

Red Tape Red Carpet Progress Status

Type	#	Recommendation	Owner	Status	Key Target Dates	What have we done so far?
Cutting Red Tape	RT1	Establish a position at City Hall to act as our Chief of Business Development, serving as a primary outreach for attracting new businesses to Burlington, overseeing and expediting applications through the system and reporting progress and obstacles regularly to City Council and the City Manager	City Manager	In Progress	Ongoing	<p>New role of Customer Experience Manager - Business Development created in the City Manager's Office as Business Support Concierge. Job Description is under development short term focus on providing seamless customer service between BEDC & City for city processes in addition to review and follow up on all matters referred to CMO for business development, business relations and City planning and development. Process matters and issues escalation will be coordinated by this role. RTRC email setup to be monitored directly by Customer Experience Manager - Business Development. Monthly report on RTRC issues raised by businesses that are resolved and outstanding will be managed by BEDC and Customer Experience Manager - Business Development. Q1 2020 draft report will be presented to council on business development interactions in conjunction with RTRC implementation plan.</p> <p>Focus of new role will be business support related to developments and red tape. Sales, promotion, marketing, branding and business attraction activities will be led by Burlington Economic Development.</p>
Cutting Red Tape	RT2	Develop and implement targets and Key Performance Indicators (KPIs), including timelines for processing business applications, for all staff in planning, building & development teams	Community Planning	In Progress	Ongoing	Performance Concepts and Dillon consulting are currently undertaking a review of pre-building permit development approval processes to be completed by December 2019.
Cutting Red Tape	RT3	Streamline and optimize the zoning, site grading and Committee of Adjustment processes for faster execution and resolution, considering recommendations from industry professionals	Community Planning	In Progress	Ongoing	Performance Concepts and Dillon consulting are currently undertaking a review of pre-building permit development approval processes to be completed by December 2019.
Cutting Red Tape	RT4	Optimize the City of Burlington website with relevant, informative and easy-to-find content that is search-optimized and externally marketed in order to support businesses through their journey with us	City Manager's Office in coordination with Economic Development & Community Planning	In Progress	Ongoing	<p>New Red Tape Red Carpet webpage created.</p> <p>Economic Development and Communications meeting to discuss coordination of marketing, communications and ongoing projects</p>
Cutting Red Tape	RT5	Implement improved customer service technology including a self-serve online portal for applicants including the ability to submit and check on the status of their applications.	Community Planning	In Progress	Q3 2020	CofA has initiated accepting and circulating applications in digital format as first step.
Cutting Red Tape	RT6	Explore additional paid "Fast Track" options for rush projects and business applications in areas in addition to the existing fast track for building permits, while also ensuring the delivery date results in a firm decision.	Community Planning	Not Started	Q1 2020	Other options for fast track applications will be reviewed following the Bill 108 and process review.
Cutting Red Tape	RT7	Foster a strong and meaningful culture of high performance and employee recognition	City Manager	In Progress	Ongoing	Created new role Customer Service Experience Manager and council approved new organizational structure implemented September 24th. Review of customer service business process across city to be completed Q4 2019. Developing a culture of performance assessment will be integrated with the customer service commitment.

