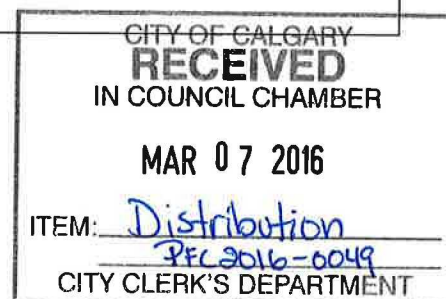| 5a	**Best Practice**
	Regulations are in place to protect the public's health, safety and environment while supporting business growth, innovation and social action. Smart Regulation processes improves the design and effectiveness of regulations mainly related to business and economic activities: • elimination of unnecessary regulation that block growth; • new regulation ONLY as a last option; • reduce the regulatory cost to (small & medium) business, social groups and citizens. • minimize inspections moving to a more risk-based enforcement regime
	City Alignment
	Policy Developer's Toolkit. It is quite complete and contains the guide to writing Council Policy, best practices in Council Policy Development and the developer's checklist.
	Recommendations
	The City should consider establishing a Bylaw Developer's Toolkit similar to the Council and City Policy Developer's Toolkit and could include a Regulatory Impact Assessment (RIA). This RIA will assess the impact of a new bylaw, regulation or amendment before it is implemented. A cost-benefit analysis should be completed as well as a competitive analysis when establishing requirements in City's bylaws and regulations with a focus on compliance costs. • It is important to consider the needs of small business and citizens, knowing the impact of a new regulation is often proportionally higher on them than on bigger business or corporations. It also important to consider the unintended consequences or outcomes from the requirements or information requests. • The City's role should be first as facilitator rather than as a regulator. Creation of a bylaw should be thoughtfully considered as last option. • Consistency. It is not only about duplication and inconsistency with other bylaws, policies or legislation (levels of government) regarding the requirements, but establishing the correct expectations. What really we are looking for with those demands. • Ensure the effectiveness of new bylaws, regulations or amendments. Is it reasonable to comply with and enforce?

5b	**Best practice**
	Cities everywhere work to balance the need for regulation to ensure public health, to protect quality of life and promote economic growth. To achieve this balance, cities must periodically review their regulatory regime - exploring questions of when to regulate and what rules might best govern the permitting, licensing, compliance, and monitoring of local business activity.
	City Alignment
	Council Policies are established to promote good governance and ensure a consistent and transparent provisions and operation of services, programs, and facilities that are either necessary or desirable for The City of Calgary. Council approved recently, December 7, 2015, the Council Policy Program (CC046) to establish procedures for developing, amending, approving, publishing, maintaining and rescinding Council policies, and a formal review of existing Council policies.

Recommendation

1-3-5 Annual Review
A review 1 bylaw/policy, 3 administrative processes, and 5 forms per year. It would be necessary to make sure City's bylaws and administrative processes are up-to-date with the technology trends, new social and economic realities.

1 Bylaw/Policy: A formal review of Council policies was initiated by the City Clerks' Office on January 26, 2016 and, it is mandating every Council policy owner to review existing Council policies during this first year or to establish a timeline for completion if it is not possible to do it in the first year of each review cycle.

3 Processes: To gain efficiencies, effectiveness and faster delivery of services, administrative processes are fundamental. City processes should be customer-focused and include frontline city staff to identify the best ways to improve effectiveness and efficiencies of the delivery processes. The City of Calgary has the Business Process Review group within IT available to support these efforts – this should be communicated widely as a specialty service offering.

5 Forms: They are key tools for customers, citizens and the City. Reviews should be conducted to ensure ease of use, asking for only required information and most importantly, considering if there is an online option available. Ideally, these form submissions are entered directly into a database and don't need to be manually input.