



Community Planning, Regulation and Mobility Committee Meeting Agenda

Date: June 27, 2023
Time: 9:30 a.m. and 6:30 p.m. (if required)
Location: Hybrid meeting- virtual and Council Chambers, City Hall
Contact: Committee Clerk, Jo-Anne.Rudy@burlington.ca, 905-335-7600, x7413

Pages

1. Declarations of Interest:

2. Statutory Public Meetings:

Statutory public meetings are held to present planning applications in a public forum as required by the Planning Act.

3. Delegation(s):

Standing committee and City Council meetings are held using a hybrid model, allowing members of Council, city staff and the public the option of participating remotely or in-person at city hall, 426 Brant St.

Requests to delegate to this hybrid meeting can be made by completing the online delegation registration form at www.burlington.ca/delegate, by submitting a written request by email to the Office of the City Clerk at clerks@burlington.ca or by phoning 905-335-7600, ext. 7481 by noon the business day before the meeting is to be held. It is recommended that virtual delegates include their intended remarks, which will be circulated to all members in advance, as a backup to any disruptions in technology issues that may occur.

If you do not wish to delegate, but would like to submit correspondence, please email your comments to clerks@burlington.ca. Any delegation notes and comments will be circulated to members in advance of the meeting and will be attached to the minutes, forming part of the public record.

4. Consent Items:

Reports of a routine nature, which are not expected to require discussion and/or debate. Staff may not be in attendance to respond to queries on items contained in the Consent Agenda.

4.1 Free Transit for Seniors (TR-04-23)

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Authorize the Director of Transit to implement Free Transit for Seniors all day, every day and Free Transit for Youth, evenings (after 6 p.m.) and weekends starting August 1, 2023; and

Direct the Chief Financial Officer to incorporate the \$160,000 annualized revenue loss in the 2024 budget; and

Approve amending by-law xx-2023 attached as Appendix A to transit department report TR-04-23 to amend the Rates and Fees By-law 83-2022 to address fare changes for seniors and youth.

4.2 Bell School Line speed limit review (TS-03-23)

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Direct the Director of Transportation Services to prepare for the approval of Council the necessary by-law amending Traffic By-law 86-2007 to allow for the installation of a 60km/h speed limit on Bell School Line as identified in Appendix A of transportation services department report TS-03-23.

5. Regular Items:

5.1 Red Tape Red Carpet (RTRC) update and 2023-24 work plan (ECDEV-02-23)

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Receive and file Burlington Economic Development report ECDEV-02-23 regarding Red Tape Red Carpet (RTRC) implementation update and 2023-24 work plan and associated appendices, and;

Direct Executive Director of Burlington Economic Development, Executive Director Community Planning Regulation and Mobility and Executive Director Community Relations and Engagement to provide an update on draft RTRC 2023 recommendations at the September 12, 2023 Community Planning, Regulation & Mobility Committee Meeting.

6. Confidential Items and Closed Session:

Confidential reports may require a closed meeting in accordance with the Municipal Act, 2001. Meeting attendees may be required to leave during the discussion.

Move into closed session in accordance with the following provision under the Municipal Act:

7. Rise and Report:

8. **Procedural Motions:**

9. **Information Items:**

10. **Staff Remarks:**

11. **Committee Remarks:**

12. **Adjournment:**



SUBJECT: Free Transit for Seniors

TO: Community Planning, Regulation & Mobility Cttee.

FROM: Transit Department

Report Number: TR-04-23

Wards Affected: All

File Numbers: 770-11

Date to Committee: June 27, 2023

Date to Council: July 11, 2023

Recommendation:

Authorize the Director of Transit to implement Free Transit for Seniors all day, every day and Free Transit for Youth, evenings (after 6 p.m.) and weekends starting August 1, 2023; and

Direct the Chief Financial Officer to incorporate the \$160,000 annualized revenue loss in the 2024 budget; and

Approve amending by-law xx-2023 attached as Appendix A to transit department report TR-04-23 to amend the Rates and Fees By-law 83-2022 to address fare changes for seniors and youth.

PURPOSE:

The purpose of this report is to provide information, analysis and recommendations to provide all day, every day free transit for seniors on Burlington Transit given the PRESTO system restriction to allow for only one time-of-day pricing category to be active at a time.

In addition, due to recent and pending changes to fare categories and the Council approved free evening and weekend transit for youth, the Rates and Fees bylaw will be revised to align with these changes. This follows direction from Corporation Counsel and the Finance department.

Vision to Focus Alignment:

- Improve integrated city mobility
 - Deliver customer centric services with a focus on efficiency and technology transformation
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Background and Discussion:

Implementation of Free Transit for Youth

As part of the 2023 budget, Council approved the Free Transit for Youth program with a budget impact (revenue loss) of \$84,000. This program will allow riders aged 13 to 19 to ride Burlington Transit for free on evenings and weekends, starting August 1, 2023. Like the original approach applied to seniors, eligible riders will need to obtain a PRESTO card with the youth category defined, to allow for free travel on Burlington Transit weekdays after 6pm and all-day Saturday and Sunday.

Current Free Transit for Seniors Program

In 2019, Burlington City Council approved the Free Transit for Seniors pilot, which enabled seniors, 65 years and older, to ride Burlington Transit for free Monday to Friday, 9 a.m. to 2:30 p.m.

The pilot started in May 2019 and was made permanent in the 2022 budget. To measure the success of the program, seniors were required to obtain a PRESTO card that had the seniors' fare category assigned. The PRESTO card enables seniors to use transit for free, Monday to Friday, 9 a.m. to 2:30 p.m. When travelling on Burlington Transit outside of that time, seniors would pay a fare to use transit.

From May 2019 to February 2020, senior ridership increased by 41 percent. This was directly attributed to providing free transit for seniors. Senior ridership is currently at 91 percent of pre-pandemic levels and was 22 percent higher in the fall of 2022 compared to the fall of 2018.