Cutting Red Tape	RT8	Review the agribusiness rules, zoning, and definitions to encourage diversified use and help support economic sustainability for our rural/farming businesses.	Community Planning	In Progress	Ongoing	Agribusiness Guide being developed by Burlington Economic Development to support rural business.
Cutting Red Tape	RT9	Establish a rural-point-of-contact person who can navigate agriculture requests (business or otherwise) with other agencies.	Community Planning	In Progress	Q4 2020	Planner assigned as interim key point of contact for rural business support.
Cutting Red Tape	RT10	Target completion of all minor site plan reviews and zoning clearances within 30 days.	Community Planning	In Progress	Ongoing	Performance Concepts and Dillon consulting are currently undertaking a review of pre-building permit development approval processes to be completed by December 2019. Upon completion of process review resources needed and timing to achieve targets will provide the basis for changes.
Cutting Red Tape	RT11	Implement an acceptable Standard Deviation for development related plans and drawings that better accounts for the use of imperial measurements (e.g. 0.00m or 3/16").	Community Planning	In Progress	Ongoing	Staff are accepting applications which include imperial dimensions in addition to the required metric dimensions, should the applicant decide to include the both measurement systems. Staff are accepting two decimal places as a standard conversion deviation.
Rolling out the Red Carpet	RC12	Develop a clear vision and associated branding strategy at the City of Burlington with respect to business attraction and development.	Economic Development in coordination with City Manager's Office	In Progress	Investment Attraction Ongoing New Burlington Brand launch Q1 2021	<p>New Business Attraction Strategy focused on 6 niche sectors developed and to be presented to council in October. The following Sectors have been defined as a focus for Investment Attraction where Burlington has a strong value Proposition:</p> <p>1 - Advanced Manufacturing – Robotics & Process Engineering, Additive & Composite Manufacturing 2 - Business & Professional Services – Regional Head Offices 3 - Clean Tech – Water & Waste Water Technology 4 - Information Technology – Smart Tech, Sensors, Software & Property Tech 5 - Biomedical & Life Sciences – Cannabis HQ & R&D 6 - Creative Industries & Film</p> <p>Value propositions, investment attraction partners, lead gen channels and marketing materials are being developed for each cluster. An update on the Investment Attraction Strategy and new Burlington Brand will be provided as part of the Red Tape Red Carpet update to council.</p> <p>A full brand workplan is in development and the target is to launch and activate Burlington's comprehensive new city wide brand Q1 2021.</p>
Rolling out the Red Carpet	RC13	Mayor and leadership team act as Chief Salespeople, actively seeking out opportunities to bring new business to Burlington.	Economic Development	In Progress	Ongoing	<p>Burlington key messaging for business and sector specific one pagers with value propositions are in development. Opportunities to engage Members of Council and leadership team being identified as part of Investment Attraction Strategy.</p> <p>Business Development Day added to Itabashi agenda to develop economic opportunities through sister cities.</p> <p>Mayor Meed Ward and Councillor Galbraith supported the Burlington pitch with Turkish Electrical Delegation in September.</p>
Rolling out the Red Carpet	RC14	Make business attraction/retention a standing item for discussion at all Planning & Development Committee meetings.	City Manager	Completed	Q4 2019	First Red Tape Red Carpet update to Council to take place in October and on a quarterly basis thereafter. Customer Service Experience Manager will be reporting monthly on Red Tape Red Carpet interactions.

Rolling out the Red Carpet	RC15	Launch monthly Subject Matter Expert (SME) drop-in sessions where businesses can come ask questions and get advice and guidance from experts from the City of Burlington and partner organizations.	Customer Experience Manager - Business Development	In Progress	Q1 2020	Planning for launch of lunch and learns with staff in December.
Rolling out the Red Carpet	RC16	Create an “Open for Business” customer service window, ideally on the first floor of City Hall, co-locating key staff from different business-related departments for easy public access and on-the-spot collaboration & problem solving.	Customer Experience Manager - Business Development	In Progress	Q3 2020	Commencing development on comprehensive space plan with integration of public space in City Hall. Initial requirement is to confirm needs, design and costing followed by implementation plan. Further details to be provided in next on RTRC report implementation in Jan 2020.
Rolling out the Red Carpet	RC17	Review the efficiency, effectiveness and optimal structure of the Burlington Economic Development Corporation and TechPlace, as well as the opportunity for a Municipal Development Corporation, in achieving the city’s business attraction and retention goals (see companion report listed on July 8, 2019 COW agenda: M0-04-19).	City Manager	In Progress	Q4 2019	RFP issued and project management structure formed to guide review process.
Rolling out the Red Carpet	RC18	City Manager to review and implement changes to the City’s organizational structure and business processes to give priority strategic focus to enhanced economic and business development working closely with the BEDC.	City Manager	In Progress	Ongoing	New Council approved organizational design implemented September 24th.
Rolling out the Red Carpet	RC19	Explore opportunities to use city parking supply as a leverage for business attraction and address existing downtown parking challenges.	Economic Development	In Progress	Q1 2020	Internal working group formed with Burlington Economic Development, Downtown Business Association and City of Burlington to look at problems and solutions in leveraging parking to attract employment.
Rolling out the Red Carpet	RC20	Consider the establishment of a venture capital fund to support business attraction (use Innisfil Accelerates as an example/model – innisfilaccelerates.ca).	Economic Development	In Progress	TBD	RFP issued for Economic Development Strategic Review. The use of a venture capital fund will be addressed through this process.
Rolling out the Red Carpet	RC21	Continue municipal advocacy by the Mayor and senior leaders at the City of Burlington with other levels of government and partner agencies to speed up their approvals as part of the overall development process.	City Manager	In Progress	Ongoing/Q1 2020	Engaged key ministers on issues at Association of Municipalities of Ontario Conference in August. In conjunction with preparing for an advocacy strategy related to RTRC for Q1 2020.
Rolling out the Red Carpet	RC22	Develop a Brownfield Community Improvement Plan for the City of Burlington with said plan to include redevelopment goals, specific targets, actions, and an implementation and monitoring strategy.	Economic Development	In Progress	Q3 2020	CIP Working Group formed and consultants engaged to deliver recommendations on a Community Improvement Plan to Council in Q3 2020.