



## Business Advisory Committee Timeline and Work Plan

BAC2022-1129  
ATTACHMENT 2

The Business Advisory Committee (BAC) acts as a conduit to address perceived City of Calgary barriers that business stakeholders face in their everyday operations.

BAC will continue to 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 2022

Deliverable	Date	Audience	Leads	Notes
Regular Meeting Council: Notice of Motion – Business Advisory Committee	October 15, 2018	Council	Councillor Sutherland, Sonya Sharp, Amie Blanchette	<b>C2018-1219</b> Notice of Motion Approved for establishment of a Business Advisory Committee and Terms of Reference to return to Council end of Q4 2018
Regular Meeting Council: Business Advisory Committee Terms of Reference deferral	November 19, 2018	Council	Councillor Sutherland	Approved and to return end of Jan. 2019
Combined Meeting Council: Business Advisory Committee Terms of Reference	March 18, 2019	Council	Sonya Sharp	<b>C2019-0351:</b> Committee Terms of Reference - Approved
Regular Meeting: Business Advisory Committee	April 3, 2019	Public	Councillor Demong, Councillor Sutherland, Glenda Cole, Sonya Sharp	Establishment of a Working Group (Verbal) <b>BAC2019-0444</b> Councillor Demong was elected Vice-Chair of the Business Advisory Committee, by acclamation and acknowledging the City Manager delegation to S. Sharp.

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Business Advisory Committee: Working Group Meeting #1	April 10, 2019	BAC and Working Group	Councillor 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	Councillor Sutherland, Sonya Sharp, Tomi Neilson	Received some stakeholder feedback on timelines, service delivery and communication. Business Advisory Committee conducted a "what we heard" report.
Indemnified Contractors Engagement Session	May 28, 2019	Invites	Tomi Neilson	Hosted at the Water Services Building.
Update to GM Duckworth	June 13, 2019	General Manager Duckworth/ Administration	Councillor Sutherland, Sonya Sharp	GM Duckworth shared the "what we heard" with staff and decided on next steps.
Business Advisory Committee Update to Cllr Demong	June 18, 2019	Councillor 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 identified system issues with Indemnified Contractors "what we heard" report and next steps. GM Duckworth was 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 a safe environment.

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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 was 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 <b>PFC2019-0384</b> and provide an opinion to Council by no later than Q4 2019.
Regular Meeting: Business Advisory Committee	July 30, 2019	Public	Water Resources/Services	Water Utility Report to the Business Advisory Committee on Indemnified Contractors <b>BAC2019-0974</b>
Confidential whiteboarding session	September 11, 2019	External Lawyers	Councillor Sutherland, Tomi Neilson	Confidential whiteboarding session on City Land Transactions – directed to Administration March 2021
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	Consent agenda: <b>BAC2019-1193</b>

Deliverable	Date	Audience	Leads	Notes
Organizational Meeting of Council	October 28,2019	Council	City Council/Clerks	Councillors to serve as Chair and Vice Chair of the Business Advisory Committee. Chair, Cllr Sutherland, Vice Chair, Cllr Davison.
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	December 6, 2019	Business Advisory Committee	Water Resources/Services	Administration to report back to the committee on status update on the barriers resolved to-date actions for Indemnified Contractors.
Regular Meeting: Business Advisory Committee	December 6, 2019	Public	Business Advisory Committee	Social Procurement Policy Business Advisory Committee Opinion - Executive Summary Approval for December 16th Council <b>BAC2019-1524</b>
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.
Combined Meeting of Council	December 16, 2019	Council	Business Advisory Committee	Business Advisory Committee Appointments (Verbal) <b>C2019-1581</b> Business Advisory Committee Opinion on Social Procurement <b>BAC2019 -1524</b>