PRESTO System Restrictions

Due to PRESTO system implementation restrictions, time-of-day pricing can only be assigned to one fare category. Therefore, to implement free transit for youth on evenings and weekends, it is recommended to make transit free for seniors all the time.

Strategy/process/risk

Free fare programs are best implemented using appropriate measures, like PRESTO cards, to ensure that age-based fares can be managed using technology. When a senior, youth or child obtains a PRESTO card, they must provide their date of birth to ensure the proper fare category for the card. This allows the system to validate the card

holder and allows the rider to travel seamlessly. For example, when a youth rider turns 20 years of age, they are automatically moved into an adult fare category, and the youth fare program is no longer accessible on their card.

By requiring the use of the PRESTO card for free transit, it mitigates the potential risk of fare evasion by ensuring riders are the appropriate age. It also mitigates the need for the operators to question the age of our riders, which has resulted in harassment and/or a negative transit experience. Passengers who use PRESTO cards benefit from seamless connections with our neighbouring transit agencies and to GO Transit.

Staff continue to monitor and assess network ridership and the impact of free fare programs. If any risk is identified as an outcome of fares and ridership, Council will be advised.

Options Considered

Burlington Transit has considered the following options to accommodate free transit for youth and seniors based on time-of-day pricing:

1: Manually Track Youth Rides (not recommended)

To identify youth riders, Burlington Transit investigated the option of adding a sticker or visual validation for youth riders. This is not recommended due to the increased staff time to validate age and hand out stickers; and it creates an additional barrier for youth, who would have to obtain a sticker yearly. Transit operators would also be required to manually track the youth ride through the bus fare box. Manual collection of data is not recommended as it is prone to errors and omissions.

2: Offer free transit for youth at all times (not recommended)

This option has a significant annual revenue impact and due to capacity and service limitations, is not recommended at this time.

3: Work with PRESTO to implement a 'Pass' product on the card (not recommended)

The Burlington Transit team investigated this option with PRESTO, and it would require riders to have a specialty pass loaded onto their PRESTO cards that would enable free transit during the set time. This would require riders to have passes loaded in person at the Transit Terminal every year and would require additional resources to manage the increased number of customers. This is not recommended.

4: Offer free transit for seniors all day, every day (recommended)

By removing the time-of-day limitation for seniors, it would allow for youth riders to travel for free on Burlington Transit during the set time of evenings and weekends. This is the most cost effective and seamless option.

Financial Matters:

Extending free transit for seniors to all day, every day, effective August 1, 2023, will have an impact on Burlington Transit's 2023 revenue, and impact revenue going forward.

Total Financial Impact

Free transit for seniors will have an ongoing revenue impact of approximately \$117,500 plus the Region's SPLIT (Subsidized Pass for Low Income Transit) contribution of approximately \$42,500 for a total revenue impact of \$160,000 on the overall transit operating budget. This is based on actuals of PRESTO revenue data and SPLIT pass contributions for 2022.

With the Free Transit for Youth, evenings and weekends, program commencing on August 1, 2023, the revenue impact in 2023 is estimated at \$35,000 compared to the approved budget of \$84,000.

Therefore, the total impact for the remainder of 2023, to fund free transit for seniors all day from August 1 to December 31, will be approximately \$17,670. This is incorporating the savings from starting the Free Transit for Youth program in August.

Source of Funding

Subject to the City's overall year-end financial position, the decreased revenue of \$17,670 for 2023 could be funded from a draw from the provincial gas tax reserve fund. The annualized revenue loss of \$160,000 will need to be incorporated into the 2024 budget.

Other Resource Impacts

Not applicable.

Climate Implications:

Public transit plays a critical role in local climate mitigation. Implementation of free transit programs aligns with the City's Climate Action Plan by increasing mode share and helping reduce greenhouse gases in our community. Free transit programs encourage transit usage and reduce the use of vehicles within the city. Every ride on Burlington Transit takes one car off the road and reduces CO2 emissions and traffic congestion.

Engagement Matters:

Many residents and transit riders have engaged through the City's Customer Relationship Management (CRM) and through transit engagement sessions to provide input into the City's free transit programs. Transit staff have engaged with Council, Corporation Counsel, Finance and external agencies, including PRESTO, to ensure that the programs are a success.

Each year, transit staff release a rider survey which enables riders to provide input and commentary on transit within Burlington. The 2023 survey had close to 1000 responses.

Burlington Transit staff will continue to work through the summer educating senior, youth and child riders on how to obtain PRESTO cards and conduct travel training to support free transit programs.

Conclusion:

Free transit programs have demonstrated that they increase ridership and provide the ability for all residents to participate fully in society. Offering free transit for seniors is another opportunity to build transit ridership and to provide mobility options for seniors. This would also allow for the implementation of the Free Transit for Youth program, to start in parallel on August 1, 2023.

Respectfully submitted,

Catherine Baldelli
Director of Transit

Appendices:

- A. XX-2023 – 2023 Rates and Fees Amending By-law – Transit
- B. Rates and Fees – Transit Amended

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.

THE CORPORATION OF THE CITY OF BURLINGTON

City of Burlington By-Law XX-2023

A By-law to amend By-law 83-2022, being a by-law to establish and impose certain 2023 rates and fess for services, activities or the use of property
File: 435-03 (F-24-22)

WHEREAS sections 8, 9 and 11 of the *Municipal Act, 2001*, authorize the City of Burlington to pass by-laws necessary or desirable for municipal purposes, and in particular paragraph 3 of subsection 11(2) authorizes by-laws respecting the financial management of the City of Burlington; and

WHEREAS Section 391(1) of the *Municipal Act, 2001*, as amended, authorizes the The Corporation of The City of Burlington to impose fees and charges on persons for services or activities provided or done by or on behalf of it; for costs payable by it for services or activities provided or done by or on behalf of any other municipality or local board; and for the use of its property including property under its control; and

WHEREAS on December 13, 2022 Council approved report F-24-22 and passed By-law 83-2022 adopting 2023 Rates and Fees; and

WHEREAS Council of the City of Burlington has deemed it necessary to amend certain rates and fees in By-law 83-2022; and

WHEREAS it is desirable to amend Transit and Specialized Transit rates to implement free transit fares for seniors all day every day and free transit fares for youth, evenings (after 6pm) and weekends.

