



AGENDA

BUSINESS ADVISORY COMMITTEE

September 20, 2019, 10:30 AM

ELECTRIC LIGHT COMMITTEE ROOM

Members

Councillor W. Sutherland, Chair

Councillor P. Demong, Vice-Chair

City Manager D. Duckworth

Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Business Advisory Committee, 2019 July 30
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
None
 - 5.2 BRIEFINGS
None
6. POSTPONED REPORTS
(including related/supplemental reports)
None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 7.1 Business Advisory Committee Update, BAC2019-1193
 - 7.2 City Manager Delegate (Verbal), BAC2019-1211

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

11. ADJOURNMENT



MINUTES

BUSINESS ADVISORY COMMITTEE

**July 30, 2019, 8:30 AM
LEGAL TRADITIONS COMMITTEE ROOM**

PRESENT: Councillor W. Sutherland, Chair
Councillor P. Demong, Vice-Chair
City Manager Designate S. Sharp

ALSO PRESENT: General Manager S. Dalgleish
General Manager D. Duckworth
Acting City Clerk L. McDougall

1. CALL TO ORDER

Councillor Sutherland called the Meeting to order at 8:41 a.m.

2. OPENING REMARKS

No opening remarks were provided at today's Meeting.

3. CONFIRMATION OF AGENDA

Moved by Councillor Demong

That the Agenda for the 2019 July 30 Regular Meeting of the Business Advisory Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes from the Regular Meeting of the Business Advisory Committee, 2019 July 02

Moved by Councillor Demong

That the Minutes of the Regular Meeting of the Business Advisory Committee, held 2019 July 02, be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Water Utility Report to the Business Advisory Committee on Indemnified Contractors, BAC2019-0974

A presentation entitled "Water Utility Report to the Business Advisory Committee on Indemnified Contractors", dated 2019 July 30, was distributed with respect to Report BAC2019-0974.

Moved by Councillor Demong

That with respect to Report BAC2019-0974, the following be approved:

That the Business Advisory Committee (BAC) directs Water Utility Administration to:

1. Report back in Q4 2019 on the resolved actions as a result of ongoing dialogue between the Water Utility and the Indemnified Contractors (ICs); and
2. Engage as part of a corporate-wide process to identify opportunities for improvement to the ICs customer experience across The City of Calgary.

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by City Manager Designate Sharp

That this meeting adjourn at 9:29 a.m.

MOTION CARRIED

The next Regular Meeting of the Business Advisory Committee will be held at the Call of the Chair.

CHAIR

ACTING CITY CLERK

UNCONFIRMED

City Manager's Office Report to
Business Advisory Committee
2019 September 20

ISC: UNRESTRICTED
BAC2019-1193

Business Advisory Committee Update

EXECUTIVE SUMMARY

The Business Advisory Committee (BAC) has held several regular meetings and a working group has been established since its Terms of Reference was approved on 2019 March 18. The working group includes external stakeholders who provide insight into perceived and systemic barriers businesses face when working with The City and identify opportunities where The City can improve its practices to ensure services are delivered in an efficient and effective manner. The BAC has prioritized the opportunities identified by the working group to-date and has directed Administration to further investigate three priorities and pilot one project. The three priority areas identified are Restaurant, Change of Use and Industrial Land.

This report provides a summary of the committee's identified three priority areas along with a progress update on the pilot project, and includes recommended updates to the BAC Terms of Reference.

ADMINISTRATION RECOMMENDATION:

The Business Advisory Committee recommends that Council approve the amended Terms of Reference as outlined in Attachment 2.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 October 15 Council directed through the Notice of Motion C2018-1219 that "Council support the creation of the Business Advisory Committee"; that "Council nominate two (2) Councillors during the October 22nd Organizational Meeting of Council to serve as members of the Business Advisory Committee (one Councillor to serve as Chair, Cllr Sutherland); that the Business Advisory Committee report back to Priorities and Finance Committee semi-annually; and that "the Business Advisory Committee bring back a proposed Terms of Reference no later than December 2018."

On 2018 November 19 Council directed through the Notice of Motion C2018-1351 that "Council defer the due date of a proposed Terms of Reference from 2018 December to Q1 2019".

On 2019 March 18 Council approved the proposed Terms of Reference for the Business Advisory Committee.

On 2019 April 3 Councillor Demong was elected Vice-Chair of the Business Advisory Committee, by acclamation and acknowledging the City Manager delegation to S. Sharp.

On 2019 June 17, Council requested the Business Advisory Committee to consider Report PFC2019-0384, Social Procurement Update and provide an opinion to Council by no later than Q4 2019. The Working Group through BAC will provide an opinion on the Social Procurement Update by October 31, 2019.

