

The City of Calgary

**Business Advisory Committee  
2022-2023 Priorities What We Heard Report**

**Attachment 4 - Comprehensive  
Administration Responses to BAC  
2022-2023 Priorities-BAC2022-  
1129.docx**

Collaboration Analytics & Innovation  
Business & Local Economy Team

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## Campaign to get people back downtown

**Lead By:** Downtown Strategy Team

**Related Administrative Action:** 1A      **Theme/Focus Area:** Downtown Revitalization

**Context and details around the issue:**

1A-1 As work from home orders are lifted and the threat of COVID-19 decreases, members would like to see a marketing campaign to encourage people to return to downtown for work and recreation.

1A-2 One additional suggestion was a parking discount promotion to entice people back to the core

**Comments from participants:**

*“Planning is necessary for a post-COVID environment recovery. How can municipal governments communicate that it is safe to leave your home and return to activities?”*

**Description of Administration Response:**

“Experience Downtown YYC” marketing campaign has been in market beginning in May 2022 to the current date. This campaign has been focused on encouraging Calgarians to visit downtown outside of the Monday to Friday work week and also has focused on supporting businesses and activities happening in the Greater Downtown business improvement areas.

**What has happened over the past 6 months:**

- Paid advertising campaign ran between May and July 2022, focused on the following tactics:
  - YouTube and Spotify ads
  - Advertorials in Avenue Calgary and Daily Hive
  - Digital advertising at LRT and BRT stations
  - Ethnic radio advertising
  - Ethnic print advertising
  - Unpaid social media campaign has run between May and current date.

**What’s next:**

- Unpaid social media campaign will run through end of August.
- Customer Service & Communications and marketing consultant are developing a multi-year downtown marketing campaign.

**Implementation Phase/Status:**

In progress

**Expected Implementation Date:**

Currently in progress

**Customers:**

- Greater Downtown BIAs
- Greater Downtown community associations
- Calgary Municipal Land Corporation

**Partners:**

- Greater Downtown BIAs
- Greater Downtown community associations
- Calgary Municipal Land Corporation



## Downtown Parking Costs

**Lead By:** Downtown Strategy Team

**Related Administrative Action:** 1B

**Theme/Focus Area:** Downtown Revitalization

**Context and details around the issue:**

Beyond a parking promotion, some members noted that downtown parking is too expensive year-round.

**Comments from participants:**

*“Downtown parking cost, too expensive and part of the problem. No one is coming downtown if parking is that expensive.”*

**Description of Administration Response:**

The Calgary Parking Authority (CPA) sets prices below the prevailing market rate; street parking is free in evenings and on weekends. Maximum prices off-street on weekends and evenings range from \$2 to \$6. Targeted promotions are considered when there is available capacity. These actions support retail and cultural activities in the downtown. Offering parking at a significant discount during the weekday when demand is highest would encourage employees to drive rather than take transit or walk. This does not enhance achievement of strategic directions #3 (Streets for People) or #4 (Transit for All) of the Greater Downtown Plan.

**What has happened over the past 6 months:**

The parking service aims to be self-supporting which requires no property tax funding. However, due to COVID-19, parking sales in 2021 were down significantly and no dividend was generated for The City from parking sales (only from enforcement).

Parking promotions were undertaken in Lot 888 as well as the current promotion offering discounted rates (\$5 max) after 11 a.m. through to September in underutilized lots. A Flex pass option has also been deployed that allows for a purchase of 10-session pass per month at a reduced rate.

Note some lots are full (Lot 25, Lot 40) at current prices during the day, lower prices would not increase parking activity at these locations.

**What’s next:**

- Continue to monitor the health of Downtown, and consider targeted promotions that support downtown businesses.
- Convert underutilized street spaces to parking or extend parking stay durations as appropriate.
- Enable underutilized off-street space to support cultural activities.

**Implementation Phase/Status:**

Ongoing

**Expected Implementation Date:**

Ongoing

**Customers:**

- Greater Downtown BIAs
- Greater Downtown community associations
- CPA Customers and Clients

**Partners:**

- Greater Downtown BIAs
- Greater Downtown community associations
- CPA Customers and Clients

## Supports for people in vulnerable situations

**Lead By:** Community Services

**Related Administrative Action:** 1C      **Theme/Focus Area:** Downtown Revitalization

**Context and details around the issue:**

Members expressed concern about increased social disorder in downtown Calgary. They suggested working with experts in the homeless, mental health and/or addictions sectors to enhance strategies and supports to address problems associated with the actions of vulnerable populations in the downtown core.

**Comments from participants:**

A comment was made stating that Calgary needs to do an environmental scan to find a proven strategy to meet the needs of those experiencing homelessness in Downtown Calgary.

**Description of Administration Response:**

- The safety and wellbeing of our community is a priority, and we are taking bold action to enhance community safety. The City and community partners are acting swiftly and strategically, mindful of three inter-dependent approaches and outcomes:
  - Security – persistent and appropriate enforcement response
  - Community – places and gathering spaces are clean, safe and welcoming
  - Support – social services and community responses that ensure the right kind of help, for people experiencing vulnerabilities, are available at the right time
- Cities in Canada have been hit by the COVID-19 pandemic and Calgary is no exception. The pandemic exposed deep rooted inequities. Those who lived on the margins were disproportionately impacted. Homelessness, drug poisonings and mental health issues increased in every urban centre during the past two years.
- Loss of activity in our core has also contributed to an overall decline in the vigour and appeal of our urban centre and concerns over safety is rising.
- Community safety is a shared responsibility. Solutions require commitment and collaboration from community agencies, enforcement partners, the private sector, as well as all orders of government.
- Solutions require both immediate and longer-term actions.

**What has happened:**

**Security**

- As part of the 2022 budget adjustment process, an investment of over \$3 million to provide safety and security to Calgary Transit customers and increase security in downtown parks. Transit added 24 peace officers reaching an authorized strength of 112 front-line officers resulting in an average daily deployment of 32-36 officers on the system over a 24-hour period.
- Implemented a Safety 4 All initiative to ensure safety of Calgarians experiencing vulnerabilities and homelessness and the safety of transit customers. Calgary Transit continues to see improvement in safety on the system with disorder trending downward. Over 500 individuals received outreach services through numerous outreach groups coordinated by the Calgary Homeless Foundation.
- Launched the Stephen Avenue Safety Hub to better enable enforcement agencies and community service partners to strengthen relationships with the community.
- An amended Public Behaviour Bylaw restricts harassment of another person in a public space, went into effect on June 1, 2022. Efforts to increase public awareness are underway, including a campaign encouraging Calgarians to be aware of their own safety and the safety of others.
- Since the launch of the call diversion initiative in February 2022, Calgary 9-1-1 has worked closely with 211 staff to divert almost 250 calls, in three months, to Distress Centre Calgary rather than a police

response. The top three needs identified were mental health assessment, counselling request and shelter inquiries. The initiative expanded to a 24/7 model on 2022 July 1.

- CPS and The City continue working together to transform Calgary’s crisis response system. Funded through the Community Investment Framework, the Community Mobile Crisis Response Team will respond to people in need of urgent support due to mental or emotional distress, conflict or safety concerns. Teams of two civilian support workers will be dispatched through Distress Centre Calgary/211 and will provide trauma informed care to people in need of support due to mental or emotional distress. The teams’ intent is to fill an identified gap in services in the crisis response system when a police response is not required. For the first three months of this six-month pilot project, CPS will provide officers as assistance to the mobile teams.
- The East Village Safety Hub opened in August 2022 to enable multi-agency teams to coordinate integrated responses and support safety. Funded by Calgary Municipal Land Corporation and The City, the hub will run as a three-year pilot project out of the lower level of the St. Louis Hotel on 8 Avenue SE. The hub will offer a space for agencies to collaborate and share information about community concerns.

## Community

- In partnership with community organizations, The City collaborated on a targeted, ongoing response to needle debris, to include proactive patrols and the redistribution of City-managed needle boxes for proper disposal. Sharing data on collection volumes and common needle debris locations has enabled response teams to proactively monitor and adapt. This coordinated city-wide response with partners has resulted in the collection of over 181,000 needles since January 2019.
- In the first half of 2022, downtown community partners hosted 22 events, attended by over 145,000 Calgarians.
- Work on the Centre Street Platform Redesign project, in partnership with the University of Calgary and Calgary TELUS Convention Centre, is underway to improve overall safety for Transit users of the station platform and to create an inclusive, creative, and durable cultural infrastructure for the platform while maintaining functional aspects of its mechanical systems.

