

Administration's next steps and future considerations

Issues	Work in Progress/Near-Term Considerations				Future Considerations	
	What is the perceived concern?	Proposed Organizational / Procedural changes	What are the desired outcomes?	What are the potential measures of success?	Potential future initiatives	Prioritization Notes
1 - Lack of opportunity to meet, consistency and knowledge from staff when responding to inquiries	Without regular input from staff, business owners are unaware of potential problems in applications until they are too late.	The Case Manager role to be located within Business & Building Safety Approvals will help connect customers with the information they need. Develop approvals and inspections process guides.	Knowledgeable staff accessible to applicants, will have early warning of potential issues. This is in addition to the current access already available to all customers through live chat, email, and by phone. Case Manager will be able to connect customers with Subject Matter Experts (SMEs) where applications are complex.	Customer survey results. Tracking of difference between desired vs. actual business open date.	Enhance quality of information available to businesses and create more information channels. <ul style="list-style-type: none"> Expanded SME availability Enhanced information sharing with business owner during approvals process. Use technology to track most common questions/problems Use data to develop customer education Use digital interactive tools to provide customers with real time property information. Create more opportunities to provide early warning to customers. <ul style="list-style-type: none"> Provide Safety Codes input earlier in approvals process Stronger focus on aligning business opening date and approvals process Engage stakeholders in processes that occur before the approvals process starts. 	Prioritize low cost/low effort initiatives with direct potential benefit.
2 - Uncertainty, time and cost increase due to Change of Use lengthy process	The longer the approvals process takes, the greater the loss in revenue for the business.	2021 focus – Key initiatives are being worked on already such as: Parking minimums removal for commercial and enterprise area expanding to other locations.				
3 - Inspection process require far more changes than what was initially approved on the plans/drawings	Lack of certainty that an approved design can be constructed without costly changes required by inspectors.	Encourage complete applications <ul style="list-style-type: none"> Illustrate what a complete application looks like Enhance coordination between approvals and inspections staff through: <ul style="list-style-type: none"> Training materials developed based on most common application and inspection deficiencies. 	Customer knows what to submit in order to have an application approved and pass inspections. Enforcement is consistent among approvals and inspections staff.	Customer survey results. Tracking of difference between desired vs. actual business open date.	Encourage complete applications <ul style="list-style-type: none"> Communicate timelines for complete vs. incomplete applications Track most common application and inspection deficiencies Enhance education offerings for customers <ul style="list-style-type: none"> Use data to develop customer education for all stakeholders. 	Data from tracking of most common application and inspection deficiencies will be available for customer education development purposes.

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		Clarify rules of engagement between customers and staff <ul style="list-style-type: none"> • Communicate an escalation protocol • Provide organizational charts and contact information. 			Enhance quality of information and training available to staff <ul style="list-style-type: none"> • Improve knowledge management system • Cross-training. 	
3A - Cost increase due to over design of various requirements related to safety	Lack of familiarity with codes results in design changes and over-designing in order to increase certainty of a successful application. Overdesign may reduce revenue-generating floor area. Business owners are caught unaware of changes to codes.	Approvals and inspections process guides to identify or link to minimum code requirements. Provide ongoing coaching/training of staff to ensure common understanding of minimum code requirements.	Business owners have access to easily understandable code information, including information about code changes. Staff are consistent in their understanding and application of minimum code requirements.	Customer survey results.	Enhance education offerings for customers <ul style="list-style-type: none"> • Use data to develop customer education for all stakeholders. Enhance quality of information and training available to staff <ul style="list-style-type: none"> • Improve knowledge management system • Cross-training. Connect businesses with Codes development processes. Leverage relationships with Codes development bodies to provide enhanced information to customers.	Data from tracking of most common application and inspection deficiencies will be available for customer education development purposes.
3B – Building safety codes regulation required to design for construction are too vague	Lack of familiarity with design requirements/ design objectives results in design changes.	Provide an approvals and inspections process guide to identify or link to minimum code requirements. Provide an approvals and inspections process guide to identify or link to information about what type of designers/contractors the customer should hire in order to have an application approved and pass inspections. Provide ongoing coaching/training of staff to ensure deficiencies are communicated clearly.	Case Manager will be able to connect customers with Subject Matter Experts (SMEs) where applications are complex. Business owners have access to easily understandable code information. Business owners know what type of assistance they need in order to have an application approved and pass inspections.	Customer survey results. Tracking of difference between desired vs. actual business open date.	Enhance quality of information available to businesses and create more information channels. <ul style="list-style-type: none"> • Expanded SME availability • Enhanced information sharing with business owner during approvals process. • Use technology to track most common questions/problems • Use data to develop customer education Create more opportunities to provide early warning to customers. <ul style="list-style-type: none"> • Provide Safety Codes input earlier in approvals process 	Prioritize low cost/low effort initiatives with direct potential benefit. Data from tracking of most common application and inspection deficiencies will be available for customer education development purposes.
3C – Lack of clarity on HVAC requirements	Code requirements for HVAC are not communicated effectively.	See items under Issue 3B.	See items under Issue 3B.	See items under Issue 3B.	See items under Issue 3B.	See items under Issue 3B.

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	HVAC retrofits are too expensive for building owners, which can prevent businesses from being able to lease space.					
4 - Lack of consistency/ subjectivity from inspection staff when making approval decisions	Inconsistent interpretation and application of code requirements by inspections staff.	See items under Issue 3.	See items under Issue 3.	See items under Issue 3.	See items under Issue 3.	See items under Issue 3.
5 - Lack of perceived value on paying for a business licence	There is a negative perception that the Business Licence is another form of taxation. It seems that the business licence inspection only looks if the business has made the licence paper proof visible, missing the point of why the business is open.	Investigate the removal of fire approvals from the business licence process to reduce requirements that provide little value to the business owner. Provide an automated option to renew business licences which is more convenient and efficient for the business owner. Investigate what other jurisdictions are doing to enhance the value for a business license.	Business owners understand the value and purpose of a business licence. Staff are consistent in their understanding of the business licence process and are better able to communicate to business owners.	Customer survey results.	Assess the use of revenue from Business Licence to create an external Advisory Panel to support other businesses that are starting up. Provide a value in return for business licence communication on the City of Calgary website.	Prioritize digital options for enhanced customer service.