NOW THEREFORE the Council of the Corporation of the City of Burlington hereby enacts as follows:

1. The section entitled "Transit and Specialized Transit", pages 11-12 of Schedule A of By-law 83-2022, is hereby deleted and replaced in its entirety with "Transit and Specialized Transit" pages 11-12, attached to this by-law as Appendix A.
2. That in all other respects By-law 83-2022, as amended, be and is hereby confirmed.
3. That this by-law comes into force on August 1, 2023.

PASSED this 11th day of July 2023.

Mayor Marianne Meed Ward: _____

City Clerk Kevin Arjoon: _____

2023 SERVICE RATES AND FEES

Service: Transit and Specialized Transit
Service Lead: Manager of Transit Planning and Business Services
Effective: 1-Aug-23

Description of Service or Activity Provided or Use of City Property	2022 Base Rate	2023 Rate Increase	2023 Base Rate	Taxes Applicable
Cash/Paper/Credit & Debit (contactless Payment) Fare Products & Pricing (Conventional & Specialized Services)				
Preschool (5 years and under) - must travel with parent/guardian	\$ 0.00	0.0%	\$ 0.00	NO
Child (6-12 years of age)	\$ 0.00	0.0%	\$ 0.00	NO
Youth (13-19 years of age)	\$ 3.50	0.0%	\$ 3.50	NO
Adult (20-64 years of age)	\$ 3.50	0.0%	\$ 3.50	NO
Senior (65 years and older)	\$ 3.50	0.0%	\$ 3.50	NO
Personal Support Person (AODA identified)	\$ 0.00	0.0%	\$ 0.00	NO
CNIB Card Member	\$ 0.00	0.0%	\$ 0.00	NO
Youth Bulk Purchase Discount (Monthly Period Pass and contract based)	\$ 55.00	0.0%	\$ 55.00	NO
Youth Bulk Purchase Discount (Single Ride Voucher and contract based)	\$ 1.50	0.0%	\$ 1.50	NO
Business & Not For Profit (Single Ride Voucher and contract based)	\$ 2.00	0.0%	\$ 2.00	NO
PRESTO FARE PRODUCTS & PRICING (Conventional & Specialized Services):				
Child Single Ride	\$ 0.00		\$ 0.00	
Youth Single Ride EFFECTIVE From Jan 1/22 to July 31/23 (Loyalty: After 39 trips, ride for free in calendar month)	\$ 1.90	0.0%	\$ 1.90	NO
Youth Single Ride (13-19 years of age) Monday to Friday before 6pm EFFECTIVE Aug 1/23 (Loyalty: After 39 trips, ride for free in calendar month)	\$ 1.90	0.0%	\$ 1.90	NO
Youth (13-19 years of age) After 6pm/Weekends EFFECTIVE Aug 1/23	\$ 1.90		\$ -	NO
Adult (Loyalty: After 39 trips, ride for free in calendar month)	\$ 2.75	0.0%	\$ 2.75	NO
Senior Single Ride (65 years and older) (Loyalty: After 39 trips, ride for free in calendar month) (Outside of free fare time frame M-F 9:00am to 2:30pm) EFFECTIVE from Jan 1/22 to July 31/23	\$ 1.90	0.0%	\$ 1.90	NO
Senior Single Ride (65 years and older) EFFECTIVE Aug 1/23	\$ 1.90		\$ -	NO

Description of Service or Activity Provided or Use of City Property	2022 Base Rate	2023 Rate Increase	2023 Base Rate	Taxes Applicable
Post Secondary Student - U-pass Add On (must have valid student card with another Transit agency endorsement) - PRESTO Only	\$ 30.00	0.0%	\$ 30.00	NO
Youth Summer Monthly Pass (Per month - Available July and August only on PRESTO)	\$ 25.00	0.0%	\$ 25.00	NO
SPLIT Program Pass	\$ 0.00	0.0%	\$ 0.00	NO
GO Fare Integration	\$ 0.70	0.0%	\$ 0.70	NO
PRESTO Card Issuance Fee	\$ 6.00	0.0%	\$ 6.00	NO
Minimum e-purse Load	\$ 0.05	0.0%	\$ 0.05	NO
Maximum e-purse Load	\$ 1,000.00	0.0%	\$ 1,000.00	NO
Minimum e-purse reload value	\$ 0.05	0.0%	\$ 0.05	NO
Maximum e-purse reload value	\$ 1,000.00	0.0%	\$ 1,000.00	NO
PRESTO E-Ticket (same as PRESTO adult single fare)			\$ 2.75	NO
MISC. FEES				
Conventional Charter Rate (per hour - minimum 3 hours - 1 hour deposit required when booking)	\$ 134.60	3.0%	\$ 138.65	NO
Specialized Charter Rate (per hour)	\$ 134.60	3.0%	\$ 138.65	NO

Acronym Reference:

AODA - Accessibility for Ontarians with Disabilities Act

CNIB - Canadian National Institute for the Blind

SPLIT - Subsidized Pass for Low Income Transit

[https://www.halton.ca/For-Residents/Employment-and-Financial-Assistance/Subsidized-Passes-for-Low-Income-Transit-\(SPLIT\)](https://www.halton.ca/For-Residents/Employment-and-Financial-Assistance/Subsidized-Passes-for-Low-Income-Transit-(SPLIT))



SUBJECT: Bell School Line speed limit review

TO: Community Planning, Regulation & Mobility Cttee.

