



Hamilton

**REPORT 13-002  
OPEN FOR BUSINESS SUB-COMMITTEE**

Wednesday, October 23, 2013  
2:00 p.m.  
Room 264  
Hamilton City Hall

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

**Absent with  
regrets:** Councillor C. Collins, Personal  
Councillor R. Pasuta, illness

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**THE OPEN FOR BUSINESS SUB-COMMITTEE PRESENTS REPORT 13-002 TO  
THE GENERAL ISSUES COMMITTEE AND RESPECTFULLY RECOMMENDS:**

**1. "Open for Business" Action Plan – Status Update (PED12164(c))**

That Report PED12164(c), respecting "Open for Business" Action Plan – Status Update, hereto attached as Appendix "A", be received.

**2. "Open for Business" Performance Metrics for the Planning and Economic  
Development Department (PED13179)**

That Report PED13179, respecting "Open for Business" Performance Metrics for the Planning and Economic Development Department, hereto attached as Appendix "B", be received.

**3. Implementation of a List of Professional Service Companies / Consultants  
for Customer Referrals (PED13074) (City Wide)**

That Report PED13074, respecting Implementation of a List of Professional Service Companies / Consultants for Customer Referrals, hereto attached as Appendix "C", be received.

**4. Professional and Consultant Services Roster 2011 – 2012 (PW13043/PED13111/FCS13050/CS13032) (City Wide) (Referred from AF&A on June 10, 2013)**

- (a) That staff be directed to make available the City's roster list of Professional Service Companies, hereto attached as Appendix "D", to applicants who need a professional service and have requested such a list, with the inclusion of an appropriate disclaimer prepared in consultation with legal staff;
- (b) That staff be directed to explore opportunities with the Hamilton Chambers of Commerce and any other Professional Association to prepare a supplementary list of additional contacts to complement the City's roster.

**5. Immigrant Attraction Action Plan (CM13005) (City Wide) (Referred from GIC on June 26, 2013)**

That Report CM13005 respecting Immigrant Attraction Action Plan, be received.

**6. Posting of Licensed Businesses Online**

That staff be directed to upload a list of the City's licensed contractors, as soon as technically possible, with the appropriate disclaimer and indication of when the list was last updated.

**FOR INFORMATION**

**(a) CHANGES TO THE AGENDA**

The Clerk advised there were no changes to the agenda.

The agenda for the October 23, 2013 meeting was approved as presented.

**(b) DECLARATIONS OF INTEREST**

There were none declared.

**(c) APPROVAL OF MINUTES**

The Minutes of the May 22, 2013 meeting were approved as presented.

(d) DISCUSSION

(i) **Implementation of a List of Professional Service Companies / Consultants for Customer Referrals (PED13074) (City Wide) (TABLED May 22, 2013) (Item 4.1)**

Report PED13074 was Lifted from the TABLE.

Michael Kovacevic from Legal Services was in attendance to assist the Sub-Committee with this issue.

For disposition of this matter refer to Items 3 and 4.

(ii) **Corporate Web Re-Development and Call Handling Project (No copy) (Item 6.3)**

Jay provided a verbal update to Committee and his comments included but were not limited to the following:

- The Corporate web is undergoing a total redevelopment;
- Staff are undertaking a deep review of the City's major on-line services – for example, taxation, animal licensing, garbage removal, transit, business licensing, and Council/Committee meetings;
- Looking for collaborations with Service Ontario;
- Looking for collaborations with businesses and outside professionals;
- Worked with Procurement Section staff to hold a public information session in July;
- Plan is to develop a Business panel – develop a pool of businesses and professionals;
- Staff are reviewing all the content on the website to trim and streamline;
- Will cut 50% of the content;
- Must meet the Accessibility for Ontarians with Disabilities Act (AODA) compliance deadline;
- Council approved a partial amount of the funding – the rest will be phased in;
- Phase 1 was originally going to review the Transit section of the website but has since been changed to the Clerk's section (agendas, minutes, etc.) due to the AODA compliance deadline;
- The other five major on-line services are being scoped;
- Staff are currently working on the visual identity of the website and what characteristics of the City should be represented – i.e. the rural, suburban and urban; the diversity of its citizens, etc.
- The visual design will be completed by December, 2013;
- Phase 1 to be completed next April, 2014.

On a motion, the verbal update respecting the Corporate Web Re-Development was received.

**(iii) 2014 Meeting Schedule (Item 6.5)**

On a motion, the Sub-Committee approved the 2014 meeting schedule of the Open for Business Sub-Committee to be at the call of the Chair.

**(e) GENERAL INFORMATION/NEW BUSINESS**

**(i) Outstanding Business List**

1. The following Item was identified as being completed and removed from the Outstanding Business List:

Item "1" - Staff to compile a list of generic referrals to services/companies to be provided to the Councillors

2. Further clarification on the following Outstanding Business List Item was deferred to a future meeting when Councillor Pasuta is in attendance:

Item "2" - Rural Business Issues

3. Councillor Ferguson provided further clarification on the following Outstanding Business List Item explaining that sometimes the two positions are contradictory:

Item "3" - Report back re: Role of Natural Heritage Planner with suggestions on how to align with the positions of the Conservation Authorities

Staff explained that if the property is within the Conservation Authority regulated area, its approval is required and if the property is outside the Conservation Authority regulated area then the approval of the Natural Heritage Planner is required.

Staff were requested to prepare an information report regarding this matter for the next meeting.

The Chair thanked staff for all their work on this Sub-Committee particularly Chris Phillips, Senior Advisor and Debbie Spence, Communications Officer.

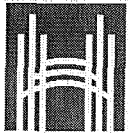
(f) **ADJOURNMENT**

There being no further business, the meeting be adjourned at 3:40 p.m.

**Respectfully submitted,**

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

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



Hamilton

# INFORMATION REPORT

<b>TO:</b> Chair and Members Open for Business Sub-Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> October 23, 2013	
<b>SUBJECT/REPORT NO:</b> "Open for Business" Action Plan – Status Update (PED12164(c)) (City Wide)	
<b>SUBMITTED BY:</b> Tim McCabe General Manager Planning and Economic Development Department	<b>PREPARED BY:</b> Chris Phillips (905) 546-2424 Ext. 5304 Debbie Spence (905) 546-2424 Ext. 5541
<b>SIGNATURE:</b>	

**Sub-Committee Direction:**

On November 28, 2012, the "Open for Business" Sub-Committee approved Report PED12164(a) entitled "Report of Preliminary Finding and Open for Business" Action Plan.

As part of this Report, staff was directed to include all "Action Items" into the 2013 Planning and Economic Development Departmental Business Plan and / or the respective 2013 Divisional Work Plans, as well as to update the Sub-Committee on the progress periodically.





**Information:**

As reported to the Sub-Committee on May 22, 2013, the "Open for Business" Staff Working Team worked to ensure all elements of the "Action Plan" were included in the respective 2013 Work Plans. As part of its on-going work, the Staff Working Team formally convened on four occasions throughout 2013, as well, regular status updates and discussions have taken place at regular intervals during Planning and Economic Development Department Management Team meetings. The Action Plan has been populated with comments that reflect the actions to-date and the current status of the

individual "Action Items". This document is entitled "*Open for Business*" Action Plan, and appears as Appendix "A".

In order to keep this report as focused and concise as possible, staff has not included a line-by-line analysis of the "Action Plan" within this Report, rather deciding to use Appendix "A" as a reference document for the details.

In order to have the document easily understood, staff ranked the individual Action Items using the legend below, and the icons appear in the "Status" column of the document:

- = Complete
-  = On-going
-  = On-target
-  = Incomplete
-  = Uncertain or on-hold

By way of this update, 25 items representing 36% of the total number of items have been completed to-date, which includes three items being completed throughout the current reporting period from June 2013 - October 2013. Twenty-two items are categorized as being "on-target", and another 13 are initiatives listed as "on-going". This translates into 87% of the items falling within these categories.

Again, staff has identified nine items that are categorized as "uncertain or on-hold". In all of these instances, the items are reliant upon actions that fall outside of the control of the identified staff members and / or the Open for Business Staff Working Team.

To better streamline similar activities Corporately, five Action Items were referred to the Corporate Web Redevelopment and Call Handling Team. Two Action Items regarding the reduction of parking requirements in strategic areas are on-hold pending further direction by Planning Committee. Two additional Action Items regarding a review of the City's Parkland Dedication By-law, are being led by Public Works, with the timing of moving a report forward being uncertain at this time.






The "Open for Business" Staff Working Team will continue to monitor the progress of the items within the "Action Plan", and will continue to document the progress to-date in a consistent and timely manner. Staff will also look for ways in which this "Action Plan" can be used a tool, both internally and externally, to show the City's commitment to and the "Open for Business" attitude to our business and investment clients.




