



SUBJECT: Red Tape Red Carpet (RTRC) implementation update - Q1 2020

TO: Community Planning, Regulation & Mobility Cttee.

FROM: Burlington Economic Development Corporation

Report Number: BEDC-02-20

Wards Affected: All

File Numbers: 125

Date to Committee: May 12, 2020

Date to Council: May 25, 2020

Recommendation:

Receive and file burlington economic development report BEDC-02-20 regarding Red Tape Red Carpet (RTRC) implementation update for Q1 2020.

PURPOSE:

Vision to Focus Alignment:

- Increase economic prosperity and community responsive city growth
- Deliver customer centric services with a focus on efficiency and technology transformation

Background and Discussion:

On September 23, 2019, City Council approved the 22 recommendations arising from the Mayor's Red Tape Red Carpet (RTRC) Task Force initiative to better serve our customers as part of the City's commitment to continuous improvement. A draft implementation plan was presented at the October 8th Planning and Development Committee and approved by City Council on October 21st, 2019.

An online Red Tape Red Carpet Dashboard was launched and presented at the December 3rd Planning and Development Committee to provide regular updates on implementation of the recommendations and ensure transparency and accountability. It

breaks out each of the 22 recommendations and provides interactive tools to review the status and what's been done so far. The dashboard has been updated to reflect progress against RTRC Implementation in Q1 2020 and is available for review at <https://www.burlington.ca/en/your-city/red-tape-red-carpet-task-force-progress.asp>. A spreadsheet outlining progress against the 22 recommendations is also detailed in Appendix A.

Key Actions on the Implementation of Red Tape Red Carpet Recommendations

Action Area 1: Organizational Redesign to Enhance Economic & Business Development

1. Executive Director Structure & Strategy & Risk Team (SRT)
 - A new Strategy and Risk Team (SRT) has been created who will work to understand the broader perspective by looking out onto the horizon for what might affect the organization as a whole, what opportunities the City of Burlington can take advantage of, and evaluating the potential impacts to the organization as a whole. SRT's focus is on organizational strategy and risk.
 - New role Executive Director of Strategy, Risk & Accountability position has been created to have corporate responsibilities for strategy execution, business performance, service reviews, continuous improvement, and change and risk management.
2. Customer Experience Management
 - New role Executive Lead – Customer Experience has been created to provide strategic oversight on the new focus on the customer's experience allowing the City of Burlington to better meet the needs of our residents and businesses. This new role will oversee the new positions of Customer Experience Managers, the implementation of the CRM and the transformation of the customer service experience at city hall.
 - New role Customer Experience Manager – Business Development has been implemented. A staff member has been assigned to this role since October 2019 and open recruitment is underway for a permanent staff member. This role is focused on strategic management of high impact business development files and acting as a concierge for businesses as they navigate regulatory processes.
3. Process Improvements
 - Performance Concepts and Dillon Consulting have completed a review of pre-building permit development approval processes, with recommendations on workflow for processing these applications. Staff are

currently evaluating staffing requirements to implement workflow. Based on current staffing levels, a target of 3 to 4 weeks is established for initial response from respective departments to applicants. Staffing consideration through Phase II of the organizational structure is being approached with the intent of reducing response time. The Residential Development Technical role has been repositioned to implement a coordinated review of Zoning Clearance Certificates, Grading and Drainage Certificates, and Forestry Permits. Within Q2 2020 these certificates and permits will be reviewed in tandem and issued as a package. This will provide clarity to the customer as to when they are able to apply for their building permit.

- Committee of Adjustment has implemented a pre-consultation process, initially limited to new dwellings and properties within Special Planning Areas. The pre-consultation provides customers with insights into the challenges and opportunities with their proposal, explains the process and identifies potential fees that will be associated with the review. The objective is for a clear process for the applicant and improved quality of applications to reduce the number of resubmissions.

4. Burlington Economic Development Governance Review

- MDB Insights and Urban Metrics have been selected to lead the governance review process. A detailed workplan and milestones were approved by the Steering Committee composed of City Manager Tim Commisso, Mayor Meed Ward, Councillor Sharman, Councillor Galbraith, and Burlington Economic Development Board Chair Randy Smallbone. Stakeholder interviews began in March, along with comparative analysis with other cities' economic development strategies. Work to be completed in Q3 2020.

Action Area 2: Clear Vision & Strategy for Business Attraction, Retention & Development

1. Coordinated Communications & Story Telling

Corporate Communications, Economic Development and members of Council are working closely to help create coordinated messaging for businesses and support members of Council in their roles as Chief Salespeople. Examples of key activities include:

- Development of new materials including the newly released provincial report for supporting investment attraction in Ontario available [here](#). Led by the Ministry of Economic Development Job Creation and Trade, the purpose of the report is to encourage doing business in Ontario. Based

on the Ministry's key target sectors, the Province is distributing the report to International Trade Offices worldwide. It will also be distributed at the Ontario pavilion at tradeshow conferences and events both abroad and at home. Finally, the report will be distributed by Ministers attending speaking engagements. We are looking to leverage key opportunities to tell our story and tap into existing business attraction networks.

