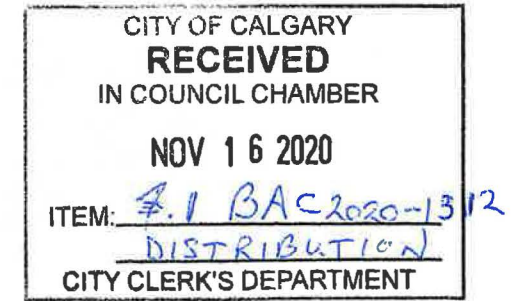


Business Advisory Committee

Update on the Customer Journey Issues for the Restaurant and Brewery Industry BAC2020-1312

November 16, 2020

Agenda



- Purpose of report and background
- Work in progress
- Recommendations



Recommendations

RECOMMENDATION: That the Business Advisory Committee (BAC):

1. Direct the Business & Local Economy team to work with Planning & Development to report back to the BAC with a progress update on focus areas 1, 3, 3a, 3b, 3c, 4, and 5 identified in the “What We Heard” report by the end of Q1 2021;
2. Direct the Business & Local Economy team to work with Planning & Development to report back to the BAC with a progress update on focus area 2 identified in the “What We Heard” report by the end of Q2 2021; and
3. Direct the Business & Local Economy team to work with Planning & Development for continued improvement of the customer journey experience to other business segments

Purpose and background

- The Business Advisory Committee Q4 2019 – Q1 2020 Work Plan and the amended Terms of Reference (BAC2019-1193) were approved at the 2019 September 30 Combined Meeting of Council.
 - The Work Plan identified several opportunities to prioritize perceived system barriers. One of the three priorities identified was:
 - ❑ Restaurants – Importance of being more responsive with timelines. Municipal and Provincial collaboration.
- The purpose of this report is to provide an update on Administration's next steps in response to the concerns and recommendations raised by targeted stakeholders during the restaurant and brewery meetings that BAC hosted.

Key issues identified

1 Lack of opportunity to meet, consistency and knowledge from staff when responding to inquiries

2 [2021 Fee] Uncertainty, time and cost increase due to Change of Use (COU) lengthy process

3 Inspection process require far more changes than what was initially approved on the plans/drawings

4 Lack of consistency /subjectivity from inspection staff when making approval decisions

5 Lack of perceived value on paying for a business license

3A – Cost increase due to over design of various requirements related to safety

3B – Building safety codes regulation required to design for construction are too vague

3C – Lack of clarity on HVAC requirements

Work in progress

New team created

Business & Building Safety Approvals

This team provides complete support for business customers.

Key Benefits for Customers

- Streamline access to internal expertise
- Act as an early warning system
- Coordinate approvals and inspections

Key Goals

- Provide **‘One Stop Shop’** for our business customers
- Provide operational alignment
- Strengthen collaboration between businesses with building safety approval and inspection teams



Work In Progress

Proposed Organizational / Procedural changes

Desired outcomes

Lack of opportunity to meet, consistency and knowledge from staff when responding to inquiries

1

- **‘Case Manager’ role**
- **Approvals and inspections process guides**

- **Knowledgeable staff identify issues early**
- **Case Manager connects customers with SMEs**

Inspection process require far more changes than what was initially approved on the plans/drawings

3

- **Encourage complete applications**
- **Advise on common application/inspection deficiencies**
- **Communicate escalation protocol**
- **Provide organizational charts and contact information**

- **Customer knows what to do to be successful**
- **Enforcement is consistent**

Lack of consistency/ subjectivity from inspection staff when making approval decisions

4

Potential Measures of Success:

- **Customer survey results.**
- **Tracking of difference between desired vs. actual business open date.**

Work In progress

Proposed Organizational / Procedural changes

Desired outcomes

Cost increase due to over
design of various
requirements related to
safety

3A

- **Communicate minimum code requirements to customers**
- **Align staff on application of minimum code requirements**

- **Business owners have information they need**
- **Codes are applied consistently**

Building safety codes
regulation required to design
for construction are too
vague

3B

- **Recommend project team compositions that deliver results**
- **Clearly communicate deficiencies to the customer**

- **Case Manager connects customers with subject matter experts**
- **Businesses know who can help deliver the project**

Lack of clarity on HVAC
requirements

3C

Potential Measures of Success:

- Customer survey results.
- Tracking of difference between desired vs. actual business open date.

Work In progress

Proposed
Organizational /
Procedural changes

Desired
outcomes

Lack of perceived value on
paying for a business licence **5**

- **International best practices scan**

- **Business owners understand value and purpose**
- **Staff are better able to communicate the process**

Potential Measures of Success:

- Customer survey results.



Recommendations

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