

## **APPENIDX A – UPDATED RED TAPE RED CARPET RECOMMENDATIONS OCTOBER 2023**

### **Strategic focus on high impact outcomes**

1. Develop prioritization criteria for file management and problem resolution with clear escalation process based on economic, housing and community needs impact and the City's strategic goals. Impact criteria/KPIs to be used in prioritization of files are below. Criteria to be integrated into the next iteration of development tracking database improvement to track Impact criteria for all development applications. The criteria being used are listed below and will continue to be refined. Staff discretion will also be used to escalate files as needed:

#### **HIGH IMPACT (HI) ECONOMIC CRITERIA**

- For industrial and commercial files:
  - \$3.7+ million in new industrial tax assessment
  - \$2.8+ million in new office tax assessment
  - \$9.2+ million in new retail tax assessment
- For industrial and commercial files:
  - 50+ industrial jobs generated or retained
  - 20+ office jobs generated or retained
  - 30+ retail jobs generated or retained

#### **HIGH IMPACT (HI) ATTAINABLE HOUSING CRITERIA**

- As a minimum the development must meet the following criteria
  - Consistency with Provincial Policy and conformity with Regional and Local policy frameworks.

- Compliance with the City's Urban Design Guidelines and built form expectations, as outlined in the City's Official Plan(s).
- Conservation and retention of existing Cultural Heritage Resources.
- In addition the development must meet at least one of the following criteria to qualify as High Impact
- 30% units designated affordable in the proposed development.
- 100% purpose-built rental units in a development with 10+ units in the proposed development
- Apartment dwellings with 3 or more bedrooms in 35% of units in the proposed development.
- Mixed Use Developments that contain 3+ land uses (i.e. residential, retail/commercial, office, employment, minimum 0.1 Ha parkland, public service facilities, etc.)

These criteria will apply to development files in the MTSA's. Once the Community Planning Permit System (CPPS) is approved the concierge service for development files covered under the CPPS will be revisited and modified if needed to achieve the desired effect of the HI criteria throughout the City.

#### HIGH IMPACT (HI) COMMUNITY CRITERIA

- Projects that have a high impact on community and deliver new services or supports to the community eg new city facilities, social support facilities, public services facilities, institutional facilities etc

Files recognized as High Impact (HI) will be eligible to receive a Development process navigation support service, which will include a tailored service to support applicants through the process. Depending on the types of applications required prioritization of HI

files will not necessarily involve expediting of individual processes as legislated timelines will still need to be met across applications. However, the service will provide end to end coverage, ensuring smooth hand-off between staff teams and supporting maximized opportunity for concurrent reviews.

In addition it is recommended that the HI criteria be integrated into the agenda setting process for the Committee of Adjustment with additional monthly meetings set aside to discuss HI files so that they can be provided with priority servicing.

Reporting on the effectiveness of the HI criteria will be included with other development-related reporting to the appropriate Committee of Council. The new committee will also be a valuable resource for providing advice during continuous improvement evaluations of the HI criteria.

2. Determine the role that Burlington Economic Development should take to address gaps identified through stakeholder engagement including expansion of their business growth mandate to support residential growth in MTSA's and intensification areas. Determine the role between City of Burlington and Burlington Economic Development in high density residential business community engagement and relationship management.
3. Recognize the City has an endorsed Corporate Continuous Improvement Strategy and plan to action, implement and report on ongoing continuous improvement activities that demonstrate the application of the Lean Six Sigma training received by staff throughout 2022. Align improvement activities with the Corporate Continuous Improvement strategy and its best practices, capturing the voice of the customer, identifying the value add within process and eliminating waste. Continue engaging in regular Plan Do Check Act cycles between staff and customers, making visible further opportunities for improvement and reinforcing a solutions-oriented service culture. Support psychological safety by

encouraging experimentation, rewarding innovative thinking, celebrating small successes and framing failed experiments as great learning opportunities. Report on improvements and service delivery outcomes using quality data and results-based accountability practices.

4. Identify senior leads across various departments that can be pulled together quickly with decision makers for new investments from the City, Economic Development and other partner agencies to problem solve and roll out the red carpet for businesses that meet HEI criteria.
5. Complete a review of records management and staff onboarding/off boarding procedures to improve file handover and consistency in responses to customers. Integrate culture of staff as problems solvers enabling Burlington's economic growth throughout onboarding and training of existing and new staff. Encourage staff freedom for flexibility in interpretation of regulations, particularly those known to be outdated and those which do not consider the modern digital business environment.