## Support

- In partnership with the Calgary Homeless Foundation and in consultation with community organizations and the Government of Alberta, progressed activities to increase the number of warm spaces available for unhoused Calgarians, provide basic winter safety essentials and reduce barriers to access shelters. \$750, 000 from The City with an additional \$100, 000 from United Way of Calgary, was allocated to the Calgary Homeless Foundation to coordinate a community cold weather response to support Calgarians experiencing homelessness.
- 27 programs and initiatives received \$6.5 million of funding through the 2022 Community Safety Investment Framework including increased investment in the Ambassador Program and the Downtown Outreach Addictions Partnership (DOAP) team to connect vulnerable Calgarians to services, information and supports.
- 17 organizations received \$1.9 million through the 2022 Crime Prevention Investment Plan to reduce criminal offending or re-offending and enhance the well-being of individuals.
- Community partners and Transit are planning enhanced outreach events at select LRT stations to connect people with housing supports. This initiative is coordinated by the Calgary Homeless Foundation through the partnership funded by The City and the United Way.



- Since 2020, The City has partnered with both public and private funders to establish the Community Investment Table which has collaboratively invested \$2.2 million in 43 innovative fast pilot projects to improve Calgary's mental health and addiction system of care.
- Through Calgary's Mental Health and Addiction Investment Framework, The City has allocated \$9.7 million until the end of 2023 towards evidence-based community programs and services that respond to the mental health and addictions related issues affecting Calgarians.
- The Community Information Exchange, Community Collaboration Initiative, and the Integrated Health and Social Service projects were initiated by partners under Calgary's Mental Health and Addiction Strategy to improve coordination and access to mental health and addiction support services.
- Alpha House Ambassador Program focuses on outreach, safety, and cleanliness, providing a presence within five Business Improvement Areas in the greater downtown areas. The program launched 2022 June 27.

### What's next:

In addition to the actions and initiatives that are already implemented, there are upcoming initiatives and strategies that will have a longer-term impact.

- Calgary's Mental Health and Addiction Community Strategy and Action Plan 2021-2023 strengthens support for people, families and communities in Calgary living with mental health and addiction issues. This will be achieved through three pillars: being well, getting help and staying safe. Implementation of the Strategy actions is currently underway.
- Enough for All is Calgary's community-driven poverty reduction strategy to create opportunities to align and leverage the work of hundreds of organizations and thousands of Calgarians to reduce poverty in our city. Advancing the objectives of the strategy will include three goals, where:
  - All Calgarians live in a strong, supportive and inclusive community
  - All Calgarians have sufficient income and assets to thrive
  - All Indigenous People are equal participants in Calgary's future.
- A City of Calgary Anti-Racism Action Plan is being developed, with focus on community, organizational and public safety initiatives, and strategies.
- A Housing and Affordability Task Force is being developed to provide advice and policy recommendations relating to increasing, measuring, and managing housing affordability and affordable housing along the entire housing continuum.

## Enable and amplify arts and culture

**Lead By:** Arts & Culture

**Related Administrative Action:** 1D      **Theme/Focus Area:** Downtown Revitalization

**Context and details around the issue:**

1D-1 The City should advocate for the growth of Calgary’s arts and culture sectors and make Calgary an easy place for businesses in the arts and culture sectors to operate.

1D-2 There is an opportunity to revisit the nighttime/entertainment economy research for Calgary.

**Comments from participants:**

*“Successful municipalities thriving currently have a strong Arts & Culture sector. How do we amplify what we have now?”*

*“There is a Creative Economy Strategy that Calgary Arts Development is developing in partnership with Calgary Economic Development, MRU, and a steering committee representing a variety of affiliated sectors. 4 draft pillars to the strategy are: 1) embed audacious creativity into our city's DNA 2) incubate creative collisions 3) mobilize Calgary’s creative capacity 4) value the diversity of Calgary's creativity”*

**Description of Administration Response:**

Arts & Culture utilizes funding to invest in partners through various grants that activate downtown through arts and culture opportunities. This includes supporting initiatives through partnerships like Chinook Blast, BUMP and activities hosted throughout Calgary’s Business Investment Areas in the downtown footprint. Calgary’s downtown has seen an increase in activity and vibrancy through smaller investments such as the microgrant program to support local organizations, and larger investments to support innovative activations hosted by established organizations such as Arts Commons and Tourism Calgary. Without this funding, these organizations would not have been able to host these events in the downtown area, especially during the winter months and off peak-business hours.

In addition, Arts & Culture has also partnered with Calgary Downtown Association to investigate how to activate Calgary’s nighttime economy and create an entertainment district that attracts tourists and citizens alike to the downtown area, year-round and throughout the evening. This work is expected to continue throughout the fall and into the next year should there be resources allocated assigned to support the plan going forward both from The City and from Calgary Downtown Association.

**What has happened:**

Since March 2022, Arts & Culture has invested over \$1.2 million into the downtown area to support activations through partnerships with local organizations.

**What’s next:**

Throughout the remainder of 2022, an additional estimate of over \$1.2 million will be invested through Arts & Culture partnerships. This includes a Midwinter Event Grant Program targeting BIAs, the Centre City Banner program lead by Calgary Arts Development, and a \$300,000 grant to Calgary Downtown Association to develop a Nighttime Economy Strategy.

**Implementation Phase/Status:**

Ongoing

**Expected Implementation Date:**

Implementation dates vary

**Customers:**

Calgarians, Visitors

**Partners:**

Civic Partners, BIAs, Local Arts and Cultural Organizations, Community Associations



## Effects of protestors on businesses

**Lead By:** Community Standards

**Related Administrative Action:** 1E

**Theme/Focus Area:** Downtown Revitalization

**Context and details around the issue:**

Recent protests in business districts have created additional pressures for businesses, with concerns about safety and access for their customers.

**Comments from participants:**

*“Protesters along Inglewood 11th Ave and 17th Ave are so disruptive, and property damaged that people are intentionally avoiding those areas and hostile protestors. It’s harassment and not peaceful protesting. What can be done? A huge impact on those businesses.”*

**Description of Administration Response:**

Administration has developed strategies to reduce disruption to businesses and residents who are disproportionately impacted by negative protest behaviour. However, the Charter of Rights and Freedoms protects the fundamental freedom of expression and the right to peaceful assembly. Charter rights are not absolute and may be limited if there are significant negative impacts caused by protests. Therefore, Administration’s response has been to balance the protection of Charter rights with reducing community disruption and risks to public safety.

As protest activity has evolved, Administration has improved preparedness for potential community disruptions through event pre-planning and coordinated crowd management and control. The City of Calgary enforcement partners including Calgary Police Service, Calgary Transit, Calgary Community Standards and Corporate Security, as well as representatives from City of Calgary Emergency Management Agency, Neighbourhoods, Parks and Facilities established a strategic working group to coordinate security and enforcement for protests throughout the city. Through coordinated planning and response, Administration has improved information-sharing and situational awareness among City agencies and has increased The City’s ability to identify emerging issues and collaborate on rapid response plans.

Administration has also developed tactics to preserve public and officer safety at protests. City enforcement partners are often faced with the challenging task of managing large crowds with limited resources. Enforcement personnel typically take action to address bylaw offences, such as unlicensed vendors, honking and jaywalking as they are occurring, however the size and crowd dynamics of protests often require that enforcement action be delayed until after the protest to prevent escalating tensions. To ensure as many infractions are addressed as possible, enforcement partners have developed best practices around investigative techniques and evidence gathering to allow charges to be laid when safe and appropriate to do so. Crowd management best practices serve the best interest of communities by protecting individual rights of assembly while minimizing potential injuries and property damage to local businesses and residents.

**What has happened:**

On 2022 March 18, Administration applied for and was granted a temporary court injunction to help address escalating protest activity in the Beltline. The injunction broadened the continuum of enforcement options available to City enforcement partners, granting them arrest authority to prevent the blocking of traffic on roads and sidewalks, excessive horn honking and using amplification systems in parks. The temporary court injunction was lifted on 2022 April 26 when Administration discontinued its application for a permanent court injunction.