Deliverable	Date	Audience	Leads	Notes
Business Advisory Committee: Working Group Meeting	January 21, 2020	Business Advisory Committee and Working Group	Business Advisory Committee	Working group to discuss the Business Advisory Committee's top three priorities for 2020 identified by industry at the July 4, 2019 Working Group meeting: Restaurants, Change of Use and Industrial Land. Gained working group input on potential stakeholders to engage - the Change of Use process, Restaurants, and Industrial lands.
Business Advisory Committee: Restaurant/Brewery Industry Feedback Whiteboarding Session #1	July 7, 2020	Restaurant Brewery Industry	Business Advisory Committee, Business and Local Economy	Business Advisory Committee, Business and Local Economy discussed how The City of Calgary can improve processes and remove barriers for the Restaurants and Brewery Industry. Goal was to create a Change of Use "Journey Map".
Business Advisory Committee: "Close the Loop" Meeting: ICs, BILD, Water & Roads	July 16, 2020	Indemnified Contractors BILD, Water Resources & Roads	Business and Local Economy, Water Resources/Services and Roads.	Administration provided an update to the Indemnified Contractors and BILD on the progress of the work to address the needs that were identified May 16, 2019.

Deliverable	Date	Audience	Leads	Notes
Business Advisory Committee: Restaurant/Brewery Industry Feedback Whiteboarding Session #2	July 28, 2020	Restaurant Brewery Industry	Business Advisory Committee, Business and Local Economy	Business Advisory Committee and Business and Local Economy discussed how The City of Calgary can improve processes and remove barriers for the Restaurants and Brewery Industry. Goal was to create a Change of Use "Journey Map".
Business Advisory Committee: Restaurant/Brewery Industry Whiteboarding report feedback	August 26, 2020	Restaurant Brewery Industry	Business and Local Economy, Business Advisory Committee	Final review of the Restaurant/Brewery What We Heard report with the stakeholder's group to finalize before handing over to Administration.
De-brief: Restaurants and Brewery Industry "What We Heard" report, and administration recommendations.	September 9, 2020	City Manager David Duckworth, Cllr Sutherland & Cllr Demong	Business and Local Economy, Leader, Sonya Sharp	Discussion to prioritize the issues identified in the Restaurants and Brewery Industry "What We Heard" report. Business and Local Economy to present recommendations to Administration (General Managers and Directors).
Business Advisory Committee and Business Local Economy: Restaurant and Brewery Industry "What We Heard" Report - Next Step	September 30, 2020	GM Dalgleish, GM Black, Director Desjardins, Director Hinse	City Manager Duckworth, Business and Local Economy Leader, Sonya Sharp	Presented the findings of the Restaurants and Brewery Industry "What We Heard" report developed by Business Advisory Committee and Business and Local Economy. Administration to work with the Business and Local Economy team to respond to issues.

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Organizational Meeting of Council	October 26, 2020	Council	City Council/Clerks	Councillors to serve as Chair and Vice Chair of the Business Advisory Committee. Chair, Cllr Sutherland, Vice Chair, Cllr Davison. Executive Leadership Team [ELT], via Report <b>C2020-1054</b> appointed S. Sharp as City Manager's designated delegate.
Regular Meeting: Business Advisory Committee	November 16, 2020	Business Advisory Committee	Planning and Development	Update on the Customer Journey issues for the Restaurant and Brewery Industry <b>BAC2020-1312</b>
Regular Meeting: Business Advisory Committee	December 7, 2020	Public	Business Advisory Committee	Business Advisory Committee to approve the update report to Council. <b>BAC2020-1339</b>
Combined Meeting of Council	December 14, 2020	Council	Business Advisory Committee	Business Advisory Committee Semi-Annual Report to Council Consent agenda: <b>BAC2020-1339</b>

Deliverable	Date	Audience	Leads	Notes
Business Advisory Committee update to the Restaurant and Brewery Industry	December 15, 2020	Restaurant and Brewery Industry	Business and Local Economy, Business Advisory Committee	Progress update in response to the confidential whiteboarding session. Business and Local Economy team in collaboration with Planning & Development and Calgary Community Standards to address the concerns raised during those sessions. Both Business Units presented a progress report to the Business Advisory Committee on November 16th to update BAC on initiatives already currently in motion, which aspects will be the initial primary focus as “quick wins”, and what will be considered for longer term goals. These Business Units have been directed to report back to BAC by the end of Q1 2021 to provide further details on the longer-term goals identified.