CP/dt

Attach. (1) - Appendix "A" to Report PED12164(c)

Appendix A to Item 1 of Open for Business Sub-Committee Report 13-002

“Open for Business” Action Plan

<b>Legend:</b>	
	= Complete 25
	= On-Going 13
	= On Target 22
	= Incomplete 0
	= Uncertain or On-Hold 9




Description of Action Items	Status	Start Date	Short, Medium, or Long Term Goal: Deadline Date Quarter/Year	Name of Lead Division including Staff lead and Support
<b>Customer Service</b>				
<b>Training:</b>				
1.1 Develop and enhance an internal mentoring and Customer Service Training Program targeted towards business clients.	<ul style="list-style-type: none"> <li>As a result of increased enquiries/workloads the focus has shifted slightly to team building – a ‘shared’ customer service solution.</li> </ul> 	January 2013	Medium Term Q3 2013  Revised Completion Date Q3 2014  Completion date for staff presentations: Q3 2013  Training Component – On-going	GMO and HR  Debbie Spence
1.2 Training for all front-line staff that includes customer service, making sure that they are looking at the bigger picture of each Project, and providing advice where they are able to or immediately referring to other staff or resources where needed.  All Managers to be committed to cross-departmental training for their staff, and to create an understanding about all Planning and Economic Development Department (PED) processes and their impacts on small business owners.	<ul style="list-style-type: none"> <li>Training for all front-line staff took place over four one half day sessions during the morning and afternoons of June 13 and 25/13.</li> <li>The Corporate Call Handling Program will also be a part of this overall solution.</li> </ul> 	February 2013	Completion date for staff presentations: Q3 2013  Training Component – On-going	Lead: Building, Planning, Licensing, and Economic Development  Steve Robichaud Al Fletcher Dio Ortiz/Ed VanderWindt 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	On-going	GMO Debbie Spence






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<b>One Point of Contact:</b>				
1.4 Continue to provide <b>one point of contact</b> 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.	<ul style="list-style-type: none"> <li>On average there are <b>3,157 enquiries</b> (phone calls, walk-ins, meetings, and emails) <b>each month</b> at the One-Stop for Business. These are the numbers broken down into each service area for Q3 2013: <ul style="list-style-type: none"> <li>1,271 enquiries/month for SBEC</li> <li>1,000 for Licensing</li> <li>700 for Business Facilitation (waiting for Q3 2013 numbers)</li> <li>675 for Liquor Licensing</li> </ul> </li> </ul>	June 2010	On-going	Lead: Planning, Licensing, and Economic Development Steve Robichaud Al Fletcher Kristin Huigenbos Support: GMO Debbie Spence
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).	<ul style="list-style-type: none"> <li>Building Services Division is providing specific 'On call' staffing as needed. Further revisions to scheduling of property specific staff will continue as the 2013 Budget staffing enhancements are completed and appropriately trained.</li> </ul>	August 2012	Short Term Q1 2013	Building George Wong
<b>Consistency:</b>				
1.6 Officially instated 48 hour return call/e-mail Policy.		May 28 2012	N/A: Complete	GMO Tim McCabe and Debbie Spence
1.7 Growth Management to analyze/investigate service delivery option that entails morphing from geographic based teams to application based teams.		February 2013	Medium Term Q4 2013	Growth Management Tony Sergi
<b>Resources &amp; Tools:</b>				
1.8 Implement a Department-wide customer referral form, which will help enhance communication between staff and provide client background information (i.e. Zoning).	<ul style="list-style-type: none"> <li>Building has piloted a customer referral form and has made some revisions, which we will implement for Department-wide form.</li> <li>Draft Department-wide pilot project with the new form has been on-going throughout the past few months.</li> <li>Staff have revised the target implementation date to Q1 2014 to have the process fully operational.</li> </ul>	January 2013	Short Term Q1 2013  Revised Completion Date Q1 2014	GMO Al Fletcher Dio Ortiz
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.	<ul style="list-style-type: none"> <li>Audit of the resources is complete.</li> <li>Some of this work is in conjunction with Corporate Web Redevelopment project.</li> </ul>	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.	<ul style="list-style-type: none"> <li>All content has been reviewed and revised.</li> <li>Some brochures still need to be formatted and edits need to be made to online content.</li> </ul>	Q1 2013	Medium Term Q1 2014	Lead: GMO Support: ALL Steve Robichaud/Scott Baldry Gavin Norman Al Fletcher Jorge Caetano





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<p>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)?</p>	<ul style="list-style-type: none"> <li>Review is complete and actions have been incorporated into work plans.</li> <li>Electronic resources have been referred to the on-going work of the corporate Web Redevelopment Project.</li> </ul> <p style="text-align: center;"><input checked="" type="checkbox"/></p>	Q1 2013	Medium Term Q3 2013	<p>Lead: GMO</p> <p>Support: Planning, Licensing, Building, and Economic Development</p>
<p>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>	<ul style="list-style-type: none"> <li>BizPal continues to be updated with City of Hamilton information, resources and current fee's to ensure full accuracy and transparency of information.</li> </ul> <p style="text-align: center;"><input checked="" type="checkbox"/></p>	Q1 2013	Q1 2014	<p>Economic Development</p> <p>Kristin Huigenbos Elizabeth Konca</p>
<p><b>Facilitating Development:</b></p>				
<p>1.13 The Small Business Enterprise Centre (SBEC) will take the lead on small business start-ups and coordinate their Municipal needs through Business Facilitators, Licensing Facilitators, and bring in any other City staff as required.</p>	<p>Numbers for the SBEC section from the time period of January 2013 through to August 31<sup>st</sup> 2014 are as follows:</p> <ul style="list-style-type: none"> <li>621 One-to-One Business consultations</li> <li>112 new businesses, creating 108 full-time jobs (surveys to capture economic impact numbers won't occur until late November/early December)</li> <li>11,444 General inquiries (phone, email an walk-ins)</li> <li>39,028 On-line contacts (pages views an unique visitors)</li> <li>Total of 28 workshops to date with 276 participants</li> <li>41 outreach activities reaching 8000 people/businesses</li> <li>Hosted four major events with 270 participants</li> </ul> <p style="text-align: center;"></p>	On-going	Short Term On-going	<p>Lead: SBEC</p> <p>Kristin Huigenbos</p> <p>Support: Planning and Licensing</p> <p>Steve Robichaud/Scott Baldry Al Fletcher</p>
<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>	<p>Statistics from January – March 2013 include the following:</p> <ul style="list-style-type: none"> <li>140 direct referrals from Business Development Consultants to the One-Stop between January 2013 and March 2013.</li> </ul> <p style="text-align: center;"></p>	On-going	Short Term On-going	<p>Lead: Economic Development</p> <p>Norm Schleeahn</p> <p>Support: Planning Scott Baldry</p>
<p>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.</p>	<ul style="list-style-type: none"> <li>Formalized in November 2012, the Open for Business Staff Working has met formally four times in 2013, with smaller groups meeting throughout the year on an issue-by-issue basis.</li> </ul> <p style="text-align: center;"></p>	January 2013	Short and Medium Term On-going	<p>Lead: GMO</p> <p>Debbie Spence</p> <p>Support: ALL</p>






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<p>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.</p>	<ul style="list-style-type: none"> <li>Based on current workloads within Licensing, educational programs have been postponed until workloads are reduced to be better prepared to deliver these sessions.</li> <li>Programming will be pursued in the Fall 2013 and focus on sector based needs such as food, contractors, and personal service.</li> </ul> <p style="text-align: center;"></p>	Q1 2013	Short Term On-going	<p style="text-align: center;">Lead: SBEC Kristin Huigenbos Support: Licensing Al Fletcher</p>
<b>Communications and Promotions</b>				
<b>Public Awareness Campaign:</b>				
<p>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.</p>	<ul style="list-style-type: none"> <li>Communications and Marketing Campaign, and potential tactics complete.</li> <li>Month long billboard campaign (January 2013) complete - resulted in a 10% increase in One-Stop enquiries.</li> <li>Departmental decision was made to delay planned promotional activities due to the current workload capacities. This will be revisited once staffing resources are at full capacity.</li> <li>Conducted six community partner presentations with the YMCA and Hamilton Chamber of Commerce.</li> </ul> <p style="text-align: center;"></p>	Q1 2013	Short Term On-going	<p style="text-align: center;">GMO Debbie Spence</p>
<p>2.2 Maintain the "One-Stop for Business" branding.</p>	<p><input checked="" type="checkbox"/></p>	On-going	Medium Term Q4 2013	<p style="text-align: center;">GMO Debbie Spence</p>
<p>2.3 Enhance the presence of the physical location of the One-Stop, which will include signage, and a new resource/brochure display.</p>	<ul style="list-style-type: none"> <li>Completed new brochure display with signage and banners - includes revised brochures, posters, and consistent branding.</li> </ul> <p style="text-align: center;"><input checked="" type="checkbox"/></p>	July 2012	Short Term Q1 2013	<p style="text-align: center;">GMO Debbie Spence</p>
<p>2.4 Continue to collect feedback from clients and associations (via verbal suggestions, emails, and online feedback form <a href="http://www.hamilton.ca/onestop">www.hamilton.ca/onestop</a>) regarding recommendations for enhancing the One-Stop experience and implement changes where ever possible.</p>	<ul style="list-style-type: none"> <li><b>SBEC</b> - continue to follow-up with clients on a semi-annual basis and one year mark of contact with our program to offer further support and resources and gain information pertaining to economic impact indicators.</li> <li><b>Licensing</b> - no formalized process for client feedback has been implemented to-date due to the current staff resources, workloads, and increasing enquiries at One-Stop.</li> <li><b>Business Facilitation</b> - Business Facilitation staff continue to record and solicit feedback from clients, providing all avenues available for their input.</li> </ul> <p style="text-align: center;"></p>	On-going	<p>Medium Term <b>Q2 2013:</b> <b>Business Facilitation implemented a process to track client feedback</b> <b>On-going initiative</b></p> <p>Q4 2013: Licensing to monitor and assess staffing needs to maintain/improve customer service.</p>	<p style="text-align: center;">Lead: Economic Development, Planning, Licensing, and Building Steve Robichaud/Scott Baldry Al Fletcher Kristin Huigenbos Dio Ortiz</p> <p style="text-align: center;">Support: GMO Debbie Spence</p>