Business Advisory Committee Update

BACKGROUND

Since the establishment of the Business Advisory Committee in 2019 March, two regular meetings have been held along with several working group meetings. The working group provided feedback on a proposed business friendly campaign and refreshed content on The City's external website, as well as identifying several opportunities for The City to explore, as outlined below. Additionally, the working group provided The City with the opportunity to promote The City's Financial Task Force Committee, and encourage industry stakeholders to participate to share their feedback on property tax issues.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Progress Update

Several opportunities have been identified and prioritized through the BAC working group and subsequently resulted in one pilot project and three priorities to be explored. The three priorities are:

1. Restaurants
 - Municipal and Provincial collaboration. Importance of being more responsive with timelines.
2. Change of Use
 - Stakeholders would like a focus on streamlining process and permitting.
3. Industrial Land
 - Work on ensuring City industrial land stays regionally competitive

The pilot project, which is now underway, is exploring solutions to resolve barriers for Indemnified Contractors when working with The City. This includes streamlining the approvals processes for the necessary permits for Indemnified Contractors to conduct business in Calgary and in turn creating a flexible and functional customer service experience for them. Administration will report back to BAC in Q4 2019 with a status update on the barriers resolved to-date for Indemnified Contractors. See Attachment 1 for BAC Workplan.

Terms of Reference

Three updates are required through the application of the Terms of Reference approved in 2019 March:

- 1) That the reporting structure for BAC is recommended to be report directly to Council. This ensures the BAC has the most direct and streamlined process in place to support its ability to deliver on its mandate.
- 2) Initially the BAC working group had a set membership. External stakeholders of the working group expressed concerns on potentially being penalized in future dealings with The City if they were highlighting internal issues. As a result, the Business Advisory Committee decided that it was best to have more focused working group meetings by sector in a confidential environment. This will make it possible for industry members to provide more candid feedback on their experience when working with The City.
- 3) Allow for a designate member of Council to serve as an alternate when required to meet quorum.
- 4) Changes to City Manager Delegate to align with the mandate of the Business and Local Economy Program.

City Manager's Office Report to
Business Advisory Committee
2019 September 20

ISC: UNRESTRICTED
BAC2019-1193

Business Advisory Committee Update

See Attachment 2 for the updated Terms of Reference.

Stakeholder Engagement, Research and Communication

Engagement and two-way communications with the business community and affiliated partners and stakeholders is a priority for The City of Calgary. Strategic communications and ongoing engagement enables issues to be surfaced and improved, and as a result, create the ideal conditions for businesses to thrive. The Business Advisory Committee will continue to receive advice and recommendations from working groups, prioritize perceived systemic barriers and work with respective City departments to resolve and extinguish issues and remove red tape. Essential to these conversations and improvements is creating awareness within the business community on how their feedback is being used or addressed, and new or improved services, information and resources. BAC will start to share updates with the broader community of business owners and investors once solutions or service improvements have been determined and implemented.

Strategic Alignment

This report aligns with Council's priority of prosperous City: "Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strive to be the best place in Canada to start and grow a business" (Council Directives for One Calgary 2019-2022). In addition, this report aligns with Business Environment Focus area of Calgary's Economic Strategy by working with government and business to continually improve City services to foster Calgary's business environment, innovation ecosystem and help build the foundation for business success.

Social, Environmental, Economic (External)

Financial Capacity

Current and Future Operating Budget:

There are no current operating budget impacts.

Current and Future Capital Budget:

There are no current and future capital budget impacts.

Risk Assessment

The Business Advisory Committee will ensure the identification of person(s) in the collection of external stakeholder conversations in working group sessions remains confidential. Working group participants that partake in a whiteboard session are notified that all discussions are subject to Freedom of Information and Protection of Privacy Act (FOIP Act) of Alberta.

City Manager's Office Report to
Business Advisory Committee
2019 September 20

ISC: UNRESTRICTED
BAC2019-1193

Business Advisory Committee Update

REASON(S) FOR RECOMMENDATION(S):

The recommendation to adopt the updated Business Advisory Committee Terms of Reference will support confidential whiteboarding sessions with focused business sectors. It is important to provide a safe environment where business stakeholders can address the barriers that they face in their everyday operations. This reinforces Calgary's "open for business"/business-friendly reputation with investors and business owners and supports Administration in delivering services in an efficient and effective manner.

ATTACHMENT(S)

1. Attachment 1 – Business Advisory Work Plan
2. Attachment 2 – Business Advisory Committee Terms of Reference



Business Advisory Committee Work Plan

BAC will act as a conduit to address perceived City of Calgary barriers that business stakeholders face in their everyday operations.

BAC will provide insight, advice and recommendations to reduce perceived barriers for business owners. BAC will share updates with the broader community once solutions or service improvements have been determined and implemented.