- Redevelopment of the Business in Burlington webpage to provide targeted content for businesses. This page is available at www.burlington.ca/en/services-for-you/business-in-burlington and new content will be launched in Q2 2020.
- Members of Council have been supporting economic development by acting as Chief Salespeople to attract investment to Burlington; key highlights include:
 - Turkish Electrical Delegation hosted by Mayor Meed Ward & Councillor Kelvin Galbraith in 2019 to pitch Burlington as a destination for Turkish electrical distribution companies looking to invest in Canada.
 - LatAm Startup delegation supported by Councillor Galbraith which has already seen three Latin American companies invest in Burlington in 2020.
 - Multiple business events where members of Council have helped communicate Burlington's value proposition, demonstrate Council's commitment to supporting the business community, and affirm that we are open for business.

2. One Brand

- The One Brand Work Plan was discussed at the December 3rd Planning & Development Committee and approved at the December 16th Council Meeting. Following this an Advisory Committee was formed composed of key internal and external stakeholders to guide the development of the One Brand. An RFP has been issued for an agency to support the development of the One Brand. As a result of Covid-19 crisis the timing for the One Brand may be shifted.

3. Municipal Advocacy for Burlington's Economic Goals

- At the 2019 Association of Municipalities of Ontario Annual Conference, the Mayor and members of Council and the City Manager held meetings with key provincial ministers about development applications. The materials developed to help tell the story of Burlington's economic goals and opportunities for ministerial support are included in Appendix B.

4. Post-Secondary Attraction

- The Post-Secondary Attraction Framework was presented at the October 7, 2019, Committee of the Whole and approved at October 28, 2019, Council meeting. Burlington Economic Development has been working closely with post-secondary partners to advance opportunities for post-secondary engagement and expansion in Burlington. Regular discussions are taking place with committee on post-secondary partnership opportunities.
5. Business Attraction & Retention Strategy
- Business Attraction – Following the presentation of Burlington Economic Development’s Business Attraction Strategy at the October 8, 2019, Planning and Development Committee efforts have been focused on the key industry sector niches where Burlington has a strong value proposition.
 1. Clean Tech – Water & Wastewater Technology – Priority Sector
 2. Biomedical & Life Sciences – Cannabis HQ and R&D – Priority Sector
 3. Advanced Manufacturing – Robotics & Process Engineering, Additive & Composite Manufacturing
 4. Business & Professional Services – Regional Head Offices
 5. Information Technology – Smart Tech, Sensors, Software & Property Tech
 6. Creative Industries & Film
 - In light of the economic consequences of the Covid-19 crisis Team Burlington has developed a crisis support plan for businesses and will be developing a Team Burlington Economic Recovery Task Force to focus on the supports needed to help businesses to continue to locate, start and grow in Burlington. A report on the economic impacts of Covid-19 and planning for recovery was approved at the April 20th Council meeting.
6. Innovation and Entrepreneurship (I&E) Strategy
- Burlington Economic Development’s 2016 I&E Strategy involved stakeholder consultations and a study that revealed a gap and a clear need to have a physical space to better connect the innovation and entrepreneurship ecosystem.
 - Since opening in June 2017, TechPlace has supported over 15,000 users through more than 300 learning opportunities and has provided services to over 371 innovative, high-growth businesses, including 53% (196) that have been introduced/attracted to the Burlington ecosystem. TechPlace’s \$370,000 annualized investment leverages over \$700,000 in Provincial

and Federal funding and helped Burlington entrepreneurs generate over \$35 Million in revenue and create 257 jobs in the 2018/2019 Fiscal Year. (This is based on 63 Haltech clients in Burlington for the Fiscal Year ending March 31, 2019).

- Supporting the growth of Innovative Companies is a focus area through both TechPlace and business, retention and expansion programming. Confidential Appendix C discusses an innovative high growth company under separate cover due to confidentiality and intellectual property.

Action Area 3: Innovative Tools to Support Business Attraction, Retention & Development

1. Community Improvement Plan (CIP)

- A CIP Project Team was formed in 2019 and consultants were engaged to deliver recommendations to Council on a Brownfield Community Improvement Plan, along with recommendations for future CIPs as part of a comprehensive CIP workplan in Q3 2020. A workshop took place on March 2020 to engage the employment development community on initial directions for the Brownfield CIP. Based on input from the Project Team and workshop, draft directions for the Brownfield CIP have been developed. The Draft Directions are contained in Appendix C. Municipal Development Corp (MDC)
- The development of a Municipal Development Corporation is being considered as part of an integrated workplan for the Burlington Economic Development Governance Review. Stakeholder engagement is taking place to help guide initial directions and we anticipate bringing recommendations to committee in Q4 2020.