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<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 the Open for Business Sub-Committee.</p>	<ul style="list-style-type: none"> <li>Undertaken a comprehensive review of the data, statistics, and performance metrics that are currently being tracked on a division-by-division and process-by-process basis.</li> <li>Performance Metrics will be presented to the Sub-Committee in Q4 2013 with annual reporting starting in Q2 2014.</li> </ul> <p style="text-align: center;"></p>	Q1 2013	Short Term On-going	<p>Lead: ALL</p> <p>Dio Ortiz Steve Robichaud Gavin Norman Al Fletcher</p> <p>Support: GMO Debbie Spence</p>
<b>Communication with Partners: avoid duplication of services</b>				
<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>	<ul style="list-style-type: none"> <li>The Memo of Understanding (MOU) is complete, reported to/approved by Council in February/13, and executed by all parties.</li> </ul> <p style="text-align: center;"></p>	Q1 2012	Short Term Q1 2013	<p>Growth Management</p> <p>Guy Paparella Ray Lee Michelle Sergi</p>
<b>Timelines</b>				
<b>Benchmarking:</b>				
<p>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.</p>	<ul style="list-style-type: none"> <li>As per Item 2.5, undertaken a comprehensive review of the data, statistics, and performance metrics that are currently being tracked on a division-by-division and process-by-process basis.</li> <li>Metrics will be presented to the Sub-Committee in Q4 2013 with annual reporting taking place starting in Q2 2014.</li> </ul> <p style="text-align: center;"></p>	Q1 2012	<p>Medium Term</p> <p>Q2 2013</p> <p><b>Revised Completion Date</b></p> <p>Q2 2014</p>	<p>GMO</p> <p>Debbie Spence (to coordinate)</p> <p>ALL to provide timelines</p>
<b>Building Permit Application Submission Prior to Site Plan Approval:</b>				
<p>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".</p> <p>The City's current Best Practice is to "approve site plans with conditions". Conditions of approval are structured into the following groups:</p> <ul style="list-style-type: none"> <li>prior to the commencement of grading on the site;</li> <li>prior to the application for a building permit;</li> <li>prior to occupancy; and, within one year of occupancy.</li> </ul> <p>Look at re-focusing the site plan application approval notification by changing the wording to reflect "approving site plans with conditions".</p>	<ul style="list-style-type: none"> <li>Currently, applications are conditionally approved. For significant Industrial, Commercial, and Institutional (ICI) projects, conditional approval is phased in a manner that reflects the development and/or construction process; whereby conditions are categorized as "Conditions Prior to Issuance of Foundation Permit", "Conditions Prior to Issuance of Structure Permit, and "Conditions Prior to Permit for Balance of the Project".</li> </ul> <p style="text-align: center;"></p>	Q4 2012	Short Term Q2 2013	<p>Lead: Planning</p> <p>Steve Robichaud</p> <p>Support: Building</p> <p>Dio Ortiz</p>







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<p>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).</p>	<ul style="list-style-type: none"> <li>Waiver policy is not feasible as the Building Code Act regulates what is deemed to be a "Complete Application" preventing applicants from 'jumping the cue'. However, 2013 Budget staffing enhancements will assist in expediting the application and Plan review process.</li> </ul> <p style="text-align: center;"></p>	Complete	Q1 2013	<p>Lead: Building Dio Ortiz Support Jorge Caetano Tony Sergi</p>
<p>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.</p>	<ul style="list-style-type: none"> <li>Planning staff have established a timeline of four weeks to review plans that are conditions of the site plan approval.</li> </ul> <p style="text-align: center;"></p>	Q2 2012	Completed	<p>Planning Lead Steve Robichaud Support Building Dio Ortiz Growth Management Gavin Norman</p>
<p><b>Review or Creation of Timelines where none currently exist:</b></p>				
<p>3.5 Growth Management Division will establish a timeline of four 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.</p> <p>Performance to be tracked and evaluated. May require additional FTEs (and corresponding increase in fees for cost recovery) to meet consistent, improved timelines.</p>	<ul style="list-style-type: none"> <li>Will report on issues that appear to be causing delays.</li> <li>Growth Management to provide any updates.</li> </ul> <p style="text-align: center;"></p>	Q2 2012	Medium Term Q4 2013	<p>Growth Management Gavin Norman</p>
<p>3.6 Licensing staff will continue to review the existing internal business licensing processes to create efficiencies and remove current backlog.</p>	<ul style="list-style-type: none"> <li>Reviews have been completed with reports submitted to OFBSC in September 2012 (PED12150, PED12151).</li> <li>No further improvements in process have been undertaken.</li> <li>12 month temporary Licensing Clerk position has been hired at One Stop which is provide greater efficiencies and allowing License Facilitators to better focus on processing licenses.</li> </ul> <p style="text-align: center;"></p>	September 2012	Short Term On-going	<p>Licensing Al Fletcher</p>
<p>3.7 Determine an average timeframe to process a Business License.</p>	<ul style="list-style-type: none"> <li>Licensing - reviewing staff resources at One-Stop and counter staff relocated to reflect the increased business licence activity.</li> <li>Statistical tracking and reporting processes are directly aligned to items 8.1, 8.2, and 8.3, therefore completion will follow their progress.</li> </ul> <p style="text-align: center;"></p>	Q1 2013	<p>Medium Term Q2 2013 Revised Completion Date: Q2 2014 - yearly</p>	<p>Licensing Al Fletcher</p>




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Signs:					
3.8	Create one application for all signs as part of the issuance of the building permit, related only to wall and ground signs.	<input checked="" type="checkbox"/>	Completed	August 2012	Building Jorge Caetano
3.9	Include Sign By-Law on checklist for new business applications.  The Business Owner Kit provided at the One-Stop has been revised to identify the City of Hamilton Sign By-Law and sign permit.	<input checked="" type="checkbox"/>	Q3 2012	Complete	Planning and Licensing Steve Robichaud
3.10	Move to a completely on-line sign application and approval process.	<ul style="list-style-type: none"> <li>Project is tied to Corporate Web Redevelopment Project Team, which has a current focus on content, navigation, search capabilities, and current online services.</li> <li>This item refers to a "new-service" and will be reviewed by the Team once their initial focus is complete; therefore this item remains "on-hold".</li> </ul> <p style="text-align: center;"><input type="checkbox"/></p>	Q1 2013	Long Term Q1 2014	Building and Licensing Dio Ortiz (OBC Signs) Al Fletcher (Temp Signs)
Site Plan Process					
Improve Patio Process:					
4.1	Prepare and implement a simple communication tool that will outline the process and protocols for patios.	<input checked="" type="checkbox"/>	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.	<ul style="list-style-type: none"> <li>Staff have considered the suggested changes and have determined that the intended solution cannot be implemented due to the differentiation in the level of information provided and detail of review between the Minor Variance and Site Plan processes.</li> </ul> <p style="text-align: center;"><input checked="" type="checkbox"/></p>	Q3 2013	Medium Term Q4 2013	Planning Steve Robichaud
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.	<ul style="list-style-type: none"> <li>Need to increase awareness/communication with staff and businesses that if they encounter any challenges throughout the process they should be re-connecting with a Business Facilitator.</li> <li>Increased awareness of Business Facilitation is part of Communications and Awareness (Item 2.1) and will be covered in cross-training off staff in Action Item 1.2.</li> </ul> <p style="text-align: center;"><input type="checkbox"/></p>	Q1 2013	On-going	Lead: Planning Steve Robichaud/Scott Baldry Support: GMO Debbie Spence