The temporary court injunction was an effective tool for reducing negative protest behaviour and provided support to enforcement partners in redirecting protest activity toward Municipal Plaza and away from the Beltline and 17th Avenue. Administration is continuing to monitor requests for service from the public and the



effectiveness of fines in deterring negative protest behaviour and would consider applying for another court injunction should there be an escalation in protest activity causing significant community disruption and public safety concerns.

**What’s next:**

Despite the lifting of the temporary injunction in 2022 April, The City maintains the ability to respond to protest-related concerns such as public safety issues, noise concerns and traffic disruptions through existing municipal bylaws and provincial legislation. Administration is committed to working with event organizers to discourage negative protest behaviour and to ensure adequate City resources are on-hand to manage large gatherings. There are minimal restrictions that can be placed on individuals obeying City bylaws and legislation, however enforcement partners are prepared to quickly respond when appropriate to maintain public safety and minimize disruption to Calgary businesses and local residents.

|   |  |
|---|--|
| <p><b>Implementation Phase/Status:</b><br/>Monitoring and control</p> | <p><b>Expected Implementation Date:</b><br/>On-going</p>   |
|   | <p><b>Partners:</b> Calgary Community Standards, Calgary Police Service, Calgary Transit, Corporate Security, City of Calgary Emergency Management Agency (CEMA), Calgary Neighbourhoods, Calgary Parks, Facility Management</p> |

## Licensing, timelines, permits

**Lead By:** Calgary Building Services, Community Planning

**Related Administrative Action:** 2A-1      **Theme/Focus Area:** Red Tape Reduction

**Context and details around the issue:**

### Requirements for licences and permits

Members noted that the requirements for obtaining new licences and permits from the city, including insurance and documentation requirements, create a steep barrier to obtaining these permits.

**Comments from participants:**

*“Look at total # of Development Permits in \$ worth sitting and waiting for DP hold ups.”*

*“Simplify the Land Use Bylaw (simple permits too slow, should be done within hours but still takes weeks. Should not take that long. Will re-org have measurable benefits to Planning? Need to be more nimble and responsive to the Business community. Still not there to have City perceived as ‘streamlined’. Where’s our baseline measurements to get better?)”*

Note: The Land Use Bylaw has been simplified through consolidation of uses in 2021 and other initiatives noted in Administrative Action 2B 1 and 2.

*“CPAG moving to DART is moving forward and should help, but the overall re-org is still miles away”.*

**Description of Administration Response:**

Using feedback from ongoing work with local industry, The City identified opportunities to enhance customer service for complex licence types (i.e., restaurants and breweries) who are opening or growing their business, providing them with consistency and predictability for service, and reduced permitting and licensing timelines. Full details of accomplishments can be found in the [BAC2022-0668 report](#).

**What has happened:**

- Adopted the Business Experience Representatives (BER) service as a normal business practice to:
  - Provide the customer with consistent support throughout their entire journey to open a restaurant, brewery, distillery, or urban agriculture business.
  - guide customers through the permit and licence processes; provide advice to customers, and connect them to, and act as a conduit with, subject matter experts on the approvals required for their business, whether within The City of Calgary or another jurisdiction (e.g., provincial).
  - Help reduce approvals timelines for customers.
- Formed a multi-discipline team of business-oriented contacts in the various approval areas, resulting in customer service efficiencies, and coordination of permit approvals and inspections.
- Education and training:
  - Redesigned the restaurant and breweries business licensing website, making it clear and easy for citizens to follow the journey for opening a restaurant or brewery, plus other useful information.
  - Implemented a Building Permit Completeness Review to accelerate the approvals process. This review informs applicants of the minimum requirements for a complete application and reduces the number of resubmissions.
  - Implemented a courtesy HVAC inspection service for restaurants and breweries before the permit and licence journey proceeds, where an inspector will visit the site to advise the customer on HVAC requirements, to get approvals and inspections completed quickly.
  - Launched several awareness and marketing campaigns, including media blitzes, and public webinars on how to open a restaurant or brewery, and on outdoor patios.
  - Partnered with a community economic development organization to provide seminars on how to open a business.

**What's next:**

Explore an opportunity for The City to help restaurants by connecting with commercial realtors and BOMA to give potential lessees a heads up about major code requirements, to avoid businesses from leasing a space without knowing what ventilation systems they will need, only to find out later that they must pay significant amounts to upgrade those systems.

Expand the Business Experience Representatives service to support approvals navigation for more business sectors. Expanding this program will ensure that the education and enforcement role of the service is capable to respond to the changing business environment to assure Calgarians that businesses have met consistent standards of public safety, consumer protection, and legislative compliance.

**Performance Story**

Example performance measures:

- Customer journey timeline for applications in the BER program
- Time from location ready to licence issued
- Time from last recommendation to licence issued
- Licence issued relative to agreed intended open date
- Tenancy Change timelines
- Development Permit approval timelines (permitted Change of Use; permitted Change of Use with relaxation; discretionary Change of Use)
- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new commercial buildings
- Home Occupation Class 2 timelines

## Licensing, timelines, permits

**Lead By:** Calgary Building Services, Community Planning

**Related Administrative Action:** 2A-2      **Theme/Focus Area:** Red Tape Reduction

**Context and details around the issue:**

**Slow process for obtaining permits**

The time to obtain development permits and the time to obtain the permits necessary for opening a new business were identified as being too long.

**Comments from participants:**

*“Look at total # of Development Permits in \$ worth sitting and waiting for DP hold ups.”*

*“CPAG moving to DART is moving forward and should help, but the overall re-org is still miles away”.*

**Description of Administration Response:**

The City’s goal is to make it fast and easy for entrepreneurs to open and grow their business. Administration is committed to providing ongoing improvements to the business approvals service by providing businesses with:

- Fast and predictable timelines that are measured and monitored with clear metrics.
- Customer service that is knowledgeable, prompt, and tailored to business types, with sufficient information that is always available and accessible.
- Demonstrated value of a business licence.

**What has happened:**

Reporting on timeline from application to business licence issuance allows us to focus on gaps in the process and create clear timelines that we will share with industry.

1. Dashboards which allow us to measure and monitor:
  - Number of approvals meeting timelines
  - Volume of applications
  - Number of applications in queue
  - Age of applications in queue
  - Performance of individual staff
2. Timelines are measured from receipt of complete application to permit issuance.
3. Training completed for more staff to issue addition/renovation and commercial permits.
4. Standards of quality and quantity of work were reviewed and refreshed. Quality standards increase consistency and speed up approvals.

**What’s next:**

- Recruitment and training of additional approvals staff due to the increase in permit volumes year over year.
- Explore developing additional quality building standards for other building types (e.g., townhouses) to free up more resources to focus on business-related applications.
- Explore issuing a ‘partial building permit’ instantly, upon application, that would allow commercial alteration projects to proceed to framing stage, with the full building permit to follow soon after.
- Develop ‘customized timelines’ for Building Permits, which may be shorter or longer than standard timelines, depending on project circumstances. This would ensure that timelines for projects with unusual circumstances are measured in a fair and meaningful way.
- Engage a consultant to assist with strategies to improve timelines, with a focus on:

- Identifying reasons for incomplete applications using data or surveys
- Analyzing/synthesizing individual staff performance data to identify inefficiencies
- Researching/developing templates for additional quality standards
- Marketing campaigns on Complete Applications and how to open a business faster
- Develop education for applicants on the most common application issues and how to avoid them
- Keeping our website information as current as possible.

## Performance Story

Example performance measures:

- Tenancy Change timelines
- Development Permit approval timelines (permitted Change of Use; permitted Change of Use with relaxation; discretionary Change of Use)
- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new
- Home Occupation Class 2 timelines
- Time from location ready to licence issued
- Time from last recommendation to licence issued
- Licence issued relative to agreed intended open date

## Licensing, timelines, permits

**Lead By:** Calgary Building Services

**Related Administrative Action:** 2A-3

**Theme/Focus Area:**

Red Tape Reduction

**Context and details around the issue:**

### Inspection requirement uncertainty

Members noted significant inconsistencies on what they were told was required on a project when dealing with different inspectors. Instead, they would like to see the same inspector throughout the entire process for continuity so as not to receive multiple conflicting sets of directions that can result in additional costs.

