$ 277.00	79.9%
Kennels, Pet Shops	\$ 154.00	\$ 266.00	72.7%
Personal Aesthetic Services Facility	\$ 154.00	\$ 166.00	7.8%
Personal Wellness Services Establishment	\$ 154.00	\$ 166.00	7.8%
<u>Used Goods Services</u>			
Antique Market/Flea Market	\$ 154.00	\$ 277.00	79.9%
Auctioneer	\$ 210.00	\$ 277.00	31.9%
Pawn Broker	\$ 154.00	\$ 435.00	182.5%
Precious Metals & Jewellery Dealers	\$ 154.00	\$ 435.00	182.5%
Salvage Yard	\$ 154.00	\$ 435.00	182.5%
Second-hand Shop	\$ 154.00	\$ 635.00	312.3%
<u>Trade Licence Contractor</u>			
Building Repair	\$ 190.00	\$ 277.00	45.8%
Plumber	\$ 190.00	\$ 277.00	45.8%
Heating, Ventilation & Air Conditioning	\$ 190.00	\$ 277.00	45.8%
Drainage	\$ 190.00	\$ 277.00	45.8%
Sprinkler and Fire Protection Installer	\$ 190.00	\$ 277.00	45.8%
<u>Trade Licence Masters</u>			
Building Repair	\$ 94.00	\$ 177.00	88.3%
Plumber	\$ 94.00	\$ 177.00	88.3%
Heating, Ventilation & Air Conditioning	\$ 94.00	\$ 177.00	88.3%
Drainage	\$ 94.00	\$ 177.00	88.3%
Sprinkler and Fire Protection Installer	\$ 94.00	\$ 177.00	88.3%
<u>Other Fees</u>			
Taxi cab Priority list (prior to Sept 30th)	\$ 72.00	\$ 95.00	31.9%
Exam/Processing Fee	\$ 46.00	\$ 50.00	8.7%
Wheel chair accessible Taxi cab	\$ 7.00	\$ 10.00	42.9%
Administration fee - new licence applications	\$ 59.00	\$ 60.00	1.7%
Licence re-instatement fee (late fee)	\$ 59.00	\$ 60.00	1.7%
Photo ID Card	\$ 13.00	\$ 15.00	15.4%
Licence certificate replacement	\$ 13.00	\$ 15.00	15.4%
Licence plate replacement	\$ 62.00	\$ 65.00	4.8%
Appeal to Licensing committee	\$ 118.00	\$ 150.00	27.1%
Annual spare taxicab inspection fee	\$ 149.00	\$ 150.00	0.7%
Daily fee for spare taxicabs	\$ 21.00	\$ 25.00	19.0%
Taxi cab (limited interest agreement)	\$ 69.00	\$ 70.00	1.4%

* Note: HST is not included in the 2011 Approved and 2012 Proposed Fees. If HST = "y",

2013 PROPOSED USER FEES AND CHARGES

Department: Planning & Economic Development
Division: Parking & By-Law Services - Municipal Law - Licenses

Service or Activity Provided or Use of City Property	2012 Approved Fee	2013 Proposed Fee	HST (Y/N)*	% Change in Fee	Basis for Fee Increase
<u>Adult Services</u>					
Adult Entertainment Parlour	\$ 5,235.00	\$ 5,355.00	N	2.3%	Council approved guideline rounded to the nearest dollar
Adult Entertainment Parlour Attendant	\$ 435.00	\$ 445.00	N	2.3%	"
Adult Entertainment Parlour Operator/Manager	\$ 1,535.00	\$ 1,570.00	N	2.3%	"
Adult Film Theatre	\$ 3,235.00	\$ 3,309.00	N	2.3%	"
Adult Video Store Class A	\$ 3,235.00	\$ 3,309.00	N	2.3%	"
Adult Video Store Class B	\$ 335.00	\$ 343.00	N	2.4%	"
Body Rub Parlour Owner	\$ 8,235.00	\$ 8,424.00	N	2.3%	"
Body Rub Parlour Attendant	\$ 435.00	\$ 445.00	N	2.3%	"
Body Rub Parlour Operator/Manager	\$ 1,235.00	\$ 1,263.00	N	2.3%	"
Cigarette/Tobacco Sales	\$ 377.00	\$ 386.00	N	2.4%	"
<u>Accommodations</u>					
Motels and Hotels	\$ 160.16	\$ 164.00	N	2.4%	Council approved guideline rounded to the nearest dollar
Lodging House	\$ 424.00	\$ 434.00	N	2.4%	"
Mobile Home Park	\$ 2,774.00	\$ 2,838.00	N	2.3%	"
per site	\$ 286.00	\$ 293.00	N	2.4%	"
Residential Care Facility (4-10 Residents)	\$ 585.00	\$ 598.00	N	2.2%	"
Residential Care Facility (11 or more Residents)	\$ 835.00	\$ 854.00	N	2.3%	"
<u>Mobile</u>					
Mobile Sign leasing or renting	\$ 265.95	\$ 272.00	N	2.3%	Council approved guideline rounded to the nearest dollar
Tow truck business operator	\$ 491.00	\$ 491.00	N	0.0%	Fee as per Council Approval and no licence issued in 2012
Tow truck driver	\$ 118.00	\$ 118.00	N	0.0%	Fee as per Council Approval and no licence issued in 2012
<u>Other Fees</u>					
Administration fee - new licence applications	\$ 60.00	\$ 61.00	N	1.7%	Council approved guideline rounded to the nearest dollar
Licence re-instatement fee (late fee)	\$ 60.00	\$ 61.00	N	1.7%	"
Annual spare taxicab inspection fee	\$ 150.00	\$ 153.00	N	2.0%	"
Taxi cab (limited interest agreement)	\$ 70.00	\$ 72.00	N	2.9%	"
Municipal consent for new liquor licence applications and extensions	\$ 160.16	\$ 164.00	N	2.4%	"