### **Delivering a Positive Customer Experience and Evolving Relationship Management**

6. Design and evolve our organization for customer experience to provide a clear ambassador role with ability to influence files and work in closer partnership with Burlington Economic Development to build relationships with the business community. Achieve this by redesigning Customer Experience Manager – Business Development to manage the integrated customer experience for high impact/low volume files as identified through the proposed prioritization criteria. Actions may include:

- Managing monthly review of HI files with key city staff via the Development Control Committee (DCC) monthly meetings to prioritize processing and identify risks.
- Developing and managing a triage system for how customer requests for both high impact/lower volume and low impact/higher volume files are managed.
- Jointly managing with Economic Development, the integration of HI files into a system to track customers interactions and common issues including customer service metrics to create a common baseline for our success in improving the customer experience.
- Providing monthly file tracking updates and advance issue identification updates to Council and senior staff for high economic, housing and community needs impact files.
- Championing the integration of Customer Feedback to deliver an improved customer experience.
  - Using tools from the disciplines of Customer Experience, Human Centered Design, and journey mapping to fully understand the customer and build empathy.
  - Further refining of customer service standards for responding to customers questions, emails, and voicemails.
  - Defining turnaround times for reviews that are not currently legislated, such as the pre-consultation process.
  - Managing the collection of customer feedback for HEI files. Working with the broader customer experience team to integrate this data into broader customer service analytics collecting and sharing analytics from the new City-wide Customer Feedback Survey, including measures of Net Promoter Score (NPS) and Customer Effort Score (CES).

7. Recognize the importance of Small Main Street Businesses to Burlington's economic growth by:
  - Expanding the mandate of Burlington Economic Development to support Main Street Businesses
  - Redeveloping the Small Business Coordinator Role as a Specialist of Business and Economic Development role under Economic Development focused on:
    - Developing a main street business support strategy
    - Supporting BIAs in policy and strategy development
    - Providing a concierge/ambassador function supporting main street businesses through regulatory processes
    - Determining opportunities to provide additional main street businesses supports including exploring new BIAs for Burlington's intensification and growth areas

### **Proactive Marketing, Communications and Partnerships**

8. Continue Burlington's commitment to proactive investment attraction and building a strong reputation for Burlington as an attractive city to locate, start and grow a business including implementation of the One Brand project.
9. Align City of Burlington and Burlington Economic Development communication strategies and work plan focusing on Burlington's evolution to a complete community and the benefits that development of our MTSA's and intensification areas will bring to the community and businesses. Partner with development industry organizations on communications to help support the story telling of the benefits new development will bring to Burlington including highlighting information on walkability, public and private amenities and community investments to support existing and future residents.

10. Review the existing communications resources available to building and development customers to help explain Burlington's processes and how they can move their applications forward. Develop a joint communications plan between the City of Burlington and Economic Development for new communications resources including process guides and FAQs for businesses that are looking to lease, buy or develop/redevelop a site. Work to proactively communicate these resources to businesses and update regularly based on customer feedback on gaps/usefulness of information.
11. Continue to proactively communicate and engage with the development community as end-to-end development processes are improved including integration with partner agencies.
12. Work with the development community to address barriers post approval, including servicing. Engage with Halton Region to proactively map and budget for servicing in intensification areas to ensure servicing is in place for development approvals coming online.

**Continuous Improvement and Tools to support the evolution of the customer experience**

13. Review current staff resourcing and structure for file processing and determine if any updates to resourcing and/or staff specializations are needed to support the processing of high economic impact/low volume files and low economic impact/high volume files. Consider alternative structures including separate intake streams and staffing resources assigned to each, among other options.
14. Continue to Invest in technologies to support business processes and file management including implementation of online submissions system that allows visibility of files to customers (Myfiles) and file management (AMANDA).

15. Evaluate risks and risk tolerance of the corporation of adjusting the level of technical review being undertaken on files that have been submitted by professionals with accreditation and any opportunities to redevelop processes recognizing the professional standards of accreditation. e.g., engineer, architect. Consider pre-qualification of experts to reduce resources directed at reviewing professionally stamped submissions from trusted experts.
16. Identify flexibility through Director of Community Planning interpretations in how zoning is applied in the interim period until an updated zoning by-law is approved.
17. Review parking standards in intensification areas
18. Implement Community Improvement Plans (CIPs) and other tools to support City-building initiatives. The low-hanging fruit is to provide funding and direction to implement the existing Brownfield CIP which was approved in 2020 for the redevelopment of complex brownfield sites. Additional funding and resources are required to develop a Comprehensive CIP Strategy with actionable incentive programs that may include City-Building components of:
  - Housing – Attainable, Affordable, Assisted and Special Needs
  - Continued Downtown Improvement and Business Attraction in both the Downtown and Aldershot BIAs
  - Commercial Office Attraction/Improvement/Revitalization/Development
  - Employment
  - Sustainability in the Major Transit Station Areas (MTSAs)
  - Rural Economic Development
19. Recommendations from joint working group with Landscape Ontario to be updated once work is completed.