## Appendix A to Item 1 of Open for Business Sub-Committee Report 13-002





<b>Clear and publicly available guidelines:</b>				
4.4 Update the site plan guidelines and ensure these are described and available to all consultants and businesses.	<ul style="list-style-type: none"> <li>Site plan submission guide updated on an ongoing basis.</li> <li>Reviewing online content as part of Web Redevelopment Project – condense, reformat, and increase clarity.</li> </ul> 	On-going	On-going	Planning Steve Robichaud/Joe Gravina
<b>Engineering Guidelines:</b>				
4.5. Update and distribute current engineering guidelines by end of 2012, and ensure these are described and available to all consultants and businesses.	<ul style="list-style-type: none"> <li>Guidelines have been written and distributed internally and externally.</li> <li>On-line availability is being determined as part of the corporate Web Re-Development Project.</li> </ul> 	Q3 2012	Short Term Q1 2013	Growth Management Gavin Norman John Morgante Sally Yong-Lee
4.6 Complete a comprehensive review of Engineering and Growth Management guidelines, policies, and requirements to ensure they are current and aligned. This review will include comparison to other Municipalities as well as consultation with the development and engineering industry to identify market and industry.  Regularly publish changes to individual sections and policies within the guideline as required in consultation with the industry.	<ul style="list-style-type: none"> <li>Development Guidelines and Financial Policies Review is underway with City staff working with a consulting team, and consulting with key stakeholders.</li> <li>Anticipated to have the review complete by Spring of 2014 with the method of publishing and notification to be determined.</li> </ul> 	Q2 2012	Short Term Q1 2013/Q4 2013  <b>Revised Completion Date: Q2 2014</b>	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).	<ul style="list-style-type: none"> <li>Review and preparation is underway with a revised the completion date to Q4 2013.</li> </ul> 	Q1 2013	Medium Term Q2 2013  <b>Revised Completion Date Q4 2013</b>	Growth Management Gavin Norman
<b>Building Processes</b>				
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.	<ul style="list-style-type: none"> <li>Cable 14 video and posted to You Tube Channel (<a href="http://www.youtube.com/insidcityofhamilton">www.youtube.com/insidcityofhamilton</a>) in October 2013 – 88 views as of April 16, 2013.</li> <li>Developing poster for 3<sup>rd</sup> Floor to remind clients about this service.</li> </ul> 	September 2012	Short Term On-going	Building and GMO  Dio Ortiz Debbie Spence

## Appendix A to Item 1 of Open for Business Sub-Committee Report 13-002







<p>5.3 Dedicate two 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.</p> <p>Staffing will continue to be reviewed during 2013 to enhance services at One-Stop and may require further staffing enhancements as part of 2014 Budget.</p>	<ul style="list-style-type: none"> <li>This item is related to Item 1.5, and Building Services Division is proving specific 'On call' staffing as needed. Further revisions to scheduling of property specific staff will continue as the 2013 Budget staffing enhancements are completed and appropriately trained.</li> </ul> <p style="text-align: center;"></p>	Q2 2013	Short Term On-going	Building Dio Ortiz
<b>Zoning and Parking Requirements</b>				
<b>Reducing Parking Requirements in Strategic Areas:</b>				
<p>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).</p>	<ul style="list-style-type: none"> <li>The Report was tabled at the June 27, 2012 GIC meeting for further consultation with the Ward Councillor. Timing is uncertain when the report will be brought back to Committee.</li> <li>With the approval of the Urban Hamilton Official Plan, staff are proceeding with new commercial and mixed-use zoning.</li> <li>The work program for this stage of the new Zoning By-law is to be presented at the October 15, 2013 Planning Committee meeting.</li> </ul> <p style="text-align: center;"></p>	Q1 2012	Medium Term Q3 2013 <b>Revised Completion Date</b> Q4 2013	Planning Lead Joanne Hickey-Evans Support Economic Development Parking
<p>6.2 Conduct stakeholder consultation on the proposed zoning changes.</p>	<ul style="list-style-type: none"> <li>Same as Action Item 6.1 (above).</li> </ul> <p style="text-align: center;"></p>	Q1 2013	Medium Term Q3 2013 <b>Revised Completion Date</b> Q4 2013	Planning Joanne Hickey Evans
<b>Legal Non-Conforming Status:</b>				
<p>6.3 Implement recommendations from the Report (PED12162) from Building Services on Legal Non-Conforming Status.</p>	<p><input checked="" type="checkbox"/></p>	Q3 2012	Complete	Building Dio Ortiz
<b>Temporary Occupancy Permit:</b>				
<p>6.4 Develop temporary occupancy permit application form and track number of properties that apply.</p>	<p><input checked="" type="checkbox"/></p>	Q3 2012	Complete	Licensing Al Fletcher
<b>Business Licensing</b>				
<p>7.1 Develop a new Liquor Licensing process.</p>	<ul style="list-style-type: none"> <li>New process has been implemented as per Council approval; however changes within the Alcohol and Gaming Commission of Ontario (AGCO) process requires reporting back to Committee and Council - anticipated June Planning Committee.</li> </ul> <p style="text-align: center;"><input checked="" type="checkbox"/></p>	Q3 2012	Short Term Q1 2013	Licensing Al Fletcher








## Appendix A to Item 1 of Open for Business Sub-Committee Report 13-002

Technology						
8.1	Review all current electronic tools to help make it easier for staff to monitor, communicate, and report on an individual applicant's status, and to recommend ways to increase the effectiveness of these tools (e.g. enhance current functionality on mobile devices) as well as new technology where necessary and financially feasible.	<ul style="list-style-type: none"> <li>Received Council approval through the 2013 Capital Budget to develop an implementation plan for AMANDA support.</li> <li>Building Services Division provides substantial AMANDA support to other Divisions. 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.</li> <li>An AMANDA Governance Team has been established with a view to bring Growth Management and Planning on board with AMANDA.</li> <li>As hiring occurs in these Divisions, AMANDA support staffing will be monitored and reviewed.</li> </ul>	Q1 2013	Medium Term Q4 2013	AMANDA Governance Team – Building, Growth Management, MLE, Planning  Support: GMO and IT	
	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.	<ul style="list-style-type: none"> <li><b>Licensing</b> – current AMANDA database improvements currently being undertaken.</li> <li><b>Building</b> – supporting current user clients and anticipating assisting as further Divisions come on Board.</li> <li><b>Planning and Growth Management</b> – enhancements to AMANDA and processes currently under review.</li> </ul>	Q4 2012	Long Term 2014	Building, Planning, Growth Management, and Licensing  Sally Yong-Lee Gavin Norman Steve Robichaud  Al Fletcher/Joe Xamin  Dio Ortiz
	8.3	Implement and train all relevant staff on using AMANDA, other technologies, and software to ensure more efficient data collective and enhanced customer service.	<ul style="list-style-type: none"> <li>Growth Management to expand use of AMANDA for facilitating grading approvals and site plan inspection.</li> <li>Building Services Staff are trained and anticipate providing support as other Divisions begin AMANDA use.</li> </ul>	Q4 2012	Medium Term On-going	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.	<ul style="list-style-type: none"> <li>Timing will be dependent on advancement of the Corporate Web Redevelopment Strategy.</li> </ul>	Q4 2012	Long Term 2014	Building, Planning, Growth Management, and Licensing  Steve Robichaud Al Fletcher/Joe Xamin Dio Ortiz
						

