

Hamilton

REPORT 13-001 OPEN FOR BUSINESS SUB-COMMITTEE

**Wednesday, May 22, 2013
2:00 p.m.
Room 264
Hamilton City Hall**

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

**THE OPEN FOR BUSINESS SUB-COMMITTEE PRESENTS REPORT 13-001 TO
THE GENERAL ISSUES COMMITTEE AND RESPECTFULLY RECOMMENDS:**

**1. "Open for Business" Action Plan – Status Update (PED12164(b)) (City
Wide) (Outstanding Business List Item)**

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

FOR INFORMATION

(a) CHANGES TO THE AGENDA

The Clerk advised that Item 9 of the agenda is amended by including the removal of Outstanding Business List Item 2.

The agenda for the May 22, 2013 meeting was approved as amended.

(b) DECLARATIONS OF INTEREST

There were none declared.

(c) **APPROVAL OF MINUTES**

The Minutes of the November 28, 2012 meeting were approved as presented.

(d) **CONSENT**

(i) **Implementation of a List of Professional Service Companies / Consultants for Customer Referrals (PED13074) (City Wide) (Outstanding Business List Item) (Item 4.1)**

Report PED13074 respecting Implementation of a List of Professional Service Companies / Consultants for Customer Referrals was TABLED for further discussion and for consultation with other municipalities.

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

(i) **Outstanding Business List**

The following Items were identified as being completed and removed from the Outstanding Business List:

Item "2" - Staff to identify areas that are not currently being measured and address those areas

Item "5" - Staff to include all "*Action Items*" into the 2013 Planning and Economic Development Departmental Business Plan and/or the respective 2013 Divisional Work Plans

(ii) **Parkland Dedication Fees and By-law Review**

On a motion, the Open for Business Sub-Committee Chair was requested to meet with the City Manager to discuss the status of the Parkland Dedication Fees and By-law review.

(iii) **Change of Use**

Councillor Whitehead raised the concerns expressed by some new operators who have purchased an existing business with the intentions of operating the same type of business with some modifications to the building which results in them incurring unanticipated, substantial costs such as

change-of-use or re-zoning fees. It was noted that staff endeavour to address this matter as best they can on a case by case basis.

(iv) Acknowledgement

The Committee Members acknowledged the good work of staff and thanked them for their on going support and hard work in addressing the various issues.

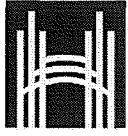
(f) ADJOURNMENT

There being no further business, the meeting be adjourned at 2:48 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

TO: Chair and Members Open for Business Sub-Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: May 22, 2013	
SUBJECT/REPORT NO: "Open for Business" Action Plan – Status Update (PED12164(b)) (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:	

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 provide periodic updates to the Sub-Committee.

Information:

Based on the Sub-Committee direction, the "Open for Business" Staff Working Team worked to ensure all elements of the "Action Plan" have been included in the respective 2013 Work Plans. As well, the "Action Plan" has been re-formatted and populated with comments that reflect the actions to-date and the current status of the individual "Action Items". The document serves as a Report Card; providing an 'at-a-glance' overview

APPENDIX "A" to Item 1 of Open for Business Sub-Committee Report 13-001

SUBJECT: "Open for Business" Action Plan – Status Update (PED12164(b)) (City Wide) (Outstanding Business List Item) - Page 2 of 2

that incorporates the customer service and communications principles requested and emphasized throughout the Public Consultation process. 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.

In order to create a document that can be 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

Generally speaking, the implementation of the "Action Plan" has been successful and work is well underway across the entire Planning and Economic Development Department.

Overview of Status:

- 22 items are "Complete" (representing 32% of the total number of items);
- 30 items are categorized as being "On-Target";
- Nine are listed as "On-Going", and;
- Only one is listed as "Incomplete".

This translates into 90% of the items falling within these categories.






Staff has identified seven 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 Department. Three items rely on the Corporate Web Development team, two rely on action by the Public Works Department, and two are part of a report that has been tabled at Planning Committee.