FROM: Transportation Services Department

Report Number: TS-03-23

Wards Affected: 6

File Numbers: 750-01

Date to Committee: June 27, 2023

Date to Council: July 11, 2023

Recommendation:

Direct the Director of Transportation Services to prepare for the approval of Council the necessary by-law amending Traffic By-law 86-2007 to allow for the installation of a 60km/h speed limit on Bell School Line as identified in Appendix A of transportation services department report TS-03-23.

PURPOSE:

This report seeks the required approval from Council to implement a change to the existing speed limit on Bell School Line.

Vision to Focus Alignment:

- Improving Integrated City Mobility

Background and Discussion:

Staff have conducted a review of the speed limit on Bell School Line using the methodology outlined in the city's Speed Limit Policy.

The results of the review revealed that a 60 km/h speed limit is appropriate. As such, staff are recommending the speed limit reduction from 70km/h and amendment to By-law 86-2007 to implement a 60km/h speed limit. As Bell School Line is a boundary road connecting to the Town of Milton, staff has notified them of the recommended speed limit reduction. The Town of Milton is in agreement and will be implementing a revision to their

traffic by-law to ensure alignment.

Strategy/Process/Risk:

Staff review roadways utilizing the methodology outlined in the city's speed limit policy. The factors taken into consideration include road characteristics such as driveways and accesses, the number and type of intersection right-of-way control, existing pedestrian and/or cycling facilities, road geometry, the presence of on-street parking and pavement condition.

Having speed limits set higher than appropriate for the roadway characteristics can create increased risk to road users, including an increase in severity of collision should one occur.

Financial Matters:

If approved by Council, the costs for signage necessary for the speed limit reduction will be covered through existing operating funds available for sign installation and maintenance.

Climate Implications

Implementations that contribute to roadway safety can provide positive impacts in reducing incident related congestion and delays and can foster a more favorable environment for modes of active transportation. As a result, this can create a positive impact on emissions and climate change.

Conclusion:

Based on staff's review of the speed limit on Bell School Line, a reduction in speed limit from 70km/h to 60 km/h is warranted and appropriate given the physical characteristics of the road and the expectation of road users.

Respectfully submitted,

A handwritten signature in blue ink that reads "Chris King". The signature is written in a cursive, flowing style.

Chris King

Manager of Traffic Operations and Signals

(905) 335-7600 ext.7405

Appendices:

- A. Proposed amendment to By-Law 86-2007, Schedule 13 – Rates of Speed
- B. Map of Bell School Line

Report Approval:

All reports are reviewed and/or approved by Department Director, Director of Finance and Director of Legal. Final approval is by the City Manager.