## Appendix A to Item 1 of Open for Business Sub-Committee Report 13-002

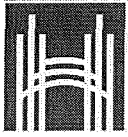
8.5 Improve the File Management system to centralize responsibility for staff circulation and comments with one staff member throughout the lifetime of the Project, in order to provide a convenient liaison for the development industry.	<ul style="list-style-type: none"> <li>Planning Division is the lead on this Project.</li> </ul> 	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.	<ul style="list-style-type: none"> <li>Process will follow the completion of Items 8.1, 8.2, and 8.3, as well as the work of the Corporate Web Redevelopment Team.</li> </ul> 	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.	<ul style="list-style-type: none"> <li>This project is related to both the Open Data Policy and Web Redevelopment Project.</li> </ul> 	Q2 2013	Medium Term Q4 2013	Open Data Policy Team and Web Redevelopment Team
<b>Website</b>				
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.	<ul style="list-style-type: none"> <li>The Open for Business Sub-Committee passed a motion requesting that 'Business Resources' for the website be a top priority. The motion that was passed at the June 13, 2012 Open for Business Sub-Committee was, that the Open for Business Sub-Committee supports "Open for Business" as a priority on-line service as part of the whole Web Re-development Strategy.</li> <li>Determine what new online resource/tool we should create for small business owners. <i>Note: This item will turn into a new Action Item.</i></li> </ul> 	Q3 2012	Complete	Lead: Corporate Services Mike Zegarac Support: GMO Bill Janssen/Debbie Spence
9.2 Establish that all Downtown properties (heritage status inventory) will be available online and "user-friendly" as part of the Downtown Built Heritage Inventory Project.	<ul style="list-style-type: none"> <li>Database is being created and staff continue with on-going evaluation of heritage properties. Staff from the Culture division have taken the lead on this projects, and will be coordinating with Information Technologies (IT) staff to fully integrate the database with GIS and mapping.</li> <li>Migration to the web pending the update of the City website.</li> <li>This project is related to the Web Redevelopment Project.</li> </ul> 	Q2 2012	Medium Term Q4 2013	Planning Michelle Sergi Steve Robichaud
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.	<ul style="list-style-type: none"> <li>This has been assigned to the Corporate Web Development Project.</li> <li>PED staff have reviewed and revised all current on-line content with a goal of condensing the content by 50%.</li> </ul> 	Q1 2012	Short Term On-going	Lead: GMO Debbie Spence Support: ALL and Cartographic and Graphic Services PED Web Advisory Team

## Appendix A to Item 1 of Open for Business Sub-Committee Report 13-002

Parkland Dedication Fees and By-Law				
10.1 Review the Parkland Dedication By-Law.	<ul style="list-style-type: none"> <li>On January 17, 2012, Planning Committee directed staff to "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".</li> <li>Discussed at Senior Management Team (SMT), November 2012 and an initial report were completed by Real Estate.</li> <li>SMT decision was made to combine this review with the city-wide "Parkland Acquisition Strategy" being conducted by Public Works.</li> <li>Rob Norman (PW) is lead on this review and will author a joint PW-PED report. Keith Anderson from Real Estate is the PED lead.</li> <li>Timing for this Report is uncertain.</li> </ul> <p style="text-align: center;"></p>	Q4 2012	Medium Term Q4 2013	Real Estate, Finance, Public Works, and Planning  Keith Anderson Michelle Sergi Finance 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.	<ul style="list-style-type: none"> <li>This is part of the overall discussion of 10.1 and therefore the timing will be contingent the same timeframes.</li> </ul> <p style="text-align: center;"></p>	Q4 2012	Medium Term Q4 2013	Finance/PED
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.	<ul style="list-style-type: none"> <li>Rural Official Plan approved by the Ontario Municipal Board in March 2012. Rural Official Plan contains policies for on-farm economic development opportunities.</li> <li>Rural Zoning By-Law being prepared to implement Rural Official Plan Policies.</li> </ul> <p style="text-align: center;"></p>	Q2 2012	Q4 2013	Planning Joanne Hickey Evans
11.2 Consider adding a new Business Facilitator position or task a current Business Facilitator to take on the role and expertise of "Rural Business Facilitator".	<ul style="list-style-type: none"> <li>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.</li> </ul> <p style="text-align: center;"></p>	Q3 2012	On-going initiative	Planning Steve Robichaud Joe Gravina
Fees				
12.1 Prepare a comprehensive Fee Review Study as part of the 2013 Budget.	<ul style="list-style-type: none"> <li>User Fee Review completed in November 2012, reported to/approved by Council in December 2012, and User Fee By-Law implemented January 2013.</li> <li>Fee review will be part of 2014 Budget Process.</li> </ul> <p style="text-align: center;"></p>	Q3 2011	Q4 2012	Planning and Growth Management Guy Paparella Tony Sergi

## Appendix A to Item 1 of Open for Business Sub-Committee Report 13-002

Letters of Credit (LCs)				
13.1 Review staffing based on activity levels and revenue.	<ul style="list-style-type: none"> <li>Staffing is subject to the User Fee review, which is currently underway.</li> </ul>	Q1 2013	Q4 2013	Growth Management John Morgante Growth Management Tony Sergi
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.	<ul style="list-style-type: none"> <li>HHHBA recently provided update as to their investigation into other approaches being implemented in the Greater Toronto Area.</li> </ul>	On-going	Medium Term Q4 2013	
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.		On-going	Medium Term Q4 2013	
Intensification Policies and Guidelines				
14.1 Develop and implement intensification and re-urbanization Education Program.	<ul style="list-style-type: none"> <li>This item will be a component of the City's Residential Intensification Strategy with implementation on-going.</li> </ul>	Q3 2012	Medium Term and On-going Q4 2013 and beyond	Planning Christine Newbold
14.2 New Urban Design Guidelines will be prepared for the James Street North and Centennial Parkway corridors.	<ul style="list-style-type: none"> <li>James Street North will be the first priority for this Project.</li> </ul>	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	On-going	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	On-going	Public Health George Rice



Hamilton

# INFORMATION REPORT

<b>TO:</b> Chair and Members Open for Business Sub-Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> October 23, 2013	
<b>SUBJECT/REPORT NO:</b> "Open for Business" Performance Metrics for the Planning and Economic Development Department" (PED13179) (City Wide)	
<b>SUBMITTED BY:</b> Tim McCabe General Manager Planning and Economic Development Department	<b>PREPARED BY:</b> Chris Phillips (905) 546-2424 Ext. 5304
<b>SIGNATURE:</b>	

**Sub-Committee Direction:**

On November 28, 2012, the "Open for Business" Sub-Committee approved Report PED12164(a) entitled "Report of Preliminary Finding and Open for Business" Action Plan, which contained 69 specific identifiable actions to be completed by the Open for Business Staff Working Team over the course of 2012 - 2014.

As part of this Report, "Action Item" 2.5 states:

*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 the Open for Business Sub-Committee.*

To ensure accuracy and consistency in the reporting results, Planning and Economic Development staff committed to undertake a review of all data, statistics, and performance metrics that are currently being tracked on a "division-by-division" and "process-by-process" basis, and report back to the Open for Business Sub-Committee by the end of 2013. This Report provides the basic information that will form the 2013 year-end annual statistical report, which staff expect to be completed and presented to the Open for Business Sub-Committee by March 2014.

**Information:**

The following list is a "division-by-division" list of the information that is currently collected through the various customer service inputs and approval processes.

**Economic Development:**

**Labour Market (Labour Force Study (LFS)) – (Available Monthly Census Metropolitan Area (CMA) Stats-Annual Averages)**

- Total Employed
- Total Unemployed
- Unemployment Rate
- Full-Time / Part-Time Breakdown
- Ontario Works Caseloads
- Ontario Works Employment Numbers

**Business Climate (Annual)**

- Airport – Passenger - Number of Flights / Passengers
- Airport - Cargo - Tonnage of Cargo
- Airport - Number of Employees
- Port - Number of Vessels
- Port - Number of Tonnage
- Port Authority - Number of Employees
- Diversity Index
- Housing Prices
- Crime Index
- Annual Agriculture Economic Impact

**Economic Growth (Annual)**

- Taxable Assessment Growth (including and excluding Appeals)
- Building Permits - By Category and Residential vs. Non-Residential
- Industrial Vacancy Rates
- Downtown Office Vacancy Rates
- Downtown Assessment
- Housing-Starts and Completions

**Small Business Enterprise Centre (SBEC) and One-Stop (Annual)**

- Number of Jobs (SBEC)
- Number of Queries (both)
  
- Number of Consultations (both)
- Number of New Business Start-Ups (both)

### **Programs and Incentives (Annual)**

- Brownfields (number of Study Grants, number of Environmental Remediation and Site Enhancement (ERASE) Grants)
- Leadership in Energy and Environmental Design (LEED) (number of LEED Grants)
- Number of Incentive Program Applications Processed (detailed breakdown by Location, Construction Value, Ratio and Program - available upon request)

### **Parking and By-law Services:**

#### **Business Licensing**

- Number of Applications, and Average Time-frame, by Type, and License Category (Currently 91 License Categories)
  - New Licences
  - Renewal
  - Closed / Expired
  - Breakdown by License Category
- Number of Licensing Tribunals
- Number of Complaints
- Number of Lottery Licences by Type
- Number of Liquor Licences / Special Occasion Permits
- Number of Sign Permits Issued, by Type, Time-frame
- Number of Inquiries

#### **One-Stop Business Services**

- Number of Inquires; Walk-in, Phone Calls, E-mail, Web, Social Media; by Category
  - Licence
  - Municipal Law Enforcement Officer
  - Zoning
  - Conflict Resolution

### **Planning:**

- Number of Applications, and Average Time-frames, by Category
  - Committee of Adjustments
  - Development
  - Sign
  - Heritage
  - Zoning
  - Minor Variances
  - Zoning By-law Amendments
  - Official Plan Amendments

- Site Plan

**Growth Management:**

- Number of Applications, and Average Timeframes, by Category
  - Servicing Permits
  - Subdivision Approval
  - Planning Application Approval
  - Letters of Credit Release
  - Lot Grading
  - Site Alteration
- Value of City Share Contributions to Development Projects
- Value of Fees Collected
- Number of Residential Units Serviced / Total Gross Floor Area developed
- Number of Inquires / Complaints

**Building:**

- Number of Building Permits Issued, Construction Value and Average Timeframes, by Category
  - Low Density Residential
  - Industrial Commercial Institutional and High Density Residential
- Number of Ontario Building Code Consultations

Staff will continue to review all relevant data and will revise and refine the metrics and measurements to ensure the best information is presented to the Sub-Committee through this annual reporting. It should also be noted that although these metrics were identified in Action Item 2.5 of the "Action Plan", this same information will be used to address several other key actions items contained in the Plan, they are as follows:

***Item 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.

***Item 3.5:***

Growth Management Division will establish a timeline of four 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. Performance to be tracked and evaluated.