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 as a tool, both internally and externally, to show the City's commitment to the "Open for Business" attitude to our business and investment clients.

CP/dt
Attach. (1)







"Open for Business" Action Plan






Legend:

-  = Complete
-  = On-Going
-  = On Target
-  = Incomplete
-  = Uncertain or On-Hold

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
Customer Service				
Training				
1.1 Develop and enhance an internal mentoring and Customer Service Training Program targeted towards business clients.	<ul style="list-style-type: none"> As a result of increased enquiries/workloads the focus has shifted slightly to team building – a 'shared' customer service solution. 	January 2013	Medium Term Q3 2013	GMO and HR Debbie Spence
1.2 Training for all front-line staff that includes customer service, making sure that they are looking at the bigger picture of each Project, and providing advice where they are able to or immediately referring to other staff or resources where needed. All Managers to be committed to cross-departmental training for their staff, and to create an understanding about all Planning and Economic Development Department (PED) processes and their impacts on small business owners.	<ul style="list-style-type: none"> Training is scheduled for all involved staff over four one half day sessions during the morning and afternoons of June 13 and 25/13. Note: there is also a Corporate Call Handling Program that will also assist with this item. 	February 2013	Completion date for staff presentations: Q3 2013 Training Component - Ongoing	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	Ongoing	GMO Debbie Spence







One Point of Contact:		June 2010	Ongoing	Lead: Planning, Licensing, and Economic Development Steve Robichaud Al Fletcher Kristin Huigenbos Support: GMO Debbie Spence
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.	<ul style="list-style-type: none"> • There has been a 10 - 15% increase in enquiries at the One-Stop (Q1 2012 vs Q1 2013). • On average there are 3,157 enquiries (phone calls, walk-ins, meetings, and emails) each month at the One-Stop for Business. Broken down into each service area: <ul style="list-style-type: none"> • 1,632 enquiries/month for SBEC • 825 for Licensing • 700 for Business Facilitation <ul style="list-style-type: none"> • One-Stop email (onestop@hamilton.ca) launched in February 2013 includes auto-generated message. <input checked="" type="checkbox"/>			
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"> • 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. <input checked="" type="checkbox"/>	August 2012	Short Term Q1 2013	Building George Wong
Consistency:				
1.6 Officially instated 48 hour return call/email Policy.	<input checked="" type="checkbox"/>	May 28 2012	N/A: Complete	GMO Tim McCabe and Debbie Spence
1.7 Development Engineering to analyze/investigate service delivery option that entails morphing from geographic based teams to application based teams.	<input type="checkbox"/>	February 2013	Medium Term Q4 2013	Development Engineering Tony Sergi
Resources & Tools:				
1.8 Implement a Department-wide customer referral form, which will help enhance communication between staff and provide client background information (i.e. Zoning).	<ul style="list-style-type: none"> • Building has piloted a customer referral form and has made some revisions, which we will implement for Department-wide form. • Draft form is complete and will be coordinated with all Divisions by May 2013. <input checked="" type="checkbox"/>	January 2013	Short Term Q1 2013	GMO Debbie Spence
1.9 Conduct an audit of resources (applications, brochures, online content, video etc.); determine if any new materials need to be created and prioritize all resources to be revised and simplified.	<ul style="list-style-type: none"> • Some of this work is in conjunction with Corporate Web Redevelopment project. <input type="checkbox"/>	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"> • All content has been reviewed and revised. • Some brochures still need to be formatted and edits need to be made to online content. <input type="checkbox"/>	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)?	<ul style="list-style-type: none"> Review is on-target, but completion of new formats will likely be connected to the corporate Web Redevelopment Project priorities. 	Q1 2013	Medium Term Q3 2013	Lead: GMO Support: Planning, Licensing, Building, and Economic Development
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.	<ul style="list-style-type: none"> BizPal continues to be updated with City of Hamilton information, resources and current fee's to ensure full accuracy and transparency of information. 	Q1 2013	Q1 2014	Economic Development Kristin Huigenbos Elizabeth Konca
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 Business Facilitators, Licensing Facilitators, and bring in any other City staff as required.	<p>Statistics from January – March 2013 include the following:</p> <ul style="list-style-type: none"> 268 one-to-one consultations with businesses. 42 new businesses started. 12,797* contacts and enquiries to the SBEC (*include online visits). Facilitated 12 workshops/ seminars with 153 participants. 21 community outreach activities, expanding program awareness to more than 4,316 individuals and businesses in Hamilton. Hosted three (3) major events with more than 208 attendee's. 	Ongoing	Short Term Ongoing	Lead: SBEC Kristin Huigenbos Support: Planning and Licensing Steve Robichaud/Scott Baldry Al Fletcher
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>Statistics from January – March 2013 include the following:</p> <ul style="list-style-type: none"> 140 direct referrals from Business Development Consultants to the One-Stop between January to March 2013. 	Ongoing	Short Term Ongoing	Lead: Economic Development Norm Schleeahn Support: Planning Scott Baldry
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.	<ul style="list-style-type: none"> Scheduled four staff team meetings for 2013, with two (2) meetings already complete. 	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.	<ul style="list-style-type: none"> Based on current workloads within Licensing, educational programs have been postponed until workloads are reduced to be better prepared to deliver these sessions. Programming will be pursued in the Fall 2013 and focus on sector based needs such as food, contractors, and personal service. 	Q1 2013	Short Term Ongoing	Lead: SBEC Kristin Huigenbos Support: Licensing Al Fletcher