**Comments from participants:**

*“Will re-org have measurable benefits to Planning? Need to be more nimble and responsive to the Business community. Still not there to have City perceived as ‘streamlined’. Where’s our baseline measurements to get better?”*

**Description of Administration Response:**

A primary business objective is to maintain consistency between an approved set of plans and verification of code compliance through inspections during construction. Calgary Building Services typically assigns one person to review and issue a permit and we have The City mapped out into inspection zones, which are populated by one inspector. Although it is the norm to have one plans examiner and one inspector for the life of a project, it is not possible to guarantee that this will be the case. As a business rule, we require all of the inspections that have been scheduled for the day to be completed regardless of who is available to complete the inspections.



## Licensing, timelines, permits

**Lead By:** Calgary Building Services

**Related Administrative Action:** 2A-4

**Theme/Focus Area:** Red Tape Reduction

**Context and details around the issue:**

**Slow timeline for utility servicing**

The time to get new developments connected to utilities, especially in greenfield construction, is too long.

**Comments from participants:**

### **Description of Administration Response:**

More clarity is needed as to whether this is referring to shallow or deep utilities. The City has limited control over utilities supplied by TELUS, ATCO, and ENMAX. However, shallow utility design and construction timelines are being discussed by the utility providers, BILD and The City.



## Licensing, timelines, permits

**Lead By:** Calgary Building Services

**Related Administrative Action:** 2A-5 (was 3B) **Theme/Focus Area:** Red Tape Reduction

**Context and details around the issue:**

**Technology to streamline processes**

In addition to existing practices with Building Safety Officers, there is an opportunity to explore how new technology practices could improve service delivery to businesses.

**Comments from participants:**

*“Advice for Building Services- approximately half of their safety codes officers/inspectors will be retiring in the next few years and it takes a few year to train new staff as 2 years in residential is mandatory before moving over the commercial inspections, resulting in delays for businesses. Streamline or use technology to mitigate resourcing and process perspectives.”*

**Description of Administration Response:**

A suite of improvements has been implemented.

**What has happened:**

- Adapted existing technology to improve service delivery for customers, such as:
  - enabled customers to submit permit applications online with the ability to view the development permit status online
  - enabled video inspections
  - enabled customers to book and manage their inspection schedules with a secure online tool
  - enabled the automatic issuance of building permits when all application deficiencies are resolved, eliminating the need for staff to manually check-up on the applications
  - enabled the digital issuance of business licences
- Launched a call quality monitoring program in the planning services call centre to ensure consistent and quality customer service.

**What’s next:**

A program of continuous improvement for technology is in place for the Building Safety, Business Licence, and Development Approvals Services.

**Performance Story**

Performance measures are project dependent, but would focus on timelines, customer satisfaction, and productivity.

## Streamline Change of Use

**Lead By:** Planning & Development

**Related Administrative Action:** 2B 1 and 2      **Theme/Focus Area:** Red Tape Reduction

**Context and details around the issue:**

**2B-1 Build a better understanding of businesses needs and perspectives when interacting with The City to open and manage their business, especially with the Change of use domain.**

**2B-2 Identify opportunities to streamline the Change of Use (Policy; Land Use Bylaw; Timeline and Cost) process when opening a business**

The process for changing the use of land is currently too slow.

It is not timely enough to wait for Change of Use work to be folded into the Land Use Bylaw review.

Revisiting Change of Use is an ongoing initiative of the BAC. The committee previously conducted a separate whiteboarding session on Change of Use issues (BAC2021-0956, Attachment 4).

**Comments from participants:**

*“3.5 months moving into new location in Vancouver. Was mocked by City of Calgary when brought up. Takes up to 2 years in Calgary for the same Change of Use. Why such a discrepancy? Some municipalities don’t even have a Change of Use process.”*

**Description of Administration Response:**

[Report BAC2021-0956](#) was presented at the [2021 June 25 Business Advisory Committee \(BAC\)](#) meeting, in which Change of Use was identified as priority 2. The Change of Use Update included in the report explains that whiteboarding sessions and workshops were conducted with targeted participants and the [“Change of Use Initiative - What we Heard Report”](#) related to The City’s Change of Use (“CoU”) process was prepared. This CoU What We Heard Report includes details on key findings, major issues, potential considerations [opportunities to streamline], empathy mapping, and environmental scans. The outcome and goals of these sessions and the CoU What We Heard Report were identical to priority 2B-1 and 2B-2 of this report.

The BAC requested that a funding and resourcing request be prepared regarding how to improve the CoU process. A verbal report (BAC2021-1170) was presented at the 2021 July 29 BAC meeting, [noting initiatives impacting CoU and future action items](#). Action items were divided into Education & Support (short-term), Process Change (medium-term), and Regulation Change (long-term). Many of the actions are in progress or have already been completed. A summary of the actions is provided below.

**What has happened:**

**Education & Support – Short-Term Actions:**

- **Improved/Simplified Online Information** – Redesign of a one-stop shop website will be completed by year-end 2022, which will provide citizens with clear and easy to follow information on permit applications, Change of Use, business licensing, journey maps, etc.
- **Webinars and education sessions for business applicants** – Several awareness and marketing campaigns, including media blitzes and public webinars were launched. Advertising/marketing campaigns will be ongoing.
- **Support for front-line staff** – Training/coaching and service improvements will be ongoing.
- **Pre-applications – planning and building code information** – This service continues to be available, such as for restaurants, breweries, distilleries, urban agriculture, etc.
- **Business Experience Representatives** – This service has been adopted as a normal business practice. Additional information is provided in response 3A-3 and full details of accomplishments can be found in the [BAC2022-0668 report](#).



- **Landowner application notification/authorization** – Continue to work with BILD. Amendments to Applicants Declaration and additional BILD input are being developed for review.

## Process Change – Medium-Term Actions:

- **Track CoU Application Paths (CoU Discovery)** – The objective of the CoU Discovery, which was administered out of Calgary Growth Strategies (now City and Regional Planning), was initially to understand the approvals continuum to inform Land Use Bylaw reform. The scope of the discovery process was expanded to further define the issues/opportunities around CoU when it became evident that there are more process-related issues. Discussions from a broad spectrum of internal subject matter experts (SMEs) started in Fall 2021. The findings were validated with SMEs in July 2022 and this action item was completed in August 2022 with the circulation of a memo to inform applicable leaders of potential actionable items to consider.

The purpose of this work was to explore pathways and processes related to CoU applications and the approvals continuum from an internal perspective. It is based on interviews and consultations with internal SMEs. The objective is to inform of potential issues and opportunities to improve the CoU process. Any recommendations and considerations for addressing issues described in this memo are only preliminary and intended to inform Planning and Development Services leadership of areas that may be addressed by respective business units or under direction of a future program.

## Regulation & System Change – Long-Term Actions: Land Use Bylaw (LUB) Renewal – Scheduled to start in 2023, the renewal will explore additional opportunities to:

- Consolidate Use categories & simplify definitions
- More permitted uses
- Flexible & inclusive commercial districts

## Additional work completed that relates to streamlining CoU includes:

- Consolidated land use categories by moving some uses from discretionary to permitted process streams, and simplified definitions for Restaurant uses in the Land Use Bylaw as per Council's approval of report PUD2021-0649 Land Use Bylaw Amendments to Support Business and Economic Recovery. This has reduced the number of development permits required. Further improvement on the Change of Use customer journey is currently under detailed investigation and analysis.
- A Waste Management Facility applications coordination team has improved coordination of applications to better manage the location of waste facilities, reducing the impact of Provincial setback restrictions for restaurants, breweries, and other food services in or near industrial areas.
- LUB amendments were approved by Council on 2022 July 26 to advance the Industrial Strategy. Amendments clarified different waste management and storage sites to align with the Province's Matters Related to Subdivision and Development Regulations. The focus was on clearer regulations for waste management operators and storage uses. This supported businesses by reducing the need for CoU applications in the I-C, I-B and I-G districts. Additionally, increasing the number of uses in the same districts reduces the need for a redesignation/rezoning process, as well as removing the building height restriction for the I-G district
- The Centre City Enterprise Area continues to exempt the need for certain development permits.
- Technology improvements to enable customers to submit permit applications online, and the ability to view the development permit status online
- Consolidated land use categories by moving some uses from discretionary to permitted process streams, and simplified definitions for Restaurant uses in the Land Use Bylaw as per Council's approval of report

PUD2021-0649 Land Use Bylaw Amendments to Support Business and Economic Recovery. This has reduced the number of development permits required. Further improvement on the Change of Use customer journey is currently under detailed investigation and analysis.