Appendix A

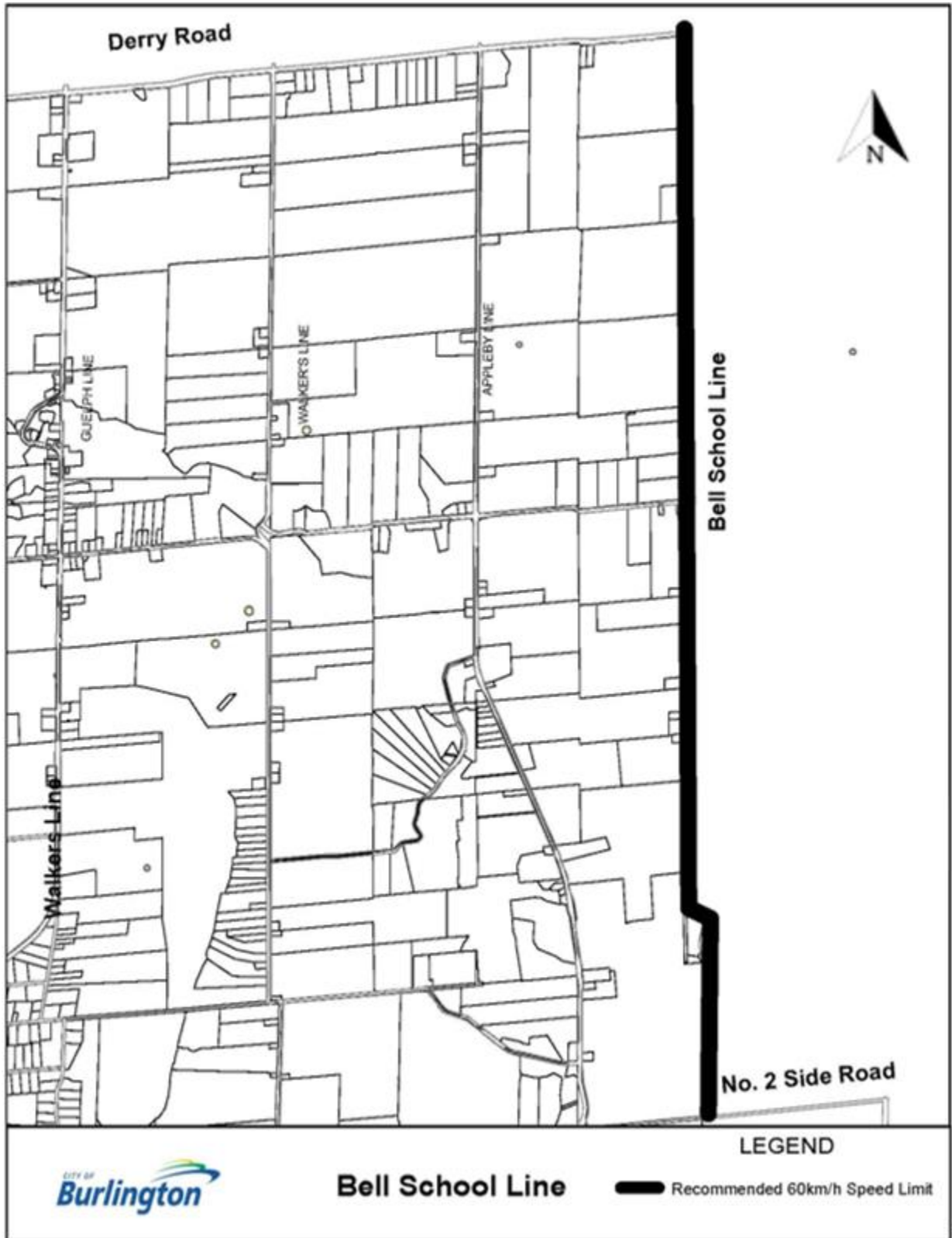
Proposed amendments to By-Law 86-2007

Schedule "13" (Rates of Speed)

Ward	Street	FROM	TO	SPEED LIMIT
6	Bell School Line	Derry Road	No. 2 Side Road	60km/h

Appendix B

Map of Bell School Line





SUBJECT: ECDEV-02-23 Red Tape Red Carpet (RTRC) update and 2023-24 work plan

TO: Community Planning, Regulation & Mobility Cttee.

FROM: Burlington Economic Development

Report Number: ECDEV-02-23

Wards Affected: All

File Numbers: 150

Date to Committee: June 27, 2023

Date to Council: July 11, 2023

Recommendation:

Receive and file Burlington Economic Development report ECDEV-02-23 regarding Red Tape Red Carpet (RTRC) implementation update and 2023-24 work plan and associated appendices, and;

Direct Executive Director of Burlington Economic Development, Executive Director Community Planning Regulation and Mobility and Executive Director Community Relations and Engagement to provide an update on draft RTRC 2023 recommendations at the September 12, 2023 Community Planning, Regulation & Mobility Committee Meeting.

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

Executive Summary:

In 2019, Mayor Meed Ward and Councilor Galbraith launched and co-chaired, the Red Tape Red Carpet Task Force initiative. The taskforce collected insights and ideas from

the Burlington business community, partner organizations and staff to better understand the challenges (reduce “red tape”) to locating or expanding a business here, and to ideate around solutions that would better serve our businesses (roll out the “red carpet”). 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 8, 2019, Planning and Development Committee via report CM-24-19: Red Tape Red Carpet Update and approved by City Council on October 21, 2019.

In 2022, we entered the new term of council and engagement was undertaken with the business community to understand where we have improved, what issues they face in doing business in Burlington and how we can make it easier for them to start, locate and grow in Burlington. As part of this engagement, focus groups were held based on the following key segments of businesses that interact with the City of Burlington and Burlington Economic Development:

1. Industrial, Commercial, and Institutional (ICI) Realtors
2. Industrial, Commercial and Institutional Landowners and Developers
3. Residential Landowners and Developers
4. Existing Businesses (Non-Development Industry)
5. City of Burlington Staff

Detailed feedback received from each of these groups is available in Appendix A and is summarized in the public engagement section of this report.

In addition, Customer Service Requests (CSRs) completed by Burlington Economic Development were analyzed to look at key problems, feedback from businesses and the most common issues that businesses ran into when requesting economic development support in facilitating interactions with the City of Burlington.

The engagement highlighted the need for a more efficient, transparent, and customer-focused development process in Burlington that can provide faster turnaround times, improve communication, and facilitate business growth. Recommendations for draft prioritized actions for Red Tape Red Carpet for 2023 onwards can be found at the end of this report. The purpose of this report is to provide an opportunity to engage with members of committee on issues identified and emerging opportunities to improve the customer experience. A final set of recommendations integrating feedback from members of council will be brought forward at the September Community, Planning, Regulation and Mobility (CPRM) meeting. Moving forward these recommendations will be the updated and evolved recommendations for Red Tape Red Carpet replacing the original 2019 recommendations moving forward.

Background and Discussion:

Red Tape Red Carpet Key Achievements 2018-2022

The City of Burlington has achieved several key accomplishments in improving its development and customer service processes. Since 2018, the City has shifted priorities and resources to improve customer experience and strengthen economic development by committing resources to address key challenges. This includes key investments made by council to address staffing constraints so applications can be processed faster and pinch points eliminated, including the approval of 8 new staff in Site Engineering and 21 staff hired in the Planning and Building departments. Across the CPRM division, steps have been taken to increase retention and reduce staff turnover through a focus on work place culture as well as competitive salary analysis with overall vacancies reduced as a result.

By the end of Q2 2023, the city plans to launch the One Window for Development Services at City Hall, which will provide a single point of contact for planning, building, and renovating services as well as licensing for businesses and other matters. Additionally, Service Burlington, the City's principal customer contact centre, will have a redesigned and renovated counter. Continuous improvement of service delivery for high density development applicants is ongoing.

As part of the Designing and Evolving Our Organization plan, a new structure has been developed to emphasize and manage our commitment to a positive customer experience. The establishment of a new Executive Director Community Relations and Engagement role in 2022 will lead a broader service group including the Office of the City Clerk, Customer Experience, and Corporate Communications and Engagement. The creation in 2020 of a Customer Experience Manager – Business Development role has the potential to provide business concierge services, and the city has established a Customer Experience department, which has developed a new Customer Experience Strategy, revised Customer Service Standards, and engaged customers in continuous improvement initiatives. The city has also created a new Customer Feedback survey, empowered multiple departments to use the City's Customer Relationship System, and established Service Burlington as the City's principal customer contact centre.