***Item 3.7:***

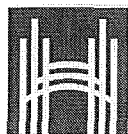
Determine an average timeframe to process a Business Licence.



**Item 13.3:**

Staff to monitor and track Letter of Credit processing timing and implement staff cross-training to assist in processing Letter of Credits.

CP/dt



Hamilton

# INFORMATION REPORT

<b>TO:</b> Chair and Members Open for Business Sub-Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> May 22, 2013	
<b>SUBJECT/REPORT NO:</b> Implementation of a List of Professional Service Companies / Consultants for Customer Referrals (PED13074) (City Wide) (Outstanding Business List Item)	
<b>SUBMITTED BY:</b> Tim McCabe General Manager Planning and Economic Development Department	<b>PREPARED BY:</b> Chris Phillips (905) 546-2424 Ext. 5304
<b>SIGNATURE:</b>	

**Sub-Committee Direction:**

On November 28, 2012, the “Open for Business” Sub-Committee approved Report PED12164(a) entitled “Report of Preliminary Finding and Open for Business” Action Plan.

As part of this Report, staff reviewed all the Sub-Committee’s outstanding business items, including a suggestion to implement a formal list of professional service companies and / or consultants, so that City staff would be able to offer customers referrals. Staff recommended that no further action be taken on this item.

Subsequently, the Sub-Committee members asked that staff report back with a response from the City’s Legal Services Division.

**Information:**

On behalf of the “Open for Business” Staff Working Team, Assistant City Solicitor Don Fisher was asked to review the actions to-date and the staff recommendation, and then provide comments on this issue.

### Appendix C to Item 3 of Open for Business Sub-Committee Report 13-002

SUBJECT: Implementation of a List of Professional Service Companies / Consultants for Customer Referrals (PED13074) (City Wide) - Page 2 of 2

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Generally speaking, the core of this issue revolves around the fact that the City of Hamilton cannot be seen endorsing any particular business, businesses or specific commercial service. There is a balance, therefore, that needs to be struck between the desire of the City to provide enhanced customer service techniques and the integrity of the process itself. In this case, staff is concerned about the perceived integrity of how such a list would be collected and, as important, how it would be used.

As expressed in the past, the "Open for Business" Staff Working Team does not believe it can develop a system or a respective implementing process that would eliminate either the real or perceived concerns of bias. Legal Services staff conclude that if we cannot guarantee the accuracy and comprehensiveness of either the list or the process, then the City would open itself up to potential future accusations of bias, favouritism and bad faith.

In keeping with the spirit of the suggestion, Items 1.1 through 1.16 of the "Open for Business" Action Plan are dedicated to modifying and enhancing the City's approach to Customer Service. As part of this, staff will continue to review all opportunities and customer service models including any options available to bridge the gap between the City's processes and private-sector service providers.

In conclusion, City staff continue to recommend that no further action be taken on this issue.

CP/dt

2011-2012 Roster - Information for 2012 Assignments

Cat. No.	Roster Category	Successful Roster Candidates	Number of Assignments	\$ Value of Assignments
1	Municipal Engineering Services	<ul style="list-style-type: none"> <li>• AECOM Canada Ltd.</li> <li>• AMEC Earth &amp; Environmental</li> <li>• Delcan Corporation</li> <li>• Dillon Consulting Limited</li> <li>• McCormick Rankin Corp.</li> <li>• SNC-Lavalin Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• S. Llewellyn &amp; Associates Ltd.</li> <li>• SRM Associates, a Member of The Sernas Group</li> <li>• van der Woerd &amp; Associates Ltd.</li> </ul>	32	\$ 2,302,979.00
2	Construction Management and Inspection Services	<ul style="list-style-type: none"> <li>• AECOM Canada Ltd.</li> <li>• AMEC Earth &amp; Environmental</li> <li>• Dillon Consulting Limited</li> <li>• McCormick Rankin Corp.</li> <li>• MTE Consultants Inc.</li> <li>• SNC-Lavalin Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• J&amp;M Structural</li> <li>• S. Llewellyn &amp; Associates Ltd.</li> <li>• Urbex Engineering Limited</li> </ul>	32	\$ 1,686,838.00
3	Transportation Engineering and Planning	<ul style="list-style-type: none"> <li>• CIMA Canada Inc.</li> <li>• Delcan Corporation</li> <li>• Dillon Consulting Limited</li> <li>• Hatch Mott MacDonald Ltd.</li> <li>• HDR Corporation</li> <li>• IBI Group</li> <li>• SNC Lavalin Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• AECOM Canada Ltd.</li> <li>• SRM Associates, a Member of The Sernas Group</li> </ul>	9	\$ 274,967.00

Cat. No.	Roster Category	Successful Roster Candidates	Number of Assignments	\$ Value of Assignments
4	Structural Engineering Services / Transportation	<ul style="list-style-type: none"> <li>• AMEC Earth &amp; Environmental, a Div. of AMEC Americas Ltd.</li> <li>• Dillon Consulting Limited</li> <li>• McCormick Rankin Corp.</li> <li>• Morrison Hershfield Ltd.</li> <li>• SNC-Lavalin Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• J&amp;M Structural</li> </ul>	23	\$ 927,633.00
5	Wastewater Treatment Engineering and Construction Management	<ul style="list-style-type: none"> <li>• AECOM Canada Ltd.</li> <li>• CH2M Hill Canada Ltd.</li> <li>• Conestoga-Rovers &amp; Associates Ltd.</li> <li>• Genivar Inc.</li> <li>• Hatch Mott MacDonald Ltd.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• B.J. Tworzyanski Limited</li> <li>• Eramosa Engineering Inc.</li> <li>• Urban &amp; Environmental Management Inc.</li> <li>• XCG Consultants Ltd.</li> </ul>	6	\$ 346,422.00
6	Water Treatment Engineering and Construction Management	<ul style="list-style-type: none"> <li>• CH2M Hill Canada Ltd.</li> <li>• Genivar Inc.</li> <li>• Hatch Mott MacDonald Ltd.</li> <li>• R.V. Anderson Associates Ltd.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• ASI Group Ltd. (St.Cath)</li> <li>• B.J. Tworzyanski Limited</li> <li>• EMA Canada Inc.</li> <li>• XCG Consultants Ltd.</li> </ul>	7	\$ 367,530.00
7	Environmental Planning Process	<ul style="list-style-type: none"> <li>• AECOM Canada Ltd.</li> <li>• Dillon Consulting Limited</li> <li>• EcoPlans Limited</li> <li>• HDR Corporation</li> <li>• SNC-Lavalin Inc.</li> <li>• Urban &amp; Environmental Management Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• IBI Group</li> </ul>	2	\$ 192,599.00

Cat. No.	Roster Category	Successful Roster Candidates	Number of Assignments	\$ Value of Assignments
8	Solid Waste Management	<ul style="list-style-type: none"> <li>• Dillon Consulting Limited</li> <li>• Urban &amp; Environmental Management Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• Comcor Environmental Limited</li> <li>• Stantec Consulting Ltd.</li> <li>• HDR Corporation</li> </ul>	9	\$ 324,349.00
9	Stormwater Management / Water Resources Engineering	<ul style="list-style-type: none"> <li>• AECOM Canada Ltd.</li> <li>• AMEC Earth &amp; Environmental, a Div. of AMEC Americas Ltd.</li> <li>• Aquafor Beech Limited</li> <li>• Dillon Consulting Limited</li> <li>• McCormick Rankin Corporation</li> <li>• SNC-Lavalin Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• The Municipal Infrastructure Group Ltd.</li> </ul>	19	\$ 1,220,268.00
10	Landscape Architecture	<ul style="list-style-type: none"> <li>• Alexander Budrevics and Associates Ltd.</li> <li>• Dillon Consulting Limited</li> <li>• G. O'Connor Consultants Inc.</li> <li>• GSP Group Inc.</li> <li>• Schollen &amp; Company Inc.</li> <li>• Seferian Design Group Limited</li> <li>• Stantec Consulting Ltd.</li> <li>• The MBTW Group</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• Kenneth J. Hoyle Strategic Planning &amp; Management</li> </ul>	13	\$ 350,173.00
11	Architectural Services	<ul style="list-style-type: none"> <li>• david premi Architects inc.</li> <li>• Garwood-Jones &amp; Hanham Architects</li> <li>• Kathryn Vogel Architect Inc.</li> <li>• McCallum Sather Architects Inc.</li> <li>• Their &amp; Curran Architects Inc.</li> <li>• Workshop Architecture Inc.</li> </ul>	29	\$ 740,004.00