2018 to 2019

Deliverable	Timeline	Audience	Leads	Notes
Business Advisory Committee Notice of Motion	October 15, 2018	Council	Cllr Sutherland Sonya Sharp/Amie Blanchette	Approved and Terms of Reference to return to council end Q42018
Business Advisory Committee Terms of Reference deferral	November 19, 2018	Council	Cllr Sutherland	Approved and to return end of Jan 2019
Business Advisory Committee Terms of Reference	March 18, 2019	Council	Sonya Sharp	Terms of Reference - Approved
Regular Meeting: Business Advisory Committee	April 3, 2019	Public	Cllr Demong, Cllr Sutherland, Glenda Cole, Sonya Sharp	First Business Advisory Committee meeting – Agenda and Meeting mins in escribe
Business Advisory Committee Working Group Meeting #1	April 10, 2019	BAC and Working Group	Cllr Sutherland (Chair) / BAC	Kick off meeting with External Stakeholders and Administration
Business Advisory Committee Working Group Meeting #2	May 8, 2019	BAC and Working Group	Business Advisory Committee and Working Group	Presentation on potential campaign and refreshed online content on The City's external website. Working Group suggests pausing until Q4 2019.
Meeting with City Approved Indemnified Contractors	May 16, 2019	Members of BAC	Cllr Sutherland /Sonya Sharp/ Tomi Neilson	Received some stakeholder feedback on timelines, service delivery and communication. Business Advisory Committee conducted a “what we heard” report.

Deliverable	Timeline	Audience	Leads	Notes
Indemnified Contractors Engagement Session	May 28, 2019	Invites	Tomi Neilson	Hosted at the Water Services Building.
Update to GM Duckworth	June 13, 2019	GM Duckworth/ Administration	Cllr Sutherland/ Sonya Sharp	GM Duckworth is to share the "what we heard" with staff and decide on next steps.
Business Advisory Committee Update to Cllr Demong	June 18, 2019	Cllr Demong	Sonya Sharp/Tomi Neilson	Updating Cllr Demong on the "what we heard report" from June 13, 2019.
Regular Meeting: Business Advisory Committee	July 2, 2019	Public	Business Advisory Committee	Committee has identified system issues with Indemnified Contractors "what we heard" report and next steps. GM Duckworth has been advised.
Business Advisory Committee Working Group/External Stakeholders Update	July 4, 2019	Working Group	Business Advisory Committee	Level setting - meetings going forward and stakeholder discussions without administration to create that safe environment.
Business Advisory Committee Working Group Update to City Administration	July 22, 2019	Members of City Administration who sit on the Working Group	Business Advisory Committee	Business Advisory Committee provided an update on the more specified direction the Working Group sessions wish to take going forward. This is in response to the suggestion made in previous Working Group meetings.
Business Advisory Committee and Working Group: Opinion on Social Procurement Policy Discussion	July 23, 2019	Business Advisory Committee and Working Group	Supply Management	That with respect to Postponed Report PFC2019-0384, the following Motion Arising be adopted: That Council request the Business Advisory Committee to consider Report PFC2019-0384 and provide an opinion to Council by no later than Q4 2019.

Deliverable	Timeline	Audience	Leads	Notes
Regular Meeting: Business Advisory Committee	July 30, 2019	Public	Water Resources/Services	Water Utility Report to the Business Advisory Committee on Indemnified Contractors BAC2019-0974
Regular Meeting: Business Advisory Committee	September 20, 2019	Public	Business Advisory Committee	Business Advisory Committee to approve the update report to Council.
Business Advisory Committee Semi- Annual Report to Council	September 30, 2019	Council	Business Advisory Committee	Council Report number TBD
Q4 2019 – Q1 2020				
Business Advisory Committee's next 3 top priorities	Q4 2019 – Q1 2020	External Stakeholders	Business Advisory Committee	Suggestions identified by industry at the July 4, 2019 Working Group meeting: Restaurants, Change of Use and Industrial Land
Organizational Meeting of Council	October 28,2019	Council	City Council	"Council nominate two (2) Councillors to serve as members of the Business Advisory Committee.
As per PFC 2019-0384 – Opinion on social procurement report	October 31,2019	Supply Management	Business Advisory Committee	Working Group through the Business Advisory Committee to provide an opinion on social procurement report.
Regular Meeting: Business Advisory Committee	Q4 2019	Business Advisory Committee	Water Resources/Services	Administration to report back to the committee on status update on the barriers resolved to-date for Indemnified Contractors.
Business Advisory Committee update back to Indemnified Contractors	Q4 2019	Stakeholders that attended the May 16, 2019 meeting	Business Advisory Committee	Business Advisory Committee update from Administration back to Indemnified Contractors.



Business Advisory Committee Terms of Reference

1. Establishment

The Business Advisory Committee ("BAC") was established by Council on 2018 October 15 after considering Notice of Motion C2018-1219 titled "Business Advisory Committee".