**What's next:**

The recent work completed in relation to the “Track Change of Use Application Paths – Change of Use Discovery” will inform and guide upcoming work to improve and streamline the CoU process. Themes (streams of work) have been outlined, which create challenges for an efficient change of use process. Each theme details several issues to be addressed and is intended to guide the creation of new projects/initiatives.

Each business unit must decide how to move forward with options outlined in the CoU Discovery memo and supporting documentation, including the previously identified action items and the CoU What We Heard Report. A program manager will be needed to coordinate and track the various projects undertaken to improve and streamline the CoU process and a 0.5 FTE to support a program manager is recommended. As the scoping and planning of CoU projects progresses, additional requirements and resources will be identified. Business and Local Economy will continue to work with Administration in a coordinated fashion to support activities to address issues and identify further ways to improve the Change of Use process. An update will be provided to the Business Advisory Committee by the end of Q1 2023.

## Permit innovative business practices – Parks

**Lead By:** Parks & Open Spaces

**Related Administrative Action:** 2C-1 (Parks)      **Theme/Focus Area:** Red Tape Reduction

**Context and details around the issue:**

Enable pop-up commercialization in city parks and lands.

Animate parks. Explore the potential for offering more commercial services in City parks and on other City property and reduce the red tape to set up such an operation.

**Comments from participants:**

**Description of Administration Response:**

This issue identified above is being addressed. Parks & Open Spaces has increased commercial services in City parks and developed a new program that helps reduce red tape. The full review of the Vendors in Parks program is underway. We have also created and launched the V.I.P. (Vendors in Parks) Pop-Up program, which began the weekend of July 1st with activations in four parks (South Glenmore, Shouldice, Valleyview and Prairie Winds). The engagement has already begun on the program. This engagement will include park users, seasonal vendors, pop-up vendors and internal staff on determining the benefits and the barriers of the program.

**What has happened:**

In the last 6 months, we have created a brand-new program to provide more options with less barriers for vendors to activate in parks. The V.I.P. Pop-Up Program, as an extension of the already existing Vendors in Parks Program and aims to help support local business and our economy while enhancing citizens enjoyment of Calgary’s parks. This new program allows vendors to come for a day, a weekend or multiple weekends and setup in one of four designated Calgary parks sites with tents provided. We have also managed to reduce the requirement of a business licence for these vendors as we have put the whole program through the market licence program. To date, we have had 49 applications (for dates throughout the summer) and activated 11 vendors.

**What’s next:**

The V.I.P. Pop-Up pilot project will run until the last weekend of September. Based on an internal review of the current program, a comprehensive engagement plan, and a review of best practices in other municipalities a new plan and framework for the seasonal vendors program will be ready for the report back to Council at the end of October 2022.

|                                  |                      |  |
|----------------------------------|----------------------|--|
| <b>Implementation</b><br>Ongoing | <b>Phase/Status:</b> | <b>Expected Implementation Date:</b><br>The pilot the V.I.P. (Vendors in Parks) Pop-up program went live for applications on 2022 June 24. |
|----------------------------------|----------------------|--|

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| <b>Customers:</b><br>Local businesses/vendors<br>Current Park users | <b>Partners:</b><br>Planning<br>Business and Local Economy |
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|  | <b>Strategic Alignment:</b><br>Cut the red tape initiative<br>Council priority of Economic resilience<br>Council’s guiding principal to Build Strong Communities |
|--|--|

## Permit innovative business practices – Parking Lots

**Lead By:** Arts & Culture

|                                       |                     |                          |   |
|---------------------------------------|---------------------|--------------------------|---|
| <b>Related Administrative Action:</b> | 2C-1 (Parking Lots) | <b>Theme/Focus Area:</b> | Red Tape Reduction, Downtown Revitalization |
|---------------------------------------|---------------------|--------------------------|---|

**Context and details around the issue:**

Enable pop-up commercialization in city parks and lands.

Animate parks and parking lots. Explore the potential for offering more commercial services in City parks and on other City property and reduce the red tape to set up such an operation.

**Comments from participants:**

**Description of Administration Response:**

As we begin to welcome back Calgarians to experience arts and culture opportunities, many local businesses that hosted festivals and events continue to have limited space for patrons. Many local artists have also suffered major financial setbacks as a factor of not being able to perform in-person, live events. By providing a bookable venue to host festivals and events, The City can advance its business-friendly reputation while supporting artists and local event producers by encouraging downtown vibrancy through the “Lot 6” event space.

“Lot 6” is intended to advance goals for downtown vibrancy and successful mobility connections while supporting the economic recovery for business districts, live performance venues and artists. In partnership with the Calgary Downtown Association (CDA), The City can help enshrine the downtown as a unique community to live and visit by creating sustainable, versatile, accessible, and dynamic public spaces. “Lot 6” is envisioned as an ongoing community open-air bookable site to host live performances with food and beverages located in Calgary’s downtown along major transportation corridors. Furthermore, by providing Lot 6 to the public as a “turnkey” event space, we are significantly reducing red tape, as most of the administrative work has been completed by City staff (Licence of Occupation, Development Permit, Business Permit, Occupancy Load Card). Therefore, affording event organizers and artists the ability to focus on producing and performing, rather than navigating The City’s perceived complex internal processes.

The project has the following objectives:

- Create a dynamic and distinctive public environment adjacent to depressed commercial corridors to attract visitors.
- Support existing local businesses by providing an enhanced outdoor space for them to host performances and increase foot traffic while strengthening the tax base and real estate values.
- Support local artists by providing an alternative performance venue to increase demand for performers.
- Provide an affordable and low risk testing ground for new restaurant and hospitality businesses.
- An operating partnership with the Business Improvement Areas promotes the value of service from BIAs to their ratepayers.
- There is the potential to drive greater use of City revenue engines that include parking fees and Transit fares due to increased user traffic.
- This project will be used to promote the Calgary lifestyle to attract tourists, talent, and residents to the downtown core.

**What has happened:**

**March 2022:** Approved for Western Diversification Federal Funding (\$75,000)

**March 2022:** Approved Downtown Strategy Funding (\$40,000)

**April 2022:** Ordered sea-cans for the site (Washroom and Storage sea-cans)

**April – June 2022:** Worked collaboratively with the Calgary Downtown Association (CDA), City Real Estate and Development Services, and The Calgary Parking Authority on a Licence of Occupation for the site.

**April – June 2022:** Worked with The City Water Services department to coordinate potable water for the site  
**June 2022:** Execution of the Licence of Occupation  
**June 2022:** Development permit and building permit approval  
**June 2022:** Site fencing erected, sea cans delivered to site  
**June 2022:** Operating guidelines drafted, but not confirmed  
**July 2022:** Occupancy Load Card approved by Calgary Fire  
**July 2022:** Finalized project scope with the School of Architecture, Planning, and Landscape to provide metal folded furniture and 3D-printer exhibition trailer to site  
**July 2022:** Confirmed operating guidelines with the CDA  
**July 2022:** Inspection conducted by Calgary Police Service to identify safety hazards and accessibility issues  
**July 2022:** Met with AGLC and AHS to identify and address risks  
**July 2022 – August 2022:** CDA weekly programming begins  
**August 4-7, 2022:** First major event “Taste of Calgary” on-site  
**August 2022:** Muralist completed public art murals on both the washroom and storage sea-cans  
**August 2022:** Installation of permanent electrical  
**August 2022:** CDA programming continued until August 28

**What’s next:**

**September 2022:** School of Architecture, Planning, and Landscape FIAB 3D-printer trailer to site for interactive performances  
**September – November 2022:** Continued programming hosted by external organizations  
**September – November 2022:** Gathering site metrics and financial information for the final report and claim for reimbursement to the Federal Government, and City Administration  
**November 2022:** Site decommissioning

|   |  |
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| <b>Implementation Phase/Status:</b><br>April – November 2022                        | <b>Expected Implementation Date:</b><br>The first event occurred July 30, 2022 |
| <b>Customers:</b><br>Event organizers, Community Associations,<br>Community Members | <b>Partners:</b><br>Calgary Downtown Association                               |
|   | <b>Strategic Alignment:</b> Eventful City Strategy, Downtown Strategy          |



## Permit innovative business practices – Living Labs

**Lead By:** Living Labs

**Related Administrative Action:** 2C-2 (LL)

**Theme/Focus Area:** Red Tape Reduction

**Context and details around the issue:**

**Permitting for test sites to pilot new technologies**

Make it easier for businesses to pilot new technologies or business practices with support from The City.

