

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 & Burlington Economic Development	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.</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	<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. 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. Department reorganized and additional staff being hired but require technology implementation in 2022 to track KPIs.</p>
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	Completed	Complete	<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.</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	Ongoing	<p>The integrated process outlined in RT3 will be accepting and circulating applications in digital format as of 2020-04-30.</p> <p>New software launched for digital circulation and review of all application types. Further information on development application processes can be found at burlington.ca//development info.</p> <p>Budget request for comprehensive system will be submitted in 2022.</p>
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	Delayed comprehensive Fee Review due to workload management.
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. 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 available at https://investburlington.ca/wp-content/uploads/2020/07/Agritourism_Guide-2020.pdf
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 2021	Planner assigned as interim key point of contact for rural business support. Engagement with BAARAC will take place in 2021 to discuss what has worked so far and how we should scope the support role moving forward.
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 TBD	<p>On March 13 202, the One Brand RFP process was completed and BT/A was the successful proponent. As phase 1 of the One Brand project BT/A has completed the new InvestBurlington.ca website immediately. The new redesigned website is more customer focused, interactive and will speak to our key investment attraction and business retention sectors. It will help support the new digital lead generation focus for investment attraction activities in light of covid-19.</p> <p>The One Brand project is on pause for 2021 so that resources can be focused on supporting residents and businesses through COVID-19 impacts.</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	Opportunities to engage Members of Council and leadership team being on an ongoing basis as part of Investment Attraction Strategy. Council engagement with businesses has been refocused on the COVID-19 response and business support.
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 addition to RTRC Implementation Updates. Monthly updates taking place on COVID-19 economic updates and business support.
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 & Burlington Economic Development	In Progress	Q1 2020	2 internal staff sessions completed in December 2019 and webinar session for developers on new submissions systems being planned for June 2020. Drop in sessions on CX and to be looked at as part of CX program.
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 2022	The One Window project is being reconsidered in light of new physical distancing requirement and other covid-19 adaptations in the workplace. An update was provided at the March 4th Meeting of the Environment, Infrastructure and Community Services Committee (EICS). Counter will be fully completed by Q3 2022 with phased components.
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 2020	Governance review recommendations were approved by Council in 2020 and actively being implemented by the Burlington Economic Development Board of Directors.
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 part of a multiyear roll out across departments.
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	ongoing	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. Short term pivot with COVID-19 to support business through using parking for retail pick up and patios.
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	Work ongoing 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	Ongoing discussions taking place with Corporate Communications & Government Relations, Burlington Economic Development and city leadership. Joint engagement to all levels of government on business needs during covid-19 being led by Team Burlington.
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	Q4 2020	Brownfield CIP Policy approved by Council in March 2021. By Laws to be adopted in Q2 2021 and a comprehensive framework and implementation recommendations will be brought to council in Q4.