Communications and 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.	<ul style="list-style-type: none"> Communications and Marketing Campaign, and potential tactics complete. Month long billboard campaign (January 2013) complete – resulted in a 10% increase in One-Stop enquiries. Departmental decision was made to delay planned promotional activities due to the current workload capacities. This will be re-visited once staffing resources are at full capacity. Conducted six (6) community partner presentations with the YMCA and Hamilton Chamber of Commerce. 	Q1 2013	Short Term Ongoing	GMO Debbie Spence
2.2	Maintain the "One-Stop for Business" 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.	<ul style="list-style-type: none"> Completed new brochure display with signage and banners – includes revised brochures, posters, and consistent branding. 	July 2012	Short Term Q1 2013	GMO Debbie Spence
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.	<ul style="list-style-type: none"> SBEC – continue to follow-up with clients on a semi-annual basis and one (1) year mark of contact with our program to offer further support and resources and gain information pertaining to economic impact indicators. Licensing – no formalized process for client feedback has been implemented to-date due to the current staff resources, workloads, and increasing enquiries at One-Stop. Business Facilitation - Business Facilitation staff continue to record and solicit feedback from clients, providing all avenues available for their input. 	Ongoing	Medium Term Q2 2013: Business Facilitation to begin tracking feedback Ongoing initiative Q4 2013: Licensing to monitor and assess staffing needs to maintain/improve customer service.	Lead: Economic Development, Planning, Licensing, and Building Steve Robichaud/Scott Baldry Al Fletcher Kristin Huigenbos Dio Ortiz Support: GMO Debbie Spence
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.	<ul style="list-style-type: none"> 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. Data will be formatted and presented to the Sub-Committee in Q.4 2013. 	Q1 2013	Short Term Ongoing	Lead: ALL Dio Ortiz Steve Robichaud Gavin Norman Al Fletcher Support: GMO Debbie Spence