In addition to these achievements, the City has created a Temporary City-Wide Patio Program, coordinated advocacy with Team Burlington for business supports during COVID-19, and achieved investment attraction wins, such as Endress + Hauser's new North American Headquarters, The Cultivated B's new headquarters, and the attraction of Brock University to Burlington for a new campus. Finally, in April 2023 the City has launched an "MyFiles", an application visibility tool which has the potential to evolve into a comprehensive E-Submissions system to improve efficiency and promote business growth.

The Burlington Economic Development Governance Review has been completed, resulting in changes to the governance structure and strategic priorities. This has included new integrated reporting to council, renewed investment in TechPlace and the integrated Customer Experience program. A Community Improvement Plan (CIP) Project Team was formed in 2019 and the Brownfield CIP By-Laws were approved in April 2021. Business cases to implement the brownfield CIP and develop a comprehensive CIP Strategy with actionable incentive program will be brought forward in 2023 for consideration of inclusion in the 2024 Budget.

The One Brand project was approved in 2019 and an agency brought on board in 2020. The project was placed on pause due to the pandemic and we anticipate reinitiating the One Brand work in Q3 2023.

An online Red Tape Red Carpet Dashboard was launched and presented at the December 3, 2019, 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 was last updated to reflect RTRC Implementation in Q3 2021 and is available for review at <https://www.burlington.ca/en/council-and-city-administration/red-tape-red-carpet-progress-reporting.aspx>. A full dashboard of the approved 22 Red Tape Red Carpet Recommendations and status is included in Appendix B and the online status on the dashboard will be updated following approval of the report.

Draft Red Tape Red Carpet Updated Recommendations 2023

The following recommendations in line with customer and staff feedback are recommended to be the focus of the Red Tape Red Carpet 2023-2026 with integration as necessary into the next iteration of Vision to Focus. This list of recommendations and prioritization criteria is continuing to be refined, to be brought back at the September meeting of Community Planning, Regulation and Mobility

Strategic focus on high impact outcomes

1. Develop prioritization criteria for file management and problem resolution with clear escalation process based on economic impact and the City's strategic goals. Possible Economic Impact criteria/KPIs to be used in prioritization of files are below. Criteria to be integrated into the next iteration of AMANDA to track economic impact criteria for all development applications. Example criteria are listed below and will continue to be refined. Staff discretion will also be used to escalate files as needed:
 - 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
 - 50+ office jobs generated or retained
 - 30+ retail jobs generated or retained
- Residential developments proposing 6+ net new rental units to market or minimum investment values of renovations and enhancements
- Additional residential criteria are being developed, including density of units, affordability, bedroom ratios.
- Partnership/application by Not-For-Profit housing provider.
- Community infrastructure development proposals.

Files recognized as High Economic Impact (HEI) will be eligible to receive a Development Concierge service, which will include a higher level of service and access to staff from end to end of the application process. Prioritization of HEI files will not necessarily involve expediting of processes as legislated timelines will still need to be met across applications.

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 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. Form a senior team 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 HEI 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 HEI 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 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 Small Business Support 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

Strategy/process/risk

The 2019 recommendations brought forward by the Red Tape Red Carpet Taskforce involved extensive engagement with the business community. Additional work has been undertaken as part of the new term of council to engage customers and evolve the recommendations for Red Tape Red Carpet to meet current customer needs.

Ongoing feedback from the business community will be collected through the new city-wide Customer Feedback survey as well as through the work of the redesigned Customer Experience Manager – Business Development role 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 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, previously contaminated sites will be made ready for future uses.
- As part of the Business Attraction Strategy, a focus will be on Cleantech 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.

Engagement Matters:

These Red Tape Red Carpet recommendations were gathered through a public survey and through virtual feedback sessions with key segments of businesses that interact with the City of Burlington and Burlington Economic Development:

1. Industrial, Commercial, and Institutional (ICI) Realtors
2. Industrial, Commercial and Institutional Landowners and Developers
3. Residential Landowners and Developers
4. Existing Businesses (Non-Development Industry)
5. City of Burlington Staff

These sessions sought to identify the challenges and obstacles facing growth and the relocation/expansion of businesses in Burlington to develop actionable solutions. Existing businesses were asked largely about their experiences setting up in Burlington and how they feel the experience of other businesses in the future could be enhanced. The other groups were asked three main questions:

1. What are we doing well? What examples of good experiences or best practices have you experienced?
2. Where can we do better? Where can improvements be made? Are there any themes or recurrent issues you have experienced?
3. What do you feel has changed since the original RTRC discussions in 2018, if anything? What are other municipalities that you have worked with doing well that Burlington could learn from?

The feedback received from each session is available in Appendix A.

Overall, the key themes that emerged across all sessions with ICI realtors, industrial, commercial, and institutional landowners, residential developers and landowners, and existing businesses were as follows:

- 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, for small main street businesses, and support them in navigating the complex development process in Burlington.
- Development of a culture that enables and rewards staff to be problem solvers and work with customers to achieve goals together

Conclusion:

The implementation of the recommendations developed as part of the Mayor's Red Tape Red Carpet Taskforce initiative in 2018 are well underway, Stakeholder engagement in 2022/2023 has resulted in an updated and enhanced list of new recommendations evolved recommendations for Red Tape Red Carpet replacing the original 2019 recommendations moving forward.

A cross-departmental team of senior staff is developing a long-term implementation plan of 2023 recommendations. These will be presented to the CPRM Committee on September 12, 2023. Should Council approve the new recommendations in September 2023, an updated dashboard will be available publicly at:

<https://www.burlington.ca/en/your-city/red-tape-red-carpet-task-force-progress.asp>

Respectfully submitted,

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Appendices:

- A. Red Tape Red Carpet (RTRC) Feedback from Customer Segments and Staff
- B. 2018-22 Red Tape Red Carpet Recommendations Dashboard

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.