**Comments from participants:**

*“Potential Living Labs concept, quick and easy permitting for test sites and piloting new technology. How can the City be better at testing new technologies?”*

*“Could become a ‘City of Pilots’ creating a super fast lane for companies to try new innovation (i.e. Mountain View, California)”*

**Description of Administration Response:**

Calgary’s Living Lab offers City physical, digital and data assets (where possible) for companies and researchers to test and try ideas and products in a real-life environment. Calgary’s reputation as a Living Lab is growing and The City of Calgary is helping to support our innovation ecosystem.

Living Labs has been operating informally since 2018. The Program has not been funded with dedicated resources since. The actions outlined below aim to establish it as a formal Program with streamlined processes to support the local innovation ecosystem including entrepreneurs, research and business communities in Calgary.

### 1. Establishing a formal organization structure including resources for Smart Cities

- Smart Cities is the foundational approach/ strategy under which the Living Labs was founded to support piloting new technologies, our City’s innovation ecosystem, the local business community, academic research community and support economic diversification in Calgary
- Executive sponsor is the Director of Information Technology
- Expected required resources for Living Labs would be one to three resources over the next business cycle (2023 – 2026), this would start with one resource over the first year and staff expansion from there based on demand (*note: this number is exclusive of other Smart Cities resourcing needs*)

### 2. Quickly assess each request

- Living Labs receives a broad variety of new technology pilot requests crossing multiple industry verticals and ranging from products to services or a combination of both
- Program objective is to provide an equal opportunity for any entity that approaches the Program and attempt to support any reasonable pilot request
- Clearly communicate that the Living Labs Program is not a procurement channel to The City of Calgary. While we need to continue collaboration with Procurement to develop the rules on the “City as a First User” rules, new technologies is not piloted with procurement in mind.
- Ongoing internal support from City Legal, Procurement, Intellectual Property, Geospatial, Open Data and various SMEs from across City business areas is paramount to assess operational risk and limit any City exposure

### 3. Red-tape reduction approach provides a single window for businesses and academia

- Contacting Directors’ offices has proven to result in quicker responses to pilot requests
- Repetitive business area contact has resulted in relationship building and familiarity with the Program and its objectives, and streamlined internal processes to provide SMEs from within the business area to support pilots, e.g., there have been over 10 requests to Roads over the past 12 months and multiple requests involving Waste and Recycling Services



#### 4. (Currently proposing) Speed-up pilot implementation timeline in a segregated technology lab environment or lab

- Requests where an external entity wishes to pilot new technologies that involve integrating their software or hardware with City technology infrastructures has been challenging due to the secure nature of operational City systems and technology infrastructure
- Establishing a segregated technology infrastructure lab environment for piloting new technologies is a desirable approach to ensure safe piloting. Thus, limiting risk exposure to City operational systems and communications networks. The analogy of this would be a physical or virtual technology lab space with mini-City replica of key operational systems
- A proposal to establish the Technology Integration Center (TIC) initiative is underway, also part of the Smart Cities Program and has its exclusive resourcing needs

#### What has happened:

- Relationships established with several business area Directors’ Offices
- Internal collaboration risk assessment SME relationships established with Legal, Procurement, Intellectual Property, etc.
- Terms and Conditions for Testing Agreement Template has been streamlined by City Legal to include non-disclosure clauses. Ensuring any City data exchanged during the pilot is diligently destroyed within a set period after the completion of the pilot.
- Living Labs has received 50 requests during 2021 for piloting new technology
- For the completed projects, there has been positive customer feedback from the business and academic research communities for the support they have received from The City to develop their products and services.
- Most pilots which have not been completed are attributable to lack of funding to conduct the pilot, which cannot be financed by Living Labs or have faced supply chain delay challenges since late 2021 due to the COVID-19 pandemic.
- Very few pilot requests have been turned down due to operational risks identified by internal City SMEs

#### What’s next:

- Establish formal resources for the Living Labs Programs
- Continue relationship building with Directors’ offices to streamline internal intake process and facilitate access to City assets (transportation corridors, facilities, specialized equipment, data and information assets, and pilot permits)
- Support internal evolution and development of “City as a First User” processes of new or innovative technologies through collaboration with internal Procurement partners
- Support establishing the TIC and physical/ virtual lab
  - Establish mini-City systems and infrastructure replica environment
  - Design internal intake processes and living labs procedures for the TIC
- Currently, the number of annual requests is the only reporting KPI for living labs; propose additional KPIs for reporting on the program (e.g., reporting by industry verticals)

|   |  |
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| <b>Implementation Phase/Status:</b>   | <b>Expected Implementation Date:</b>   |
| In Progress - Establishing a formal organization structure and resources for Smart Cities (including Living Labs)   | Expected completion by end of Q1 2023  |
| <b>Customers:</b>   | <b>Partners:</b>   |
| <ul style="list-style-type: none"> <li>• Local, national, and international perspective entities considering doing business in Calgary</li> <li>• Local academic research community</li> <li>• Innovators</li> <li>• entrepreneurs</li> </ul> | <ul style="list-style-type: none"> <li>• Internal risk assessment partners (Legal, IP, Procurement, etc.)</li> <li>• Calgary Economic Development – refer customers to the program</li> <li>• City Council Member Offices – refer customers to the program</li> <li>• Internal municipal Technology Infrastructure managers/ custodians (Network Engineering function/ Innovation &amp; Collaboration Division in IT)</li> </ul> |

## Permit innovative business practices – Procurement

**Lead By:** Procurement (ITP) - Supply

**Related Administrative Action:** 2C-2 (ITP)

**Theme/Focus Area:** Red Tape Reduction

**Context and details around the issue:**

**Permitting for test sites to pilot new technologies**

Make it easier for businesses to pilot new technologies or business practices with support from The City.

**Comments from participants:**

*“Potential Living Labs concept, quick and easy permitting for test sites and piloting new technology. How can the City be better at testing new technologies?”*

*“Could become a ‘City of Pilots’ creating a super fast lane for companies to try new innovation (i.e., Mountain View, California)”*

**Description of Administration Response:**

**Innovation Through Procurement (ITP) Project**

**Background:**

The Economic Resilience Task Force (ERTF) had recommended, and ELT (Executive Leadership Team) approved the Innovation through Procurement (ITP) project. This project would become a part of the Public Value Through Procurement Program alongside Benefit Driven Procurement and Market Led.

The purpose of the program is to contribute to Calgary’s economic resilience by increasing opportunities for start-ups (first try and first buy, creating jobs), small and medium-sized businesses with an innovative idea or technology to have The City as their first customer. The City will achieve this by pursuing Problem-based Procurement, exploring the use of Challenge Statements.

Another benefit of the program is to provide The City with solutions to its challenges while supporting the scale-up of local businesses and creating jobs using revenues from the services they provide. It also means getting additional benefits from the investment of dollars beyond that of the product or service which will increase the return on The City’s investments to the broader community. It’s about building capacity and reducing barriers through innovative processes being more open to all to do business with The City.

Since the project was approved by ELT, Supply engaged with the ERTF and ERTF Working group to develop the project charter in 2021. Following this, Supply engaged with the law department to create a procurement template for the Innovation Through Procurement pilots. As of 2022 August 2, the ITP template was approved for Challenge Statement Pilots.