<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>	<ul style="list-style-type: none"> The Memo Of Understanding (MOU) is complete, reported to/approved by Council in February/13, and executed by all parties. <p style="text-align: center;"><input checked="" type="checkbox"/></p>	Q1 2012	Short Term Q1 2013	Growth Management Guy Paparella Ray Lee Michelle Sergi
Timelines				
<p>Benchmarking:</p> <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"> 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. Data will be formatted and presented to the Sub-Committee in Q4 2013. The list of timelines for all processes will follow the results of this data. <p style="text-align: center;"><input type="checkbox"/></p>	Q1 2012	Medium Term Q2 2013	GMO Debbie Spence (to coordinate) ALL to provide timelines
<p>Building Permit Application Submission Prior to Site Plan Approval:</p> <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"> prior to the commencement of grading on the site; prior to the application for a building permit; prior to occupancy; and, within one (1) year of occupancy. <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"> 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". <p style="text-align: center;"><input checked="" type="checkbox"/></p>	Q4 2012	Short Term Q2 2013	Lead: Planning Steve Robichaud Support: Building Dio Ortiz
<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"> 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. <p style="text-align: center;"><input checked="" type="checkbox"/></p>	Complete	Q1 2013	Lead: Building Dio Ortiz Support Paul Mallard Jorge Caetano Tony Sergi

<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"> Planning staff have established a timeline of four (4) weeks to review plans that are conditions of the site plan approval. <p style="text-align: center;"><input checked="" type="checkbox"/></p>	Q2 2012	Completed	<p>Planning Lead Steve Robichaud Support Building Dio Ortiz Growth Management Gavin Norman</p>
Review or Creation of Timelines where none currently exist:				
<p>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.</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"> Will report on issues that appear to be causing delays. Growth Management to provide any updates. <p style="text-align: center;"><input type="checkbox"/></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"> Reviews have been completed with reports submitted to OFBSC in September 2012 (PED12150, PED12151). No further improvements in process have been undertaken. 12 month temporary Licensing Clerk position has been hired at One Stop which is provide greater efficiencies and allowing Licence Facilitators to better focus on processing licences. <p style="text-align: center;"><input type="checkbox"/></p>	September 2012	Short Term Ongoing	<p>Licensing Al Fletcher</p>
<p>3.7 Determine an average timeframe to process a Business Licence.</p>	<ul style="list-style-type: none"> Licensing – reviewing staff resources at One-Stop and counter staff relocated to reflect the increased business licence activity. Statistical tracking and reporting processes are directly aligned to items 8.1, 8.2, and 8.3, therefore completion will follow their progress. <p style="text-align: center;"><input type="checkbox"/></p>	Q1 2013	Medium Term Q2 2013 Ongoing (yearly reporting)	<p>Licensing Al Fletcher</p>
Signs:				
<p>3.8 Create one (1) application for all signs as part of the issuance of the building permit, related only to wall and ground signs.</p>	<p style="text-align: center;"><input checked="" type="checkbox"/></p>	Completed	August 2012	<p>Building Jorge Caetano</p>
<p>3.9 Include Sign By-Law on checklist for new business applications.</p> <p>The Business Owner Kit provided at the One-Stop has been revised to identify the City of Hamilton Sign By-Law and sign permit.</p>	<p style="text-align: center;"><input checked="" type="checkbox"/></p>	Q3 2012	Complete	<p>Planning and Licensing Steve Robichaud</p>


3.10 Move to a completely on-line sign application and approval process.	<ul style="list-style-type: none"> Project is tied to Corporate Web Redevelopment Project Team, which has a current focus on content, navigation, search capabilities, and current online services. 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". 	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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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. 	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.	<ul style="list-style-type: none"> 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. 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. 	Q1 2013	Ongoing	Lead: Planning Steve Robichaud/Scott Baldry Support: GMO Debbie Spence
Clear and publicly available guidelines:				
4.4 Update the site plan guidelines and ensure these are described and available to all consultants and businesses.	<ul style="list-style-type: none"> Site plan submission guide updated on an ongoing basis. Reviewing online content as part of Web Redevelopment Project – condense, reformat, and increase clarity. 	Ongoing	Ongoing	Planning Steve Robichaud/Joe Gravina
Engineering Guidelines:				
4.5. Update and distribute current engineering guidelines by end of 2012, and ensure these are described and available to all consultants and businesses.	<ul style="list-style-type: none"> Guidelines have been written and distributed internally. External distribution date and on-line availability is being determined. 	Q3 2012	Short Term Q1 2013	Growth Management Gavin Norman John Morgante Sally Yong-Lee






