

## Business Experience Improvement Program Actions

Work Stream: Customer Experience						
Key Outcomes: <ul style="list-style-type: none"> <li>Knowledgeable staff identify issues early</li> <li>Business Experience Representative connects customers with subject matter experts</li> <li>Businesses know who can help deliver the project</li> </ul>						
Project	Issue it addresses (focus area)	What has been completed?	What is the impact?	What to expect in the future?	Measures of Success	Timelines
<b>Business Experience Representative Pilot</b>	1 - Lack of opportunity to meet, consistency and knowledge from staff when responding to inquiries	Launched the nine month Business Experience Representative pilot, and as a result, assembled a multi-discipline team that are participating in the pilot.	The Business Experience Representative service is offered to customers starting or modifying a restaurant or brewery business. The Representative is well-trained on the application intricacies of each business type, and ready to support the customer's business licence journey once started, or provides advice before the journey starts.	Focus groups will be held after the pilot. Analysis of the results of the pilot will make an informed decision on a permanent solution.	Customer survey results.  Tracking of the difference between desired versus actual business open date.  Development of performance measures including clear timelines, differentiated among business types and customers that will be monitored, reported on, and improved upon.	Business Experience Representative Pilot: launched 2021 February  Pilot lessons learned: 2021 December  Performance measures, including clear timelines developed by the end of 2021 Q3
<b>Reorganization in Calgary Building Services</b>		<ul style="list-style-type: none"> <li>Brought together business approvals and building safety approvals.</li> <li>Completed the realignment of Heating, Ventilation, and Air Conditioning (HVAC) approvals</li> </ul>	<b>Streamlined Approvals</b> – Better coordination of Business Approvals with HVAC approvals and inspections.		Faster timelines to issue a business licence	Reorganization completed: 2021 February

<b>Work Stream: Education and Training</b>  <b>Key Outcomes:</b> <ul style="list-style-type: none"> <li>• Customer knows what to do to be successful</li> <li>• Business owners have information they need</li> <li>• Codes are applied consistently</li> <li>• Enforcement is consistent</li> </ul>						
Project	Issue it addresses (focus area)	What has been completed?	What is the impact?	What to expect in the future?	Measures of Success	Key Timelines
Encourage Complete Applications; Training and Coaching	3 - Inspection process require far more changes than what was initially approved on the plans/drawings 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	Created a checklist of the most common deficiencies found during the permit application and inspections stages of the journey. Issues were prioritized to focus on HVAC.	Improved upfront information provided.  <b>Clear interpretation</b> - the issues and critical breakdowns identified help close the “requirement interpretation gap” with clear instructions on how to avoid them.  <b>Improved certainty and predictability</b> - approvals and inspection process is faster with less re-work/issues.  <b>Tangibility</b> - impact of a visual representation of the journey will make the journey more tangible and clear for business customers.	<ul style="list-style-type: none"> <li>• Improve website content, and execute an awareness campaign, highlighting where to find information business customers need</li> <li>• Launch proactive communications to customers (i.e. videos; webinars, handouts, etc) on how to avoid the most common issues in support of their applications</li> <li>• Train staff to understand the most common issues, and how to help customers avoid them</li> <li>• Verify volume of incomplete applications and most common issues by collecting data to make adjustments to information for customers</li> </ul>	Increase in the number of complete applications.  Number of visits to webpages related to business support.  Percentage of staff trained in 2021.  Reduced number of re-inspections due to a “not acceptable” outcome.  Approvals and inspection process is faster with less re-work/issues.	Updated website content completed: 2021 March  Awareness campaign launch: 2021 late April to June  Verify the volume of incomplete applications and most common issues by collecting data: 2021 Q3  Staff training completed: 2021 Q2
Journey guides	4 - Lack of consistency/subjectivity from inspection staff when making approval decisions	Completed a deep dive on the restaurant/brewery customer’s journey with focus on the permit application and inspections stages.		<ul style="list-style-type: none"> <li>• Staff training on the customer’s experience</li> <li>• Customer journey guides and related communications</li> </ul>		In-depth service journey for staff: 2021 Q2  Customer journey guides with related promotion: 2021 June

<b>Work Stream: Business Licence</b>  <b>Key Outcomes:</b> <ul style="list-style-type: none"> <li>• Business owners understand value and purpose</li> <li>• Staff are consistent in understanding process</li> <li>• Staff are better able to communicate the process</li> </ul>						
Project	Issue it addresses (focus area)	What has been completed?	What is the impact?	What to expect in the future?	Measures of Success	Key Timelines
<b>Value of Business Licence</b>	5 - Lack of perceived value on paying for a business licence	<p>The initiatives described above will increase the value a business licence. This includes the enhanced ability for the service to promote public safety, consumer protection, and service quality. It also improves the service's ability to coordinate approvals into a single regulatory framework.</p> <p>Through Council direction to the Financial Task Force, a review of the business licensing service line is underway that will assess the value of services and the cost of services that benefit residents and businesses.</p>	<ul style="list-style-type: none"> <li>• Fast and predictable timelines that are measured and monitored with clear metrics</li> <li>• Customer service that is knowledgeable, prompt, and tailored to business type with sufficient information available and accessible at all times</li> <li>• Demonstrated value for the cost of a business licence</li> </ul>	<ul style="list-style-type: none"> <li>• Execution of an awareness campaign highlighting the value of a business licence for citizens and businesses</li> <li>• Complete a comprehensive review of the Business Licensing service line, including the service costs, the value to citizens and businesses and identification of any opportunities for the service line to deliver greater value</li> <li>• Report to the Financial Task Force quantifying both the cost and value of service for Business Licensing</li> </ul>	Customer surveys to evaluate perceived value by customers.	<p>Awareness campaign launch: 2021 Q2</p> <p>Completion of comprehensive review of Service Line: 2021 Q2</p> <p>Report to Financial Task Force: 2021 Q4</p>
<b>Explore streamlining and efficiency options to direct:</b> <b>a) business licensing and</b> <b>b) inspections related to business licensing</b> <b>under the Planning &amp; Development department.</b>		<p>a) Through the Organizational Realignment, the service line ownership of business licensing is planned to be moved from the Community Services department to the Planning &amp; Development Services department.</p> <p>b) Calgary Building Services will be responsible for strategy for the service line. Calgary Community Standards will continue to provide peace officer functions.</p>	<p><b>Better service to citizens –</b> changes to our organization structure will bring together similar functions which will enable us to work better together, strengthen our collaboration, coordination and innovation, and allow us to rethink how we deliver service to citizens.</p>		<p>Faster timelines to issue a business licence</p> <p>Citizen satisfaction</p>	<p>Realignment Implementation: 2021 Q2/Q3</p>