**What has happened over the past 6 months:**

Supply worked on developing the ITP/Challenge Statement process, and developing a template to execute on the objectives of the program

**What’s next:**

Conduct Pilots and gather feedback on progress of the program



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| <p><b>Implementation Phase/Status:</b><br/>         Currently in Pilot phase – Expected to run from August -October 2022.<br/>         After the Pilot, Supply will review learnings and feedback, finish stakeholder engagement and develop policy document</p>   | <p><b>Expected Implementation Date:</b><br/>         2023</p>  |
| <p><b>Customers:</b> Implementation risks may include the inability to gain the full expected return on investment. An additional risk is the capacity for change. Business units within The City will need to have the capacity and willingness to break new ground and procure in a different way.</p> | <p><b>Partners:</b> Internal and external stakeholders including local business community</p>  |
|  | <p><b>Strategic Alignment:</b><br/>         The ITP initiative supports two Council Priorities and are linked to Alberta Recovery Plan and the Speech from the Throne.<br/>         Council Priorities include:<br/>         ‘A Prosperous City’ by creating an environment that draws talent to Calgary, creates and attracts small and medium sized businesses, enhances support for entrepreneurs, focuses on diversifying the economy, which will result in economic growth and job creation.<br/><br/>         ‘A Well Run City’ where Administration embraces appropriate levels of risk innovation, experimentation which will be tested in pursuing the challenge based or problem based procurement approach.<br/>         Linkage to the Alberta Recovery Plan exists through Creating Jobs and Diversifying, creating an environment that attracts investment, job creators and better supporting tech start-ups and emerging sector opportunities.</p> |

## Permit innovative business practices

**Lead By:** BLE with Major Partners (Partnerships)

**Related Administrative Action:** 2C-3

**Theme/Focus Area:** Red Tape Reduction

**Context and details around the issue:**

Tactical support for businesses trying to open in BIAs or for other creative ideas

Support from The City, provided to or through BIAs, to make it easier for new businesses to establish themselves.

**Comments from participants:**

### Description of Administration Response:

Established under the Municipal Government Act, Business Improvement Areas (BIA) are groups of businesses within a defined geographical area that work together to improve, beautify, and maintain property; develop, improve, and maintain public parking; and promote the BIA as a business or shopping district. To facilitate legislatively mandated processes and ensure a collaborative approach, The City’s Major Partners division provides direct, tailored support to BIAs through a team of two FTEs who work in partnership with the BIAs to help them achieve their mandate and advance the initiatives and issues that impact their business members. As part of the ongoing efforts to support BIAs, the “[BIA Dashboard](#)”, a new interactive map and dashboard tool was recently launched which contains a visual representation and a variety of data points about each area and can be used by BIAs and businesses for establishment, planning and promotion.

In coordination with a wide range of other divisions at The City, the team assists in the engagement and participation of BIAs in various City strategies and programs that support businesses within BIA areas. The development of new programs is guided by priorities identified by BIAs and various City services. Some examples of work underway include the seasonal patio program and the Main Streets program, both of which contribute to a more business friendly environment within BIAs. The team also works collaboratively with other City divisions to promote initiatives and services that support new businesses to BIAs, such as the Business Experience Representatives and the Business and Local Economy team.

### What’s next:

Continue to provide targeted, direct, and coordinated support for BIA’s operating, strategic, and governance needs, while working with them to understand the issues affecting local business and bringing that perspective to City decisions, strategies, and plans.

**Implementation Phase/Status:** N/A

**Expected Implementation Date:** N/A

**Customers:** Businesses, Citizens

**Partners:** BIAs

**Strategic Alignment:** Calgary in the New Economy: an economic strategy for Calgary  
Economic Resilience, Social Resilience

## Customer-centric training for dealing with businesses

**Lead By:** Planning & Development

**Related Administrative Action:** 3A-1 (PD)

**Theme/Focus Area:** Business Friendly

**Context and details around the issue:**

**Mandatory training for City employees**

Opportunity to make customer service training mandatory for City employees, similar to the current practice with Respectful Workplace training.

**Comments from participants:**

*“The City of Calgary defines business-friendly as: the balancing between the needs of our residents, customers and communities with the needs of our business community.”*

**Description of Administration Response:**

Planning & Development currently has an eLearning course embedded in their onboarding program. It is available on the Learning Management System. *PD eLearning – Planning & Development’s Customer-centric Approach to Service Delivery* is a required course for all employees coming into Planning & Development.

The training provides information on balancing our policy and legislative obligations with customer needs and focuses on the importance of customer centric approach to service delivery; Identifying the drivers of customer satisfaction, developing solutions based on the customer’s needs.

This training was implemented two years ago and is currently being updated to encompass the larger Planning and Development Services department. It is based on the corporate Customer Service Approach [Customer Service Approach \(calgary.ca\)](http://calgary.ca) and uses specific Planning & Development scenarios to drive the learner to use their problem solving skills, and is quite specific to Planning & Development.

**What has happened:**

The training program format has been updated to include “PDS” and new department names as a quick fix.

**What’s next:**

Updates to scenarios in learning to better represent our customers and citizens throughout the Planning Continuum.

**Implementation Phase/Status:**

In Progress

**Expected Implementation Date:**

Q1 2023 for Planning & Development

## Customer-centric training for dealing with businesses

**Lead By:** Calgary Building Services

**Related Administrative Action:** 3A-2

**Theme/Focus Area:** Business Friendly

**Context and details around the issue:**

**Expand Business Experience Program for Restaurant and Brewery Industry to other sectors**

Members would like to see the Business Experience Program expanded to other sectors, offering services like a Business Experience representative and streamlined approvals. Potential other sectors mentioned by BAC members included vertical/urban farming.

**Comments from participants:**

*“The City of Calgary defines business-friendly as: the balancing between the needs of our residents, customers and communities with the needs of our business community.”*

**Description of Administration Response:**

The Business Experience Representative service has expanded to support urban agriculture.

**What has happened:**

See 2A-1

**What’s next:**

By Q3 2022, we will know how many more complex business types we can support with the Business Experience Representative team, and we will know how many resources will be needed to support all business types in this manner.

## Customer-centric training for dealing with businesses

**Lead By:** Calgary Building Services

**Related Administrative Action:** 3A-3

**Theme/Focus Area:** Business Friendly

**Context and details around the issue:**

**Business customer journey mapping**

- Build a highest level of the current state end-to-end journey map to open a business in Calgary.
- Build a better understanding of businesses needs and perspectives when interacting with The City to open and manage their business.

**Comments from participants:**

*“The City of Calgary defines business-friendly as: the balancing between the needs of our residents, customers and communities with the needs of our business community.”*

**Description of Administration Response:**

In 2020, the Business and Local Economy team (BLE) in response to the priorities from the Business Advisory Committee (BAC) completed the design of a higher-level end-to-end customer journey map to open a business in Calgary through the engagement with the Restaurant and Brewery industry. That industry was chosen to set the base for a journey map due to the highest complexity and involvement of the majority of areas within The City. Detailed information from the findings and the journey map can be found in the [BAC2020-1312 report](#) and [Attachment 3](#).

In response to the What We Heard Report – Restaurants and Brewery Industry from report BAC2020-1312, Calgary Building Services created the Business Experience Improvement Program (BEIP) with the following work streams:

- Customer experience – focusing on the relationship between business customers and The City, and the availability of resources to help customers open and grow their business.
- Education and training – focusing on clearly communicating, externally and internally, relevant information that is required for a business customer to be successful in their journey, and for staff to deliver a consistent service.
- Service improvements – focusing on process improvements, adding certainty, and reducing the associated time and costs.
- Business licence – focusing on articulating the value of a business licence and the opportunities to modernize the service.

As part of the work of the above-mentioned program, the customer journey was further refined to include not only a customer lens but also the employee lens. A number of meaningful workshops were held with internal stakeholders to build a deeper understanding of a customer’s journey. As a result, two key objectives were achieved:

1. Staff have become even more vested in supporting the continued implementation of solutions that improve the business customer experience and address issues.
2. A further refined draft journey map was created with business needs/pain points were mapped

**What has happened:**

The BEIP has implemented a suite of improvements for the restaurant and brewery industry, and the solutions will gradually expand to support the entire business community in Calgary. The service has already expanded to support distilleries and urban agriculture. A couple highlights of the accomplishments are:



- Completed the 2021 Business Experience Representative pilot successfully and adopted the service as a normal business practice. This new role provides the customer with consistent support throughout their entire journey to open a business.
- Based on the refined end-to-end journey map redesigned the restaurant and breweries business licencing website, making it clear and easy for citizens to follow the journey for opening a restaurant or brewery, plus other useful information.
- Launched a call quality monitoring program in the planning services call centre to ensure consistent and quality customer service.