<p>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.</p> <p>Regularly publish changes to individual sections and policies within the guideline as required in consultation with the industry.</p>	<ul style="list-style-type: none"> Review is underway The method of publishing and notification to be determined. Development Guidelines and Financial Policies Review have been tendered by Request for Proposal (RFP) and will be awarded by May/13 and scheduled for completion by Q1 2014. 	Q2 2012	<p>Short Term</p> <p>Q1 2013/Q4 2013</p> <p>September 26, 2012 (Report was approved by Planning Committee).</p>	<p>Growth Management</p> <p>Guy Paparella</p>
<p>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).</p>	<ul style="list-style-type: none"> Review is underway. The method of publishing and notification to be determined. 	Q1 2013	<p>Medium Term</p> <p>Q2 2013</p>	<p>Growth Management</p> <p>Gavin Norman</p>







Building Processes

<p>5.1 Implement recommendations from the Report (PED12161) from Building Services entitled Recognition of Legally Established Business Uses Where Property Records are Non-Existent.</p>		Q3 2012	<p>Short Term</p> <p>Complete</p>	<p>Building</p> <p>Dio Ortiz</p>
<p>5.2 Increase promotion of the Ontario Building Code (OBC) pre-consultation meeting.</p>	<ul style="list-style-type: none"> Cable 14 video and posted to You Tube Channel (www.youtube.com/insidacityofhamilton) in October 2013 – 88 views as of April 16, 2013. Developing poster for 3rd Floor to remind clients about this service. 	September 2012	<p>Short Term</p> <p>On Going</p>	<p>Building and GMO</p> <p>Dio Ortiz and Debbie Spence</p>
<p>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.</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"> 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. 	Q2 2013	<p>Short Term</p> <p>On-Going</p>	<p>Building</p> <p>Dio Ortiz</p>








Zoning & Parking Requirements





Reducing Parking Requirements in Strategic Areas:			Q1 2012	Medium Term	Planning
<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"> 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. 		<p>Q3 2013</p>	<p>Lead</p> <p>Joanne Hickey-Evans</p> <p>Support</p> <p>Economic Development and Parking</p>	

6.2 Conduct stakeholder consultation on the proposed zoning changes. Consultation will occur in.	<ul style="list-style-type: none"> Same as Action Item 6.1 (above). 	Q1 2013	Medium Term Q3 2013	Planning Joanne Hickey Evans
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.	<ul style="list-style-type: none"> Report presented to Open For Business Sub-Committee September 2012 (PED12151). 	Q3 2012	Complete	Licensing Al Fletcher
Business Licensing				
7.1 Develop a new Liquor Licensing process.	<ul style="list-style-type: none"> 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. 	Q3 2012	Short Term Q1 2013	Licensing Al Fletcher
Technology				
8.1 Review all current electronic tools to help make it easier for staff to monitor, communicate, and report on an individual applicant's status, and to recommend ways to increase the effectiveness of these tools (e.g. enhance current functionality on mobile devices) as well as new technology where necessary and financially feasible.	<ul style="list-style-type: none"> Received Council approval through the 2013 Capital Budget to develop an implementation plan for AMANDA support. 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. An AMANDA Governance Team has been established with a view to bring Growth Management and Planning on board with AMANDA. As hiring occurs in these Divisions, AMANDA support staffing will be monitored and reviewed. 	Q1 2013	Medium Term Q4 2013	AMANDA Governance Team – Building, Growth Management, MLE, Planning Support: GMO and IT