2013 PROPOSED USER FEES AND CHARGES

Department: Planning & Economic Development
Division: Parking & By-Law Services - Municipal Law - Licenses

Service or Activity Provided or Use of City Property	2012 Approved Fee	2013 Proposed Fee	HST (Y/N)*	% Change in Fee	Basis for Fee Increase
<u>Accommodations</u>					
Bed and Breakfast	\$ 160.16	\$ 164.00	N	2.4%	Council approved guideline rounded to the nearest dollar
Recreational Camping Establishment	\$ 160.16	\$ 164.00	N	2.4%	"
<u>Mobile</u>					
Hawker/Peddler (motorized vehicle)	\$ 160.16	\$ 164.00	N	2.4%	Council approved guideline rounded to the nearest dollar
Seasonal Food Vendor	\$ 218.40	\$ 223.00	N	2.1%	"
Sign Posters and Bill Distributor	\$ 218.40	\$ 223.00	N	2.1%	"
Limousines (owner)	\$ 495.04	\$ 506.00	N	2.2%	"
Limousines (driver)	\$ 117.52	\$ 120.00	N	2.1%	"
Taxi cab owner (private) (Renewal)	\$ 490.88	\$ 502.00	N	2.3%	"
Taxi cab owner (private) (New)	\$ 4,007.12	\$ 4,099.00	N	2.3%	"
Taxi cab owner (transfer)	\$ 722.80	\$ 739.00	N	2.2%	"
Taxi cab Broker	\$ 633.36	\$ 648.00	N	2.3%	"
Taxi cab Driver	\$ 117.52	\$ 120.00	N	2.1%	"
Building Exterior Cleaner	\$ 218.40	\$ 223.00	N	2.1%	"
<u>Refreshment Vehicles:</u>					
Class A	\$ 218.40	\$ 223.00	N	2.1%	Council approved guideline rounded to the nearest dollar
Class B	\$ 218.40	\$ 223.00	N	2.1%	"
Class C	\$ 218.40	\$ 223.00	N	2.1%	"
Transient Trader (3 month period)	\$ 585.52	\$ 599.00	N	2.3%	"
<u>Services</u>					
<u>Eating Establishments:</u>					
Bars and Nightclubs	\$ 160.16	\$ 164.00	N	2.4%	Council approved guideline rounded to the nearest dollar
Food Premises	\$ 160.16	\$ 164.00	N	2.4%	"
Restaurant with Liquor Service	\$ 160.16	\$ 164.00	N	2.4%	"
<u>Public Garage:</u>					
(A) Buying, Selling, Storing	\$ 160.16	\$ 164.00	N	2.4%	Council approved guideline rounded to the nearest dollar
(B1) Combined Engine & Body Work	\$ 160.16	\$ 164.00	N	2.4%	"
(B2) Engine Work	\$ 160.16	\$ 164.00	N	2.4%	"
(B3) Body Work	\$ 160.16	\$ 164.00	N	2.4%	"
(C) Service Station	\$ 160.16	\$ 164.00	N	2.4%	"
(D) Parking Lot	\$ 160.16	\$ 164.00	N	2.4%	"
(E) Car Wash Only	\$ 160.16	\$ 164.00	N	2.4%	"
Public Halls	\$ 160.16	\$ 164.00	N	2.4%	"