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Business Advisory Committee: Working group meeting	January 20, 2021	Business Advisory Committee and Working Group	Business Advisory Committee	Conversation and update on the issues and pressures businesses went through in 2020, update on City's relief measures and communication strategy. Looking ahead at 2021 – economic uncertainty, COVID closures and update on BAC's upcoming meetings, and update on BAC's upcoming meetings and the Industrial Growth Strategy priority approach.
Business Advisory Committee update to City Administration on industrial land competitiveness	February 3, 2021	Real Estate Development Services, Planning & Development, Chief Financial Officer	Business Advisory Committee, City Manager	Business Advisory Committees' update to the appropriate administration groups that BAC will be conducting confidential whiteboarding sessions on industrial land.
Business Advisory Committee: Industrial stakeholder whiteboarding session	February 22, 2021	Industrial Stakeholders	Business Advisory Committee	Whiteboarding session for industrial stakeholders to provide input on the processes when doing business as an Industrial stakeholder with the City of Calgary. Deliverable is a "what we heard" report to be distributed to the appropriate City Administration departments to ensure City industrial land remains regionally competitive.

Deliverable	Date	Audience	Leads	Notes
City of Calgary - Streamlining the Change of Use process: Journey Mapping Session #1	March 9, 2021	External stakeholders from the Business Advisory Working group and further Industry members from Real Estate Sector Advisory Committee	Business and Local Economy/ Business Advisory Committee	Business and Local Economy facilitated a session on how The City of Calgary can improve processes and remove barriers for the Change of Use process. Goal is to create a Change of Use "Journey Map".
Request for input in how best to deploy Council's approved \$30 million for local small businesses.	March 11, 2021	Business Sector Task Force/ Business Advisory Working group	Business and Local Economy/ Business Advisory Committee	Business Advisory Committee received feedback on solutions in regards to the Phased Tax Program passed at Council on March 1, and the \$30 million targeted towards local small businesses <b>C2021-0422</b>
Regular Meeting: Business Advisory Committee	March 17, 2021	Business Advisory Committee	Planning and Development	Progress update on the Customer Journey issues for the Restaurant and Brewery Industry <b>BAC2021-0195</b>
Regular Meeting: Business Advisory Committee	March 17, 2021	Law Department	Business Advisory Committee	Law Department to receive Confidential What We Heard Report (Verbal) -External Stakeholders of City Land Transactions: <b>BAC2021-0434</b>
Regular Meeting: Business Advisory Committee	March 17, 2021	Planning and Development/Real Estate Development Services	Business Advisory Committee	A document entitled "Industrial Stakeholder Whiteboarding - What We Heard" was distributed with respect to Verbal Report <b>BAC2021-0467</b>

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Regular Meeting: Business Advisory Committee	April 21, 2021	Business Advisory Committee	Planning and Development/Real Estate Development Services	A presentation entitled "Administration Response to the Industrial Stakeholder What We Heard Report" was distributed with respect to Report <b>BAC2021-0590</b> . Receive the presentation for the Corporate Record; and Direct Administration to continue work on the actions identified in the presentation and report.
City of Calgary - Streamlining the Change of Use process: Journey Mapping Session #2	May 12, 2021	External stakeholders from the Business Advisory Working group and further Industry members from Real Estate Sector Advisory Committee	Business and Local Economy/ Business Advisory Committee	Business and Local Economy facilitated a session on Change of Use knowledge and empathy from a stakeholder/user perspective identify key actions; emotions and considerations about the Change of Use journey/story. Goal is to identify gaps and find solutions.
Business Advisory Committee: Working group meeting	May 26, 2021	Business Advisory Committee and Working Group	Business Advisory Committee	The BAC Working Group identified the following priorities for 2021/2022, the continuation of improving the Change of Use process, maintaining a strong relationship with Administration's Industrial Growth Strategy team, and initiate competitive timelines and permit process to enable a more competitive and stronger restart for Calgary.