<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>	<ul style="list-style-type: none"> • Licensing – current AMANDA data base improvements currently being undertaken. • Building – supporting current user clients and anticipating assisting as further Divisions come on Board. • Planning and Growth Management – enhancements to AMANDA and processes currently under review. 	Q4 2012	Long Term 2014	<p>Building, Planning, Growth Management, and Licensing Sally Yong-Lee Gavin Norman Steve Robichaud</p> <p>Al Fletcher/Joe Xamin Dio Ortiz</p>
<p>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.</p>	<ul style="list-style-type: none"> • Growth Management to expand use of AMANDA for facilitating grading approvals and site plan inspection. • Building Services Staff are trained and anticipate providing support as other Divisions begin AMANDA use. 	Q4 2012	Medium Term Ongoing	<p>Building and Growth Management Sylvia Bishop Dio Ortiz John Morgante</p>
<p>8.4 Review the potential of an electronic "<i>public portal application</i>" 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.</p>	<ul style="list-style-type: none"> • Timing will be dependent on advancement of the Corporate Web Redevelopment Strategy. 	Q4 2012	Long Term 2014	<p>Building, Planning, Growth Management, and Licensing Steve Robichaud Al Fletcher/Joe Xamin Dio Ortiz</p>
<p>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.</p>	<ul style="list-style-type: none"> • Planning Division is the lead on this Project. 	Q4 2013	Long Term 2015	<p>Planning and Growth Management</p>
<p>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.</p>	<ul style="list-style-type: none"> • 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. 	Q3 2013	Long Term 2014	<p>Building, Planning, Growth Management, and Tourism and Culture (AMANDA) Dio Ortiz Wayne Schrapp Steve Robichaud Bridget MacIntosh</p>
<p>8.7 Engage discussions with the Corporate Information Technology Divisions regarding the development of a Corporate Cloud Technology Policy.</p>	<ul style="list-style-type: none"> • This project is related to both the Open Data Policy and Web Redevelopment Project. 	Q2 2013	Medium Term Q4 2013	<p>Open Data Policy Team and Web Redevelopment Team Al Little Mike Kirkopoulos Mike Zegerac</p>

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.	<ul style="list-style-type: none"> 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. 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> 	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"> Database has been populated. Ongoing heritage evaluation of properties. Information Technologies (IT) to integrate database with GIS and mapping. Migration to the web pending the update of the City website. 	Q2 2012	Medium Term Q4 2013	Planning Paul Mallard 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"> As part of the Corporate Web Development Project, we are reviewing the stats for all of our pages and completing an analysis of content (Phase 1) with the goal of deleting or condensing by 50%. Phase 1 to be complete by April 31, 2013. 	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.	<ul style="list-style-type: none"> 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". Discussed at Senior Management Team (SMT), November 2012. Report completed by Real Estate and presented to SMT. Delayed at SMT pending consideration of "Parkland Acquisition Strategy" Report to be finalized by Public Works. (Timing for this Public Works Report is uncertain). 	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"> This is part of the overall discussion of 10.1 and therefore the timing will be contingent the same timeframes. 	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"> Rural Official Plan approved by the Ontario Municipal Board in March, 2012. Rural Official Plan contains policies for on-farm economic development opportunities. Rural Zoning By-Law being prepared to implement Rural Official Plan Policies. 	Q2 2012	Q4 2013	Planning Joanne Hickey Evans
11.2 Consider adding a new Business Facilitator position or task a current Business Facilitator to take on the role and expertise of "Rural Business Facilitator".	<ul style="list-style-type: none"> 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
Fees				
12.1 Prepare a comprehensive Fee Review Study as part of the 2013 Budget.	<ul style="list-style-type: none"> Fee review is part of the 2013 Budget process. Scheduled for consideration by Planning Committee December 4, 2012. User Fee Review completed in November/12, reported to/approved by Council in December/12, and User Fee By-Law implemented January/13. 	Q3 2011	Q4 2012	Planning and Growth Management Guy Paparella Tony Sergi
Letters of Credit (LCs)				
13.1 Review staffing based on activity levels and revenue.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.		Ongoing	Medium Term Q4 2013	Growth Management John Morgante

Intensification Policies & Guidelines				
14.1 Develop and implement an intensification and re-urbanization Education Program.	<ul style="list-style-type: none"> This item will be a component of the City's Residential Intensification Strategy with implementation on-going. 	Q3 2012	Medium Term and Ongoing 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"> 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