

# Red Tape Red Carpet Update June 2023

# Red Tape Red Carpet

- Created by Burlington's Mayor Marianne Meed Ward in partnership with Councillor Kelvin Galbraith, and supported by Burlington Economic Development, the mandate of the Task Force is to **identify and eliminate barriers to growth** so that businesses can locate here, expand and thrive.
- From a series of engagement opportunities, the Task Force generated a list of key recommendations for the City to act upon. Completed updates include:
  - ✓ The creation of new City Hall positions designed to improve the customer experience
  - ✓ A revamping of all application review processes in order to reduce response times through SDAF funding
  - ✓ Launch of esubmissions and Myfiles
  - ✓ Launch of new One Window at City Hall in Q2 2023



# What have we done so far?

New Role - Customer Experience Manager – Business Development working closely with BED

New Customer Experience department under Executive Director, Community Relations and Engagement

Burlington Economic Development Governance Review

Brownfield Community Improvement Plan Approved

Burlington Lands Partnership launched

New City Hall service counters (One Window and Service Burlington) Launching in Q2 2023

E-submissions launched 2020

New file tracking tool MyFiles launched 2023

# Listening to customer voices

- BED and Customer Experience creating customer personas and customer journey maps for greater understanding
- Hearing from customers in their own words with a new Customer Feedback Survey on Get Involved Burlington
- Analysis of Customer Service Requests to BED
- Revised Customer Service Standards for all City staff
- Ongoing enhancements of the City's Customer Relationship Management system and customer contact channels

# 2023 Feedback - What did we hear?

- Frustration with delays in the development process, lack of transparency, and poor communication with City staff.
- Need for a more cohesive approach, stronger connections between the city and other agencies, and a focus on culture and customer service.
- Desire for realistic timing guarantees and process improvements, capacity building, and reward for staff efficiency.
- Importance of feedback and communication, empathy, transparency, and relationship-building, and learning from other municipalities.
- Negative perception of Burlington's brand and reputation, and the need for faster turnaround times to attract investment and revenue.
- Zoning and regulatory concerns, and the need for a clear and streamlined process, with a single point of contact to manage the relationships for high economic impact files
- Supports needed for small main street businesses in navigating the complex development process in Burlington.

# 2023 -2026 Draft Recommendations

- Focus on high impact outcomes
  - Prioritization criteria for high economic impact files including housing impact
  - Role of economic development in enabling MTSA's and residential developer engagement to be reviewed
  - Development of internal sales/expediting team for incoming high impact investments

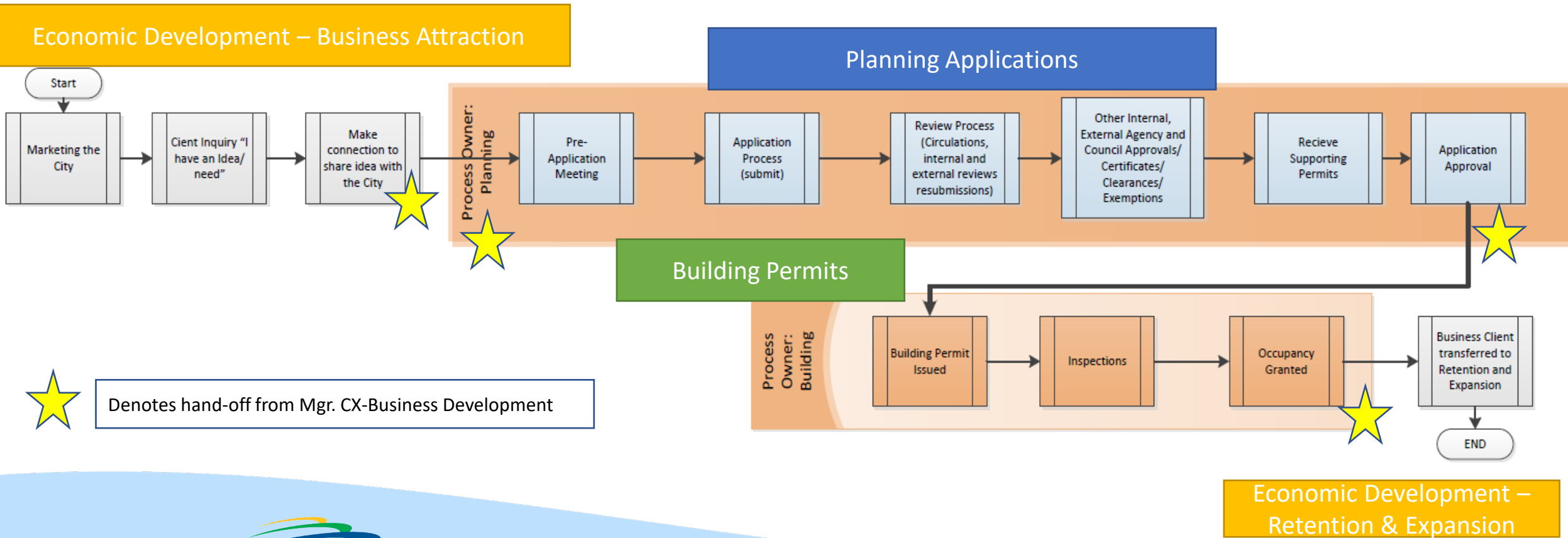


# 2023 -2026 Draft Recommendations

- Positive Customer Experience and Evolving Relationship Management
  - Evolving Customer Experience Business Development Manager Role to focus on managing high economic impact files including housing impact
  - Expanding the mandate of EcDev to include small business supports and redevelop/reallocate the Special Business Area Coordinator Role under Economic Development

# Business Development Process

## End to End Business Development Process & Touchpoints





# 2023 -2026 Draft Recommendations

- Marketing, Communications and Partnerships
  - Proactive Investment Attraction Strategy
  - One Brand investment and prioritization
  - Proactive complete communities communications strategy focusing on benefits of intensification
  - Redeveloped communications materials and regulatory processes for business customers

# 2023 -2026 Draft Recommendations

- Continuous improvement and support tools
  - Internal City of Burlington process review with focus on continuous improvement and quality of customer experience
  - Launch and expansion of file tracking and e-submission tools
  - Prioritization of zoning by-law review to address issues for business zoning
  - Fund approved Brownfield CIP and explore future CIPs

# Next Steps

- Discussion and feedback at CPRM Committee of Council June 27
- Final recommendations presented at September CPRM
- Development of Implementation Plan jointly with City of Burlington and EcDev
- Integration of recommendations into V2F and EcDev Strategic Planning/Performance Management Plan

An aerial photograph of Burlington, Vermont, showing a dense urban skyline with various high-rise buildings and a mix of architectural styles. The city is situated along a waterfront, with a prominent curved pier extending into the water. The sky is filled with soft, golden light, suggesting a sunset or sunrise. A semi-transparent blue banner is overlaid across the middle of the image, containing the text "Questions or Comments?".

**Questions or Comments?**