Deliverable	Date	Audience	Leads	Notes
Regular Meeting: Business Advisory Committee	June 25, 2021	Public	Business Advisory Committee	Business Advisory Committee to approve the update report to Council. <b>BAC2021-0956</b>
Combined Meeting of Council	July 5, 2021	Council	Business Advisory Committee	Business Advisory Committee Semi-Annual Report to Council Consent agenda: <b>BAC2021-0956</b>
Business Advisory Committee: Working Group Task Force Joint Meeting	July 12, 2021	Working Group, Task Force	Business Advisory Committee	Meet and greet for all members of Working Group and newly appointed Task Force subcommittee to familiarize each with roles, responsibilities, and involvement. Reviewed revised Terms of Reference.
Regular Meeting: Business Advisory Committee	July 28, 2021	Public	Law Department	Law Department report back to BAC. <b>BAC2021-0434</b>
Emergency Task Force Meeting	September 16, 2021	Task Force	Business Advisory Committee	To help BAC identify the best way to support businesses in response to the Province's Restrictions Exemption Program (REP) announced on September 15, 2021.
Regular Meeting of the Business Advisory Committee	September 17, 2021	Public	Business Advisory Committee and Task Force	A group of industry stakeholders representing the arts, restaurants and breweries, hotels, and BIAs all spoke in support of a city-wide enrolment in the provincial REP so the City can assist businesses with enforcement and signage/communications.

Deliverable	Date	Audience	Leads	Notes
Special Meeting of Council re: Calgary's COVID Response	September 22, 2021	Public	Business Advisory Committee	Discussed, motion made and passed to make it mandatory for all eligible businesses to enrol and enforce the Provincial Restrictions Exemption Program (REP).
Business Advisory Committee Working Group and Task Force Joint Meeting	December 1, 2021	Working Group & Task Force	Business Advisory Committee	Kicked off first combined meeting after the election with Councillor Sonya Sharp as Chair and Councillor Evan Spencer as Vice-Chair. Updated group on Mask Bylaw and Vaccine Passport Bylaw regarding the Provincial Restrictions Exemption Program from Calgary Community Standards. Update from the Business and Local Economy team on Support Local YYC Campaign, Support Grants, and Digital Service Squad. Update from Calgary Chambers on

<p>Combined Meeting of Council Re: Responsible Pet Ownership Bylaw</p>	<p>December 20, 2021</p>	<p>Public</p>	<p>Community Services</p>	<p>Report to Council on the Professional Dog Walker Permit within the Responsible Pet Ownership Bylaw: <b>CD2021-1664</b>. Feedback while on the Council floor/concerns raised by business owners:</p> <ul style="list-style-type: none"> <li>• Inadequate consultation.</li> <li>• No demonstrated link between animal misbehaviour and professional dog-walkers.</li> <li>• Financial impact for dog owners and increased costs for consumers.</li> </ul> <p><b>Moved by</b> Councillor Sharp <b>Seconded by</b> Councillor Wyness</p> <p>That with respect to Report CD2021-1664, the following Motion Arising be adopted:</p> <p>That Council direct Administration to develop specific criteria under which a Dogwalker Permit would be granted in consultation with business owners through the Business Advisory Committee.</p> <p>For: (15) Councillor Carra, Councillor Chu, Councillor Demong, Mayor Gondek, Councillor Sharp, Councillor Spencer, Councillor Walcott,</p>
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Deliverable	Date	Audience	Leads	Notes
				Councillor Pootmans, Councillor McLean, Councillor Wyness, Councillor Mian, Councillor Penner, Councillor Chabot, Councillor Wong, and Councillor Dhaliwal <b>MOTION CARRIED</b>
Business Advisory Committee Working Group	January 26, 2022	Working Group	Business Advisory Committee	Provided brief update on 2020-2021 BAC Priorities. Citywide Growth Strategy: Industrial Action Plan report to Infrastructure & Planning Committee on February 3, 2022: <b>IP2022-0080</b> . Restaurant and Brewery Industry Experience Improvement Program reporting back to BAC by end of Q2 2022. Change of Use work being folded into broader Land Use Bylaw Review. Strategy session with Working Group to identify 2022-2023 industry priorities.