2. TechPlace Business Model and Innovation & Entrepreneurship Strategy

- As an integrated part of the Burlington Economic Development Governance Review, we are engaging stakeholders in the Innovation & Entrepreneurship ecosystem on the success of TechPlace to-date and the best model to support job creation and the economic impact of start-up and scale-up companies. The work includes one-on-one interviews, a stakeholder workshop and comparisons to other cities' approaches to supporting Innovation & Entrepreneurship.

Connections: Vision to Focus

The Red Tape Red Carpet Task Force recommendations contribute to the City's work towards Council's 2018-2022 Plan: From Vision to Focus. Business Growth is a top priority of Focus Area 1, Increasing Economic Prosperity and Community Responsive City Growth Management. The implementation of the Red Tape Red Carpet Task Force recommendations will make it easier for businesses to locate and thrive in Burlington. A Customer first approach is a top priority of Focus Area 5, Customer Centric Services with a Focus on Efficiency and Technology Transformation. The City's development application review process and new customer experience approach are examples of the commitment to make the process easier and seamless for customers. The recommendations from the Red Tape Red Carpet Taskforce will be fully integrated into the next iteration of Vision to Focus in Spring 2020.

Connections: Team Burlington

Since the emergence of the COVID-19 crisis, Team Burlington has been taking a coordinated approach with Burlington's business support organizations, which includes Burlington Economic Development, Burlington Chamber of Commerce, Burlington Downtown Business Association, Aldershot Village BIA, and Tourism Burlington, in supporting businesses during COVID-19. During this challenging time, Team Burlington are focusing their efforts on:

1. Keeping our business community well informed as relevant and timely information becomes available.
2. Providing key tools/resources to support organizations during this very difficult time.
3. Working closely with our community partners to play a key leadership role for the business community and connecting organizations to support business.
4. Advocating for the interests of business and the provision of relief measures to ensure the viability of businesses into the future with all levels of government.
5. Developing recovery plans so we are poised to support the restart of business and welcome new development when we are able.

Strategy/process

The recommendations brought forward by the Red Tape Red Carpet Taskforce involved extensive engagement with the business community to develop the 22 recommendations. Extensive work is underway by staff to deliver on the recommendations and regular updates will be made to Council on progress against objectives.

Ongoing feedback from the business community will be collected via the Customer Relationship Management (CRM) system and annual business survey to inform further

strategies and recommendations to better support businesses to start, locate and grow in Burlington.

Financial Matters:

At this time there are no current financial impacts to the implementation of the Red Tape Red Carpet recommendations.

Climate Implications

The implementation of the Red Tape Red Carpet Recommendations has the following climate implications:

- Through the approval and implementation of a Brownfield Community Improvement Plan, contaminated sites will be made ready for future uses.
 - As part of the Business Attraction Strategy a focus will be on Cleantech which will attract companies that provide solutions to climate and environmental issues.
 - Coordinated communications and marketing for business development will take a digital first approach focusing on digital assets such as websites and electronic distribution of information to reduce paper consumption.
 - Burlington Economic Development's Business Attraction & Retention and policy initiatives also help support GHG emissions reduction through the GO Corridor Vision and Master Planning which will encourage increased employment density and mixed-use development. As well, initiatives are being developed with Burlington Transit to increase transit connectivity to employment areas and create more opportunities for employees to use public transit for their day-to-day commutes, thereby reducing the production of GHGs by private vehicles.
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Engagement Matters:

Public feedback informed the Red Tape Red Carpet Task Force recommendations and was gathered from a series of events (town hall, focus groups and task force sessions) along with other studies, surveys and anecdotal feedback to identify the challenges and obstacles facing growth and relocation of businesses in Burlington, and develop actionable solutions. In addition, there are other actions that are recently completed or underway to communicate this initiative and to continue the receipt of feedback, including:

1. Updated website content: www.Burlington.ca/RTRC

2. New email address: RTRC@burlington.ca – routes to Customer Experience Manager-Business Development
 3. Ongoing blog posts for example: <https://mariannemeedward.ca/red-tape-red-carpet-task-force/redtape-red-carpet-recommendations-approved/>
 4. RTRC Newsletter distribution with same content as blog posts
 5. Social posts following Council September 23rd approval of recommendations and ongoing progress reports to Council
 6. Feedback intake survey completed via <https://www.getinvolvedburlington.ca/>
 7. Postcard handout for customer-serving staff
 8. Updated dashboard available publicly at <https://www.burlington.ca/en/your-city/red-tape-red-carpet-task-force-progress.asp>.
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Conclusion:

The implementation of the recommendations developed as part of the Mayor's Red Tape Red Carpet Task force initiative is well underway and regular progress reports will be ongoing.

Respectfully submitted,

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Appendices:

- A. Red Tape Red Carpet Implementation Update Q1 2020
- B. Advocacy materials presented to the Minister of Transportation at AMO 2019
- C. Draft Directions for a Burlington Brownfield Community Improvement Plan

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.