2013 PROPOSED USER FEES AND CHARGES

Department: Planning & Economic Development
Division: Parking & By-Law Services - Municipal Law - Licenses

Service or Activity Provided or Use of City Property	2012 Approved Fee	2013 Proposed Fee	HST (Y/N)*	% Change in Fee	Basis for Fee Increase
Places of Amusement					
Amusement Arcade	\$ 160.16	\$ 164.00	N	2.4%	Council approved guideline rounded to the nearest dollar
Amusement Rides	\$ 160.16	\$ 164.00	N	2.4%	"
Billiard / Bagatelle Tables	\$ 160.16	\$ 164.00	N	2.4%	"
Bingo Parlour	\$ 160.16	\$ 164.00	N	2.4%	"
Bowling Alley	\$ 160.16	\$ 164.00	N	2.4%	"
Carnival	\$ 160.16	\$ 164.00	N	2.4%	"
Circus	\$ 160.16	\$ 164.00	N	2.4%	"
Motor Vehicle Race Track	\$ 160.16	\$ 164.00	N	2.4%	"
Other	\$ 160.16	\$ 164.00	N	2.4%	"
Proprietary Club	\$ 160.16	\$ 164.00	N	2.4%	"
Roller Skating Rink	\$ 160.16	\$ 164.00	N	2.4%	"
Skateboarding, BMX bikes	\$ 160.16	\$ 164.00	N	2.4%	"
Kennels, Pet Shops	\$ 160.16	\$ 164.00	N	2.4%	"
Personal Aesthetic Services Facility	\$ 160.16	\$ 164.00	N	2.4%	"
Personal Wellness Services Establishment	\$ 160.16	\$ 164.00	N	2.4%	"
Used Goods Services					
Antique Market/Flea Market	\$ 160.16	\$ 164.00	N	2.4%	Council approved guideline rounded to the nearest dollar
Auctioneer	\$ 218.40	\$ 223.00	N	2.1%	"
Pawn Broker	\$ 308.00	\$ 315.00	N	2.3%	"
Precious Metals & Jewellery Dealers	\$ 308.00	\$ 315.00	N	2.3%	"
Salvage Yard	\$ 308.00	\$ 315.00	N	2.3%	"
Second-hand Shop	\$ 160.16	\$ 164.00	N	2.4%	"
Trade Licence Contractor					
Building Repair	\$ 197.60	\$ 202.00	N	2.2%	Council approved guideline rounded to the nearest dollar
Plumber	\$ 197.60	\$ 202.00	N	2.2%	"
Heating, Ventilation & Air Conditioning	\$ 197.60	\$ 202.00	N	2.2%	"
Drainage	\$ 197.60	\$ 202.00	N	2.2%	"
Sprinkler and Fire Protection Installer	\$ 197.60	\$ 202.00	N	2.2%	"
Trade Licence Masters					
Building Repair	\$ 97.76	\$ 100.00	N	2.3%	Council approved guideline rounded to the nearest dollar
Plumber	\$ 97.76	\$ 100.00	N	2.3%	"
Heating, Ventilation & Air Conditioning	\$ 97.76	\$ 100.00	N	2.3%	"
Drainage	\$ 97.76	\$ 100.00	N	2.3%	"
Sprinkler and Fire Protection Installer	\$ 97.76	\$ 100.00	N	2.3%	"

2013 PROPOSED USER FEES AND CHARGES

Department: Planning & Economic Development
 Division: Parking & By-Law Services - Municipal Law - Licenses

Service or Activity Provided or Use of City Property	2012 Approved Fee	2013 Proposed Fee	HST (Y/N)*	% Change in Fee	Basis for Fee Increase
Other Fees					
Taxi cab Priority list (prior to Sept 30th)	\$ 74.88	\$ 77.00	N	2.8%	Council approved guideline rounded to the nearest dollar
Exam/Processing Fee	\$ 47.84	\$ 49.00	N	2.4%	"
Wheel chair accessible Taxi cab	\$ 7.28	\$ 7.00	N	-3.8%	"
Photo ID Card	\$ 13.52	\$ 14.00	N	3.6%	"
Licence certificate replacement	\$ 13.52	\$ 14.00	N	3.6%	"
Licence plate replacement	\$ 64.48	\$ 66.00	N	2.4%	"
Appeal to Licencing committee	\$ 122.72	\$ 126.00	N	2.7%	"
Daily fee for spare taxicabs	\$ 21.84	\$ 22.00	N	0.7%	"

* Note: HST is not included in the 2012 Approved and 2013 Proposed Fees. If HST = "y", HST is collected in addition to the fee.