2. Mandate

The BAC will act as a conduit to address perceived City of Calgary barriers that business stakeholders face in their everyday operations.

Note: Tax and Assessment matters are not included under the BAC mandate.

BAC members' responsibilities are to:

1. Receive advice and recommendations from the BAC working group;
2. Prioritize perceived systemic barriers and work with respective City administration departments for resolution; and
3. Seek Council approval for additional resources when required to carry out a particular initiative the BAC believes should be pursued.

Items identified requiring funding beyond \$2,000, or where funding is not currently included in existing City budgets will be incorporated into BAC reporting to Council for funding and direction.

3. Reports To

~~The BAC reports to Priorities and Finance Committee semi-annually, and more frequently as required.~~ The BAC reports to Council semi-annually, and more frequently as required.

4. Composition

The BAC consists of:

- Two (2) Members of Council appointed by Council. Council Members appointed to the Business Advisory Committee may notify the City Clerk of a designated Member of Council to serve as an alternate.
- The City Manager or delegated designate from the ~~Planning and Development department~~ Business and Local Economy Program team.



Business Advisory Committee Terms of Reference

5. Quorum

BAC quorum is all members.

6. Term

The initial term of BAC membership will be set by Council resolution. Members of Council will be appointed to the BAC at Council's annual Organizational Meeting for one-year terms expiring on the day of Council's next Organizational Meeting or when their successors are appointed, whichever is later.

7. Chair

The Chair and Vice-Chair shall be members of Council. The Chair and Vice-Chair shall be appointed by Council. After the initial term, the Chair and Vice-Chair will be appointed at the Council's annual Organizational Meeting.

8. Meetings

The BAC will meet at the call of the Chair in compliance with the provisions of section 195, 196 and 197 of the *Municipal Government Act* with respect to notice. Meetings will occur in the Municipal Complex.

9. Working Group

The BAC may establish a subcommittee in the form of a working group to support the role of the BAC. ~~The working group consists of the BAC members and up to eleven (11) additional members made up of representatives from the following groups including but not limited to:~~

The working group consists of the BAC members and additional external and internal stakeholders depending on industry focus. They may include representatives from the following groups including but not limited to:

- Chamber of Commerce
- Calgary Economic Development, Board Member
- BILD Calgary
- NAIOP-Commercial and Industrial Sector
- Calgary Economic Development
- Canadian Federation of Independent Business (CFIB)
- Business Council of Alberta
- City of Calgary, City Manager's Office



Business Advisory Committee Terms of Reference

- City of Calgary, Community Services, General Manager or designate
- City of Calgary, Deputy City Manager's Office
- City of Calgary, Planning & Development, General Manager or designate
- City of Calgary, Transportation, General Manager or designate
- City of Calgary, Utilities & Environmental Protection, General Manager or designate

The BAC working group responsibilities are to:

1. Bring forth perceived barriers that business stakeholders face in their everyday operations, and opportunities for discussion;
2. The working group will receive from Administration plans and associated presentations about work being done to become more business-friendly, and provide input on those plans;
3. Share updates with the broader community of business owners and investors once solutions or service improvements have been determined and implemented; and
4. Provide insight, advice and recommend service improvements to BAC, representing the customer perspective.

10. Meeting Support

The City Clerk's Office will provide legislative services for BAC in accordance with Council Policy CP2016-03, *Governance and Appointments of Boards, Commissions and Committees*.

City Administration from Planning and Development will act as a resource to the BAC working group. Administration will be responsible for drafting reports and recommendations to BAC on behalf of the working group.

11. Governance

- a) The BAC and the BAC working group shall act in accordance with Council Policy CP2016-03, *Governance and Appointments of Boards, Commissions and Committees* and *Procedure Bylaw 35M2017* as amended.



Business Advisory Committee Terms of Reference

- b) Any records submitted to the BAC or the BAC working group is governed by the applicable provisions of the *Municipal Government Act* (Alberta) and the *Freedom of Information and Protection of Privacy Act* (Alberta).
- c) The BAC and the BAC working group and any attending members of Council will act in accordance with the *Municipal Government Act (Alberta)*, *Bylaw 26M2018 Code of Conduct for Elected Officials* or Council Policy CC045, *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees* as appropriate to the position held and any other relevant Council Policies and in the best interest of The City taking into account the city as a whole, and without regard to the member's personal interests. They will consider all issues consistently and fairly, and in the light of all relevant facts, opinions and analysis of which the member should be reasonably aware. In addition, all members will endeavor to incorporate the following Guiding Principles into the oversight and guidance they provide regarding the mandate delivery of the BAC and its working group members:
- Accountability
 - Citizen-centric
 - Diversity
 - Inclusion and authentic
 - Neutrality
 - Respect
 - Responsive and committed
 - Timeliness
 - Transparency