Appendix A – Red Tape Red Carpet (RTRC) Feedback from Customer Segments and Staff

Over the last year, new engagement was undertaken with the business community to understand where we are now with red tape in the city, what issues they face in doing business in Burlington and how we can make it easier for them to start, locate and grow in Burlington. Five focus groups were held based on the key industries of business that interact with the City of Burlington and Burlington Economic Development. Feedback from each of these groups is summarized below and available in detail in Appendix A:

Industrial, Commercial, and Institutional (ICI) Realtors

ICI Realtors support businesses through their land and location needs. They work with businesses to buy or lease a new facility in Burlington and highlighted the following areas during the feedback session:

- **Frustration and Delays in Site Plan Approval and Permit Processes:** Experiencing long wait times and a slowing down of the site plan application process. The delay is having a significant impact on their ability to attract investment and revenue.
- **Lack of Continuity and Staff Turnover:** Dealing with a large number of staff members, and the challenge of maintaining consistent information. The high turnover rate adds to this challenge and is often perceived as a never-ending cycle of new comments for their clients.
- **Difficulty in Contacting City Staff:** Frustration over the inability to reach city staff and how email communication is not always effective. They emphasized the need for more direct communication, and leaving voicemails and sending emails is causing delays in the development process.
- **Need for a More Cohesive Approach and Stronger Connections:** Need for a more cohesive approach and stronger connections between the city and other agencies. They feel that a more collaborative approach between developers and the City would increase accountability and progress.
- **Importance of Feedback and Communication:** Appreciate the efforts of the Economic Development team to seek feedback and provide helpful responses to inquiries. They believe there should be more opportunities for open communication, such as debriefings following applications approved by the City, to ensure actions and learnings are included in process improvements moving forward.
- **Desire for Realistic Timing Guarantees and Process Improvements:** Want guarantees on realistic timing, which would help them plan accordingly for tenant and business timelines to enter locations. They believe improvements in time frames can be achieved through lean and six sigma methodologies and by allowing applicants to log in remotely and see where files are in the process.

- **Reputational Concerns and Negative Perception of Burlington's Brand:** Feel that the slow turnaround times have damaged Burlington's reputation and are costing the city potential revenue as businesses are no longer willing to look at Burlington sites.
- **Need for Faster Turnaround Times to Attract Investment and Revenue:** Emphasized that time to market is essential for this group, and the city needs to improve its speed and efficiency in the development process. The cost of delays is significant, and developers are more willing to pay a premium to get a permit done quicker. There is also a gap in information needed that is legislated for response times e.g., zoning needed for due diligence to purchase a site.

Overall, the feedback suggests that realtors want a more efficient and cohesive development process in Burlington that can provide faster turnaround times and improve the city's reputation.

Industrial Commercial and Institutional (ICI) Landowners and Developers

ICI landowners and developers provide sites for new businesses to expand and locate to Burlington. They either develop speculatively (in advance of having a tenant) or develop a property for a specific business. They can develop a property as part of a long-term lease agreement or sell it to a business.

- **Delays, unclear processes, and lack of communication:** Expressed frustration with the length of time it takes to get projects approved, the lack of clarity around the application process, and the difficulty of getting timely responses from staff. The need for a more efficient process and greater transparency and the frustration of having to escalate to get responses. Developers also mentioned a bottleneck in site engineering, as well as concerns about "nitpicky" comments that do not trust the professional credentials of submissions and poor communication around resolving issues.
- **Need for greater empathy, transparency, and relationship-building:** Need for a more empathetic and transparent approach to working with developers, and the importance of building relationships with staff. It was suggested that staff need more institutional memory (knowledge and information management), and a more consistent and accountable approach to dealing with customers.
- **Desire for more timely and efficient processes:** Concerns about the time it takes to get projects approved, and the negative impact this has on tenants and end-users. The need for a more streamlined process, and that other cities are more efficient and consistent were discussed. Lack of institutional memory was cited an issue, especially due to turnover in staff, they are having to repeat their story multiple times over the development process.
- **Focus on culture and customer service:** Importance of developing a culture focused on customer service and ensuring the role of the planner as a single point of contact for applicants.

Residential Developers and Landowners

This group was primarily composed of large-scale residential developers with projects that would have a higher economic impact. Developers in this group had both a sale and a long-term leasing business model.

- **Efficient and Transparent Processes:** Emphasized the need for efficient and transparent processes, especially with technology. Clearer communications needed on the recent changes to prebuilding process and how this will impact application processing.
- **Improving Communication:** Concern about the lack of communication between the City and developers, which leads to delays and inefficiencies. They suggested that communication between staff and developers should be more direct and in person, while emphasizing the importance of being able to get ahold of City staff.
- **Capacity Building:** There was consensus among the participants that the City needs to work on building the capacity of its staff to handle the increasing workload.
- **Rewarding Efficiency:** Participants suggested that the City should reward staff who are efficient in their work and empower them to make decisions. They suggested evaluating the time it takes to process an application or how the staff person works with the developer.
- **Culture Shift:** Need for a culture shift within the City towards becoming more solutions-focused and enabling. They suggested that developers often get a bad reputation with taxpayers and suggested that the City needs to show taxpayers that developers are important. At the same time, there is a feeling from the developers that the City needs to trust and accept that their submissions are made by professionals who know what they are doing.
- **Learning from Other Municipalities:** Learning from other municipalities, such as Markham and Hamilton, which have successful e-plan systems.
- **Partnering with developers and other agencies:** Need to help communicate the value that residential developers bring to the city and proactively work with them to vision for intensification areas including technical barriers to achieving housing goals like servicing and transportation management.
- **Difficulty in Contacting City Staff:** Frustration over the inability to reach city staff and how email communication is not always effective. They emphasized the need for more direct communication and having the ability to meet with someone to review plans and resolve issues in person.
- **Lack of Flexibility:** While it is acknowledged that the zoning and parking regulations in intensification areas are out of date, they don't see flexibility in how they are applied by staff in line with market demands/realities.