Cat. No.	Roster Category	Successful Roster Candidates	Number of Assignments	\$ Value of Assignments
12	Geotechnical Investigation and Inspection Services	<ul style="list-style-type: none"> <li>• AMEC Earth &amp; Environmental, a Div. of AMEC Americas Ltd.</li> <li>• Coffey Geotechnics Inc.</li> <li>• Golder Associates Ltd.</li> <li>• Landtek Limited</li> <li>• Peto MacCallum Ltd.</li> <li>• Soil-Mat Engineers &amp; Consultants Ltd.</li> <li>• Terraprobe Inc.</li> <li>• EXP Services Inc. (was Trow Associates Inc.)</li> </ul>	50	\$ 1,332,164.00
13	Wastewater Collection Systems Engineering Services	<ul style="list-style-type: none"> <li>• Aquafor Beech Limited</li> <li>• Calder Engineering Ltd.</li> <li>• Cole Engineering Group</li> <li>• Genivar Inc.</li> <li>• Hatch Mott MacDonald Ltd.</li> <li>• Stantec Consulting Ltd.</li> </ul> <p>Scope</p> <ul style="list-style-type: none"> <li>• DHI Inc.</li> <li>• Thompson Flow Investigations Ltd.</li> </ul>	7	\$ 663,912.00
14	Water Distribution Systems Engineering Services	<ul style="list-style-type: none"> <li>• Cole Engineering Group</li> <li>• Genivar Inc.</li> <li>• GHD Inc.</li> <li>• Stantec Consulting Ltd.</li> <li>• Urban &amp; Environmental Management Inc.</li> </ul>	4	\$ 136,850.00
15	Professional Land Survey and Geomatics Services	<ul style="list-style-type: none"> <li>• First Base Solutions Inc. / J.D Barnes Limited</li> <li>• MMM Geomatics Ontario Limited</li> </ul> <p>Scope</p> <ul style="list-style-type: none"> <li>• Angus GeoSolutions Inc.</li> <li>• Mackay Mackay &amp; Peters Limited</li> </ul>	9	\$ 341,515.00
16	Facility Management	<ul style="list-style-type: none"> <li>• Evans Consulting and Management Services</li> <li>• V2PM Inc.</li> </ul>	8	\$ 411,000.00

Cat. No.	Roster Category	Successful Roster Candidates	Number of Assignments	\$ Value of Assignments
17	Environmental Site Assessment / Remediation Services	<ul style="list-style-type: none"> <li>• AMEC Earth and Environmental, a Div. of AMEC Americas Ltd.</li> <li>• Azimuth Environmental Consulting Inc.</li> <li>• Genivar Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• Pottinger Gaherty Environmental Consultants Ltd.</li> </ul>	9	\$ 106,812.00
18	Archaeology	<ul style="list-style-type: none"> <li>• AMEC Earth &amp; Environmental, a Div. of AMEC Americas Ltd.</li> <li>• Archaeological Services Inc.</li> <li>• Golder Associates Ltd.</li> <li>• Historic Horizon Inc.</li> <li>• New Directions Archaeology Ltd.</li> </ul>	12	\$ 362,377.00
19	Hydrogeology	<ul style="list-style-type: none"> <li>• AMEC Earth &amp; Environmental, a Div. of AMEC Americas Ltd.</li> <li>• Azimuth Environmental Consulting Inc.</li> <li>• Stantec Consulting Ltd.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• Banks Groundwater Engineering Ltd.</li> <li>• Calder Engineering Ltd.</li> <li>• Earth FX Inc.</li> </ul>	7	\$ 236,238.00
20.	Legislative Compliance	<ul style="list-style-type: none"> <li>• Amec Earth and Environmental, a Div. of AMEC Americas Ltd.</li> <li>• MTE Consultants Inc.</li> <li>• EXP Services Inc. (was Trow Associates Inc.)</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• Resource Environmental Associates Ltd.</li> </ul>	22	\$ 139,701.00



Cat. No.	Roster Category	Successful Roster Candidates	Number of Assignments	\$ Value of Assignments
21	Terrestrial and Avian Ecology and Fisheries Biology	<ul style="list-style-type: none"> <li>• Dillon Consulting Limited</li> <li>• 918373 Ontario Inc. o/a Dougan &amp; Associates</li> <li>• EcoPlans Limited</li> <li>• Genivar Inc.</li> <li>• MTE Consultants Inc.</li> <li>• Stantec Consulting Ltd.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• Azimuth Environmental Consulting Inc.</li> </ul>	5	\$ 89,686.00
22	Interior Design Services	<ul style="list-style-type: none"> <li>• McCallum Sather Architects Inc.</li> <li>• Milton Design</li> </ul>	4	\$ 95,765.00
23	Public Consultation and Facilitation	<ul style="list-style-type: none"> <li>• AECOM Canada Ltd.</li> <li>• Dillon Consulting Limited</li> <li>• Land Use Research Associates o/a LURA Consulting</li> <li>• Urban Strategies Inc.</li> </ul>	1	\$ 5,852.00
24	Roof Consulting and Engineering Services	<ul style="list-style-type: none"> <li>• AEGIS Building Sciences Inc.</li> <li>• Thermaco Engineering Services (1986) Ltd.</li> <li>• EXP Services Inc. (was Trow Associates Inc.)</li> </ul>	9	\$ 112,210.00
25	Land Use Planning & Urban Design	<ul style="list-style-type: none"> <li>• Dillon Consulting Limited</li> <li>• Sorensen Gravely Lowes Planning Associates Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>• Peter J. Smith &amp; Company Inc.</li> </ul>	2	\$ 88,417.00
26	Subsurface Infrastructure Assessment and Trenchless Rehabilitation	<ul style="list-style-type: none"> <li>• AECOM Canada Ltd.</li> <li>• R.V. Anderson Associates Ltd.</li> <li>• Robinson Consultants</li> </ul>	6	\$ 418,958.00

Cat. No.	Roster Category	Successful Roster Candidates	Number of Assignments	\$ Value of Assignments
27	Built Heritage and Cultural Heritage Landscape	<ul style="list-style-type: none"> <li>Archaeological Services Inc.</li> <li>Wendy Shearer Landscape Architect, Div. of McNaughton Hermsen Britton Clarkson Planning (MHBC)</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>Eco Plans Limited</li> <li>George Robb Architect</li> </ul>	3	\$ 34,611.00
28	Project Management – Buildings	<ul style="list-style-type: none"> <li>Genivar Inc.</li> <li>MHPM Project Managers Inc.</li> <li>V2PM Inc.</li> </ul>	5	\$ 144,100.00
29	Recreation Planning	<ul style="list-style-type: none"> <li>GSP Group Inc.</li> <li>Monteith Brown Planning Consultants</li> </ul>	2	\$ 79,498.00
30	Heritage Building & Material Conservation	<ul style="list-style-type: none"> <li>E.R.A. Architects Inc.</li> <li>Taylor Hazell Architects Ltd.</li> </ul> <p><u>Scope:</u></p> <ul style="list-style-type: none"> <li>PJ Materials Consultants Ltd.</li> </ul>	1	\$ 12,256.00
31	Water and Wastewater Facility Assessment	<ul style="list-style-type: none"> <li>Conestoga Rovers &amp; Associates</li> <li>Genivar Inc.</li> <li>R.V. Anderson Associates Ltd.</li> </ul>	3	\$ 171,700.00
32	Sustainable Infrastructure Planning	<ul style="list-style-type: none"> <li>AECOM Canada Ltd.</li> <li>R.V. Anderson Associates Ltd.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>Stantec Consulting Ltd.</li> </ul>	8	\$ 559,036.00
33	Structural Engineering Services – Buildings	<ul style="list-style-type: none"> <li>JNE Consulting Ltd.</li> <li>MTE Consultants Inc.</li> </ul> <p><u>Scope</u></p> <ul style="list-style-type: none"> <li>S.P. Design Inc.</li> </ul>	12	\$ 133,806.00
34	Building Sciences	<p><u>Energy Analysis</u></p> <ul style="list-style-type: none"> <li>Building Innovation</li> <li>Efficiency Engineering Inc.</li> <li>EXP Services Inc. (was</li> </ul>	27	\$ 852,557.00