Deliverable	Date	Audience	Leads	Notes
Business Advisory Committee Task Force	January 27, 2022	Task Force	Business Advisory Committee	Provided brief update on 2020-2021 BAC Priorities. Citywide Growth Strategy: Industrial Action Plan report to Infrastructure & Planning Committee on February 3, 2022: <b>IP2022-0080</b> . Restaurant and Brewery Industry Experience Improvement Program reporting back to BAC by end of Q2 2022. Change of Use work being folded into broader Land Use Bylaw Review. Strategy session with Task Force to identify 2022-2023 industry priorities.
Business Advisory Committee Next Steps on Responsible Pet Ownership Bylaw stakeholder engagement	February 8, 2022	Business Advisory Committee & Community Services	Business Advisory Committee & Community Services	Discussion on which stakeholders were initially engaged. Tomi to action further engagement.
Business Advisory Committee Working Group	February 23, 2022	Working Group	Business Advisory Committee	To review first draft of What We Heard report for 2022-2023 BAC Priorities. Aiming to have report to Council in April.
Business Advisory Committee Task Force	February 24, 2022	Task Force	Business Advisory Committee	To review first draft of What We Heard report for 2022-2023 BAC Priorities. Aiming to have report to Council in April.



Deliverable	Date	Audience	Leads	Notes
Business Advisory Committee Task Force	March 30, 2022	Task Force	Business Advisory Committee	Report back to Task Force on finalized What We Heard report and next steps.
Regular Meeting of the Business Advisory Committee	April 28, 2022	Public	Business Advisory Committee	Business Advisory Committee to approve the update report to Council. <b>BAC2022-0518</b>
Combined Meeting of Council	May 10, 2022	Council	Business Advisory Committee	Business Advisory Committee Semi-Annual Report to Council Consent agenda: <b>BAC2022-0518</b>
Regular Meeting of the Business Advisory Committee	June 6, 2022	Public	Planning and Development	Restaurant and Brewery Industry Business Experience Improvement Program Update: <b>BAC2022-0668</b>
Business Advisory Committee Task Force and Working Group	June 15, 2022	Task Force and Working Group	Business Advisory Committee	Provided brief update on Business Experience Improvement Program. Business and Local Economy update and introduction of Event Exemption Pilot for special event permits. Updates from Calgary Chamber and Arts & Culture. Midyear Committee Check-in.

Deliverable	Date	Audience	Leads	Notes
Business Advisory Committee Working Group and Task Force	July 19, 2022	Task Force and Working Group	Business Advisory Committee	Provided presentation and explanation of the 2021 Financial Report with the lens of affordability and supporting businesses/industry. Presented Single-Use Items Reduction Strategy.
Business Advisory Committee Working Group and Task Force	September 28, 2022	Working Group and Task Force	Business Advisory Committee	Provided brief update on Single-Use Plastics and Business Community Safety Town Hall. Introduction of the Business Improvement Area (BIA) Dashboard. Updates and roundtable discussion.
Regular Meeting of the Business Advisory Committee	October 11, 2022	Public	Business Advisory Committee	Update on Business Advisory Committee 2022-2023 Priorities. <b>BAC2022-1129</b>
Combined Meeting of Council	November 1, 2022	Council	Business Advisory Committee	Business Advisory Committee semi-annual report to Council on Consent Agenda. <b>BAC2022-1129</b>