

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	Executive Lead Customer Service	In Progress	Ongoing	<p>New role of Customer Experience Manager - Business Development created as part of the new Customer Experience Team and recruitment is ongoing. 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 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.
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	<p>Performance Concepts and Dillon consulting have completed a review of pre-building permit development approval processes, with recommendations on workflow for processing these applications.</p> <p>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</p> <p>Committee of Adjustment has implement a preconsultation process, initially limited to new dwellings and properties within Special Planning Areas. The preconsultation provides customers with insights into 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.</p>
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	Corporate Communications & Economic Development	In Progress	Ongoing	<p>New Red Tape Red Carpet webpage created.</p> <p>Economic Development and Corporate Communications coordinating marketing, communications and ongoing projects.</p> <p>New targeted content developed for www.burlington.ca/en/services-for-you/business-in-burlington and will be launched in Q2.</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.	IT with Community Planning	In Progress	Unknown	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	Q2 2021	Other options for fast track applications will be reviewed as part of Comprehensive Fee Review. RFP for review in Q2 2020.

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 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. Reviewing planning support for Agribusiness and integration as part of new process reviews and organizational changes.
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 have completed a review of pre-building permit development approval processes, with recommendations on workflow for processing these applications. Staffing consideration through Phase II of the organizational structure is being approached with the intent of reducing response time.
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	Completed	Complete	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> <ol style="list-style-type: none"> 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>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>Funding, Project Team and Advisory Committee in place for One Brand.</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	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 on an ongoing basis as part of Investment Attraction Strategy. Sister City economic opportunities. Business Development Day added to Itabashi agenda and economic activities integrated into Apeldoorn Agenda. Members of council supporting key business activities including: Burlington pitch with Turkish Electrical Delegation in September 2019. Equation Angels launch in X 2019. Relationship development with key business attraction partners including the Turkish Consul General.
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	Regular updates taking place to Council on Business Attraction & Retention in additional to RTRC Implementation Updates.
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	2 internal staff sessions completed in December 2019 and discussions to take place for sessions with business community.
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.	Environment Infrastructure & Community Services in partnership with Community Planning	In Progress	Q3 2020	Commencing development on comprehensive space plan with integration of public space in City Hall. Coordinating with Customer Experience Steering Committee.
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	Q2 2020	MDB Insight and Urban Metrics selected to lead governance review process. Detailed workplan and milestones approved by Steering Committee composed of City Manager, Mayor Meed Ward, Councillor Sharman, Councillor Galbraith and the Chair of Burlington's Economic Development Board. Stakeholder interviews beginning in March along with comparative analysis with other cities economic development. Work to be completed in Q2 2020.
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. Phase II organizational changes in development.
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	Q4 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	Engaged key ministers on issues at Association of Municipalities of Ontario Conference in August 2019. Ongoing discussions taking place with Corporate Communications & Government Relations, Burlington Economic Development and city leadership.
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.