Cat. No.	Roster Category	Successful Roster Candidates	Number of Assignments	\$ Value of Assignments
		<p>Group Eight Engineering Limited)</p> <ul style="list-style-type: none"> <li>• Morrison Hershfield Ltd.</li> <li>• Vanderwesten Rutherford Mantecon Inc.</li> </ul> <p><u>LEED</u></p> <ul style="list-style-type: none"> <li>• Building Innovation</li> <li>• EXP Services Inc. (was Group Eight Engineering Limited)</li> <li>• Morrison Hershfield Ltd.</li> <li>• Vanderwesten Rutherford Mantecon Inc.</li> </ul> <p><u>Renewable Energy</u></p> <ul style="list-style-type: none"> <li>• Building Innovation</li> <li>• Dillon Consulting Limited</li> <li>• EXP Services Inc. (was Group Eight Engineering Limited)</li> <li>• Morrison Hershfield Ltd.</li> </ul> <p><u>Electrical Engineering</u></p> <ul style="list-style-type: none"> <li>• Building Innovation</li> <li>• Dillon Consulting Limited</li> <li>• EXP Services Inc. (was Group Eight Engineering Limited)</li> <li>• Morrison Hershfield Ltd.</li> <li>• Vanderwesten Rutherford Mantecon Inc.</li> </ul> <p><u>Scope - Lighting</u></p> <ul style="list-style-type: none"> <li>• Dynamic Energy Services</li> <li>• EXP Services Inc. (was Group Eight Engineering Limited)</li> </ul> <p><u>Mechanical Engineering</u></p> <ul style="list-style-type: none"> <li>• Building Innovation</li> <li>• Efficiency Engineering Inc.</li> <li>• EXP Services Inc. (was Group Eight Engineering Limited)</li> <li>• Morrison Hershfield Ltd.</li> </ul> <p><u>Contractual Consulting</u></p> <ul style="list-style-type: none"> <li>• Building Innovation</li> <li>• Morrison Hershfield Ltd.</li> <li>• Vanderwesten Rutherford Mantecon Inc.</li> </ul>		

Cat. No.	Roster Category	Successful Roster Candidates	Number of Assignments	\$ Value of Assignments
		<u>Scope – Building Envelope</u> <ul style="list-style-type: none"> <li>• AMEC Earth &amp; Environmental, a Div. of AMEC Americas Ltd.</li> <li>• Genivar Inc.</li> <li>• Morrison Hershfield Ltd.</li> </ul>		
35	Development Engineering Peer Review	<ul style="list-style-type: none"> <li>• AMEC Earth &amp; Environmental, a Div. of AMEC Americas Ltd.</li> <li>• Urban &amp; Environmental Management Inc.</li> <li>• Wardrop Engineering Inc.</li> </ul> <u>Scope:</u> <ul style="list-style-type: none"> <li>• Jade Acoustics Ltd.</li> </ul>	4	\$ 167,615.00
36	Heritage Architectural – Buildings & Monuments	<ul style="list-style-type: none"> <li>• E.R.A. Architects</li> <li>• George Robb Architect</li> <li>• Stevens Burgess Architects Ltd.</li> <li>• Taylor Hazell Architects Ltd.</li> <li>• The Ventin Group Ltd.</li> </ul>	4	\$ 108,451.00
37	Heritage Structural Engineering – Buildings & Monuments	<ul style="list-style-type: none"> <li>• Ojdrovic Engineering Inc.</li> </ul>	4	\$ 57,596.00
38	Information Services – Peoplesoft Services	<ul style="list-style-type: none"> <li>• BTRG Canada Inc.</li> <li>• Katalogic Inc.</li> <li>• Solutia SDO Limited</li> </ul>	0	
39	Information Services – Voice & Network Infrastructure Services	<ul style="list-style-type: none"> <li>• Nielsen IT Consulting Inc.</li> <li>• Unis Lumin Inc.</li> <li>• Bevertec CST Inc.</li> </ul>	0	
40	Information Services – Security Services	<ul style="list-style-type: none"> <li>• Netrus Inc.</li> <li>• Unis Lumin Inc.</li> </ul> <u>Scope</u> <ul style="list-style-type: none"> <li>• 2021945 Ontario Inc. cob as Digital Boundary Group</li> </ul>	2	\$ 20,250.00
41	Information Services – Business Application & Geographic Information Systems (GIS) Services	<ul style="list-style-type: none"> <li>• Angus GeoSolutions Inc.</li> <li>• Infusion Development Corp.</li> </ul>	1	\$ 36,000.00

## Successful Roster Consultants - 2011 - 2012

<p>2021945 Ontario Inc. cob as Digital Boundary Group  918373 Ontario Inc. o/a Dougan &amp; Associates AECOM Canada Ltd.  AEGIS Building Sciences Inc.  Alexander Budrevics and Associates Ltd.  Amec Earth and Environmental, a Div. of AMEC Americas Ltd.  Angus GeoSolutions Inc.  Aquafor Beech Limited  Archaeological Services Inc.  ASI Group Ltd. (St.Cath)  Azimuth Environmental Consulting Inc.  B.J. Tworzyanski Limited  Banks Groundwater Engineering Ltd.  Bevertec CST Inc.  BTRG Canada Inc.  Building Innovation  Calder Engineering Ltd.  CH2M Hill Canada Ltd.  CIMA Canada Inc.  Coffey Geotechnics Inc.  Cole Engineering Group  Comcor Environmental Limited  Conestoga Rovers &amp; Associates  david premi Architects inc.  Delcan Corporation  DHI Inc.  Dillon Consulting Limited  Dynamic Energy Services  E.R.A. Architects  Earth FX Inc.  Eco Plans Limited  Efficiency Engineering Inc.  EMA Canada Inc.  Eramosa Engineering Inc.  Evans Consulting and Management Services  EXP Services Inc. (was Group Eight Engineering Limited)  First Base Solutions Inc. / J.D Barnes Limited  G. O'Connor Consultants Inc.  Garwood-Jones &amp; Hanham Architects</p>	<p>Genivar Inc.  George Robb Architect  GHD Inc.  Golder Associates Ltd.  GSP Group Inc.  Hatch Mott MacDonald Ltd.  HDR Corporation  Historic Horizon Inc.  IBI Group  Infusion Development Corp.  J&amp;M Structural  Jade Acoustics Ltd.  JNE Consulting Ltd.  Katalogic Inc.  Kathryn Vogel Architect Inc.  Kenneth J. Hoyle Strategic Planning &amp; Management  Land Use Research Associates o/a LURA Consulting  Landtek Limited  Mackay Mackay &amp; Peters Limited  McCallum Sather Architects  McCormick Rankin Corp.  MHPM Project Managers Inc.  Milton Design  MMM Geomatics Ontario Limited  Monteith Brown Planning Consultants  Morrison Hershfield Ltd.  MTE Consultants Inc.  Netrus Inc.  New Directions Archaeology Ltd.  Nielsen IT Consulting Inc.  Ojdrovic Engineering Inc.  Peter J. Smith &amp; Company Inc.  Peto MacCallum Ltd.  PJ Materials Consultants Ltd.  Pottinger Gaherty Environmental Consultants Ltd. R.V. Anderson Associates Ltd.  Resource Environmental Associates Ltd.  Robinson Consultants  S. Llewellyn &amp; Associates Ltd.  S.P. Design Inc.  Schollen &amp; Company Inc.</p>
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Successful Roster Consultants - 2011 - 2012

<p>Seferian Design Group Limited                  SNC Lavalin Inc.                  Soil-Mat Engineers &amp; Consultants Ltd.                  Solutia SDO Limited                  Sorensen Gravely Lowes Planning Associates Inc. SRM Associates, a Member of The Sernas Group                  Stantec Consulting Ltd.                  Stevens Burgess Architects Ltd.                  Taylor Hazell Architects Ltd.                  Terraprobe Inc.                  The MBTW Group                  The Municipal Infrastructure Group Ltd.                  The Ventin Group Ltd.</p>	<p>Thermaco Engineering Services (1986) Ltd.                  Thompson Flow Investigations Ltd.                  Unis Lumin Inc.                  Urban &amp; Environmental Management Inc.                  Urban Strategies Inc.                  Urbex Engineering Limited                  V2PM Inc.                  van der Woerd &amp; Associates Ltd.                  Vanderwesten Rutherford Mantecon Inc.                  Wardrop Engineering Inc.                  Wendy Shearer Landscape Architect, Div. of McNaughton Hermsen Britton Clarkson Planning (MHBC)                  Workshop Architecture Inc.                  XCG Consultants Ltd.</p>
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