Overall, the discussion focused on the need for efficient and transparent processes, better communication, capacity building, rewarding efficiency, culture shift, and learning from other municipalities. They suggested several solutions to address these issues, such as the development of online tools, direct communication between staff and developers, and a focus on staff capacity building and culture shift.

Existing Businesses (Non-Development)

Existing businesses range from main street business, such as restaurants and retailers to manufacturers and larger office-based employers with up to 1,000 employees. Small businesses buying and leasing new commercial properties face significant barriers to understanding the complexity of processes and finding the right resources to support them through regulatory processes. Larger businesses in the manufacturing and office sectors will typically buy or lease a new building once every 20-30 years. They expect that hiring professional consultants and planning professionals to manage the process will make it straightforward, timely and predictable.

- **Communication and responsiveness:** Expressed frustration with the slow and unresponsive communication from the City and consultants during the development process. They suggested the need for a single point of contact and a more streamlined process.
- **Zoning and Regulations:** Frustration with the zoning and regulatory process in Burlington, citing lack of transparency and flexibility, creating delays and financial loss for businesses.
- **Need for a streamlined and clear process:** Single point of contact, to help small businesses navigate the complex development process in Burlington.
- **Desire for change and improvement:** There was a clear desire for change and improvement in the development process with frustration expressed with the current system and the need for a more customer-focused and solution-oriented approach.
- **Importance of early intervention and communication:** The attendees stressed the importance of early intervention and communication in the development process, with a need for clear and transparent communication from the City and consultants. They identified the need to understand the process at the beginning, to give the business a one-on-one meeting, and to present the business with a clear pathway and early interventions to make sure that things go smoothly.

Overall, the key themes from the discussion were the need for clear communication, a streamlined process, and a customer-focused approach to development in Burlington. They also encouraged the City to recognize the different levels of support that different types of business need who may be less familiar with the development process.

City of Burlington Staff

The session with staff was proactively looking at solutions, including having an ambassador/champion for business files, concurrent processing of site plan and building permit applications, a culture shift to problem-solving and enabling development, proactive communications with businesses, prioritization of business files, and power for Economic Developer/Business Ambassador role to meet timelines to

support the retention and attraction of business. In addition, the following key themes emerged:

- The complexity, scope and pace of legislative changes are difficult to manage.
- Staffing retention and recruitment challenges impacting ability to process files in addition to gaps emerging in information management and handover of files.
- Positive belief that the Streamline Development Approval Fund (SDAF) and new process changes will make significant improvements.
- Culture change to put customers first and focus on solutions is happening, but need clear direction to empower staff to problem solve becoming enablers not enforcers.
- Communication challenges, including lack of clarity on timelines and difficulty in getting a hold of other staff.
- Process and policy challenges, including outdated zoning by-laws and inconsistencies, backlog in committee of adjustment, and interpretation variations.
- Reputation and perception challenges, including the perception that Burlington is not development friendly and lags in technology adoption and e-reviews/submissions.
- Lack of clarity in how files should be prioritized and mixed messaging on what items should go to the top of the pile with the need for clear and consistent criteria for prioritization.

Red Tape Red Carpet Progress Status

Type	#	Recommendation	Owner	Status	Key Target Dates	Status
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		Ongoing	The items on the Chief of Business Development Roles & Responsibilities activities are split between Economic Development and Customer Experience Manager - Business Development based on Burlington Economic Development Governance Review recommendations. Focus of CXM-BD role is on external business support related to developments and customer experience. Sales, promotion, marketing, branding and business attraction activities will be led by Burlington Economic Development.
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		Ongoing	Digital Platform and additional staff resources required for completion.
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		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. 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 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.
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		Complete	New Red Tape Red Carpet webpage created in 2019. Targeted content developed for www.burlington.ca/en/services-for-you/business-in-burlington .and content is being reviewed and updated in 2021 to incorporate new resources as part of the City of Burlington website redevelopment.
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 Development Services		Ongoing	The integrated process outlined in RT3 will be accepting and circulating applications in digital format as of 2020-04-30. 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. System requirements for integrated system being developed. Future budget TBD.
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		TBD	Budget request to develop organization at October 5th 2021 CPRM require baseline resources to implement fast track. Ongoing discussions taking place at HADLAC.
Cutting Red Tape	RT7	Foster a strong and meaningful culture of high performance and employee recognition	City Manager		Ongoing	Created new role Customer Service Experience Manager and council approved new organizational structure implemented. Review of customer service business process completed in 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		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		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		Ongoing	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		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		Investment Attraction Ongoing New Burlington Brand launch TBD	On March 13 2021, 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. The One Brand project was placed on pause so that resources could be focused on supporting residents and businesses through COVID-19 impacts.
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		Ongoing	Opportunities to engage Members of Council and leadership team being utilized on an ongoing basis as part of Investment Attraction Strategy. Council engagement with businesses has been refocused on the COVID-19 response and incoming investment attraction missions have resumed.
Rolling out the Red Carpet	RC14	Make business attraction/retention a standing item for discussion at all Planning & Development Committee meetings.	City Manager		Q4 2019	Regular updates taking place to Council on Business Attraction & Retention in addition 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 & Burlington Economic Development		TBD	2 internal staff sessions completed in December 2019. Commercial developer and realtor engagement sessions took place in Q1 2021 and feedback has been integrated into Customer Experience Mapping.
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		Q2 2023	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		Completed	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		Ongoing	New Council approved organizational design implemented September 24th 2019. 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		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		TBD	Initial work completed as part of the Economic Development Governance Review.
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		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 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		Q4 2020	Brownfield CIP Policy approved by Council in March 2021. By Laws adopted in Q2 2021. Budget to implement brownfield CIP to be requested as part of 2024 Budget process. Work on a comprehensive framework and implementation recommendations has been placed on pause until 2022 due to workload capacity.