The full details of accomplishments can be found in the [BAC2022-0668 report](#).

### What's next:

By Q3 2022, we will know how many more complex business types we can support with the Business Experience Representative team, and we will know how many resources will be needed to support all business types in this manner. The most complex journeys are typically those that require multiple approval processes and/or involve a building permit because the construction has to be completed before a business licence can be issued.

See 2A-2 for timeline improvements.

Continuous awareness and marketing campaigns, including media blitzes, and public webinars on the approvals navigation for businesses.

### Performance Story

Example performance measures:

- Tenancy Change timelines
- Development Permit approval timelines (permitted Change of Use; permitted Change of Use with relaxation; discretionary Change of Use)
- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new
- Home Occupation Class 2 timelines
- Time from location ready to license issued
- Time from last recommendation to license issued
- License issued relative to agreed intended open date

## Succession planning for retiring Building Safety Officers

**Lead By:** Calgary Building Services

**Related Administrative Action:** 3B

**Theme/Focus Area:** Business Friendly

**Context and details around the issue:**

**Strategy for training new officers**

Members raised concerns about the effect on service delivery if several new Building Safety Officers are required in the coming years given the long period of time needed to train new officers.

**Comments from participants:**

*“Advice for Building Services- approximately half of their safety codes officers/inspectors will be retiring in the next few years and it takes a few year to train new staff as 2 years in residential is mandatory before moving over the commercial inspections, resulting in delays for businesses. Streamline or use technology to mitigate resourcing and process perspectives.”*

**Description of Administration Response:**

Calgary Building Services (CBS) knows the services provided by our building approvals and building safety inspections staff are important to customers and the collective goal for safe buildings. A retention and hiring action plan for Safety Codes Officers (SCO) was created in Q1 2022. CBS has a strong ‘training ground’ for future SCOs which helps minimize training time. It is no longer mandatory for SCOs to spend two years in residential inspections. One year is enough before adding commercial inspections to their scope.

**What has happened:**

CBS has a position that is dedicated to the hiring strategy for our business unit. For the building safety service, CBS identified succession planning as a high priority and issue to manage. CBS has have put in place a strong plan including five action items:

- Making projections for turnover and retirements and are hiring new staff proactively into Limited Term positions, 12-18 months before we know someone is retiring.
- A formal commercial plans examination guide has been developed and a fulltime experienced and senior safety codes officer has been designated as a trainer.
- CBS has been cross-training commercial and residential plans examiner staff.
- CBS has established a Planning Safety Codes Customer Advisory role, letting us hire entry-level Safety Codes Officers, which in turn supports succession planning efforts and increases the hiring pool for fully trained and experienced Safety Codes Officers.

**What’s next:**

CBS is continually monitoring the effectiveness of our plan and are ready to make plan adjustments when, and if, needed. As a result of the plan in place, CBS is confident in the ability to deliver commercial plans examination and inspection services at the level expected by customers and improve timelines and customer service.

**Performance Story (if applicable)**

Example performance measures:

- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new commercial buildings

## Business construction mitigation strategy/liaison – Non-Green Line

**Lead By:** Infrastructure Services, Capital Priorities & Investments

**Related Administrative Action:** 3C-1&2

**Theme/Focus Area:** Business Friendly

**Context and details around the issue:**

**3C-1 Strategy for mitigating the effects of construction on businesses** - Members raised concerns about the effect that major construction projects, like roadwork on 17th Avenue or construction of the Green Line, can have on businesses.

**3C-2 Liaison to businesses for construction projects** - As part of Urban Planning at The City, members suggested creating a liaison position to coordinate with local businesses during major construction projects, especially the construction of the Green Line.

**Comments from participants:**

### Description of Administration Response:

As part of the Corporate Realignment, Infrastructure Services has established a new Capital Stakeholder Relations team who will be responsible for:

- Developing, leading and implementing strategies and tactics to mitigate, minimize or manage the potential effects of construction on businesses (Action 3C-1), and
- Building positive and trusting relationships with Calgarians affected by construction, including individual businesses and business improvement areas (BIAs) and liaising with external members throughout the lifecycle of project (project planning through to construction completion) (Action 3C-2).

Resourcing for six Capital Stakeholder Relations positions was established through the 2021 Budget Adjustment process.

### What has happened:

- Capital Stakeholder Relations was established as a Division within the Capital Priorities & Investments business unit.
- Manager of Capital Stakeholder Relations has been established and position filled.
- Manager has been working to operationalize Capital Stakeholder Relations team by establishing mandate, business functions and processes for mitigating or managing potential effects of construction on stakeholders and building relationships and liaising with stakeholders.
- Team recruitment plan has been developed and actioned.

### What's next:

- Initial recruitment for two intermediate to senior-level stakeholder relations professionals will be completed in fall 2022.
- Capital Stakeholder Relations Team will begin developing and testing processes, strategies and tools to contribute towards the achievement of Administrative Actions 3C-1 and 3C-2.
- Capital Stakeholder Relations team will pilot approaches to liaising with business stakeholders and mitigating or managing impacts of construction on businesses on upcoming Main Streets / streetscape improvement projects.

### Implementation Phase/Status:

Early stages

### Expected Implementation Date:

Program implementation underway

**Customers:** Stakeholders affected by significant infrastructure projects (e.g. businesses, business improvement areas, residents, communities)

### Partners:

Team will partner with business improvement areas and others key stakeholders as required.

## Business construction mitigation strategy/liaison – Green Line

**Lead By:** Green Line

**Related Administrative Action:** 3C-1&2

**Theme/Focus Area:** Business Friendly

**Context and details around the issue:**

**3C-1 Strategy for mitigating the effects of construction on businesses** - Members raised concerns about the effect that major construction projects, like roadwork on 17th Avenue or construction of the Green Line, can have on businesses.

**3C-2 Liaison to businesses for construction projects** - As part of Urban Planning at The City, members suggested creating a liaison position to coordinate with local businesses during major construction projects, especially the construction of the Green Line.

**Comments from participants:**

### Description of Administration Response:

#### Green Line – related business construction mitigation strategy/liaison

Phase 1 of the Green Line LRT Project launched its business support program in January 2022.

The goal of the program is to help businesses to prepare for and manage the potential impacts of Phase 1 Green Line LRT construction. There is a dedicated Community and Business Relations team focused on the following four areas:

1. **Access Planning** - Making sure safe access to impacted businesses is maintained as often as possible for the duration of construction.
2. **Communications** - Provide high quality, consistent and clear information so that stakeholders know what to expect from construction.
3. **Community and Stakeholder Relations** - Maintain regular contact with business owners so they feel informed, prepared, connected and supported as we work to deliver the Phase 1 Green Line LRT project.
4. **Business Support Initiatives** - Work with local impacted businesses to develop projects, events and programs to promote and encourage Calgarians to support business through construction.

The program was approved by the Green Line Board in June 2021 and regular input is provided by members of Green Line’s Business Insights Panel. The panel meets quarterly and is made up of Business Improvement Areas and business representatives along Phase 1 Green Line LRT alignment.

### What has happened:

The team has been connecting with businesses, introducing members of Green Line’s Community and Business Relations team and promoting the *Business Registry*. The registry includes contact information and basic business operations information. It is used by the team to communicate directly with businesses (e.g. advance notice of construction or emerging issues) and to proactively plan for construction with businesses in mind.

Green Line launched a [for Business](#) webpage with information including a link to the *Business Registry*.

The webpage includes Construction FAQs so that businesses have a better idea of what to expect from construction for the Beltline Downtown Utility Relocation Project, as well as business resources and links to existing programs available to Calgary businesses. There is a link to Green Line’s construction webpage at [calgary.ca/greenlineconstruction](http://calgary.ca/greenlineconstruction), where construction notices and maps are available. These are posted in advance of construction and updated regularly with the latest information on construction impacts.

There are a number of business support initiatives recently implemented or under development as utility construction begins to ramp up in Beltline and Downtown, including:

- Short-term loading zone to support drop/off pick up services for customers and businesses in the area.
- Access and wayfinding to help customers travelling to/from businesses impacted by detours in the area.
- Temporary on-street parking zones to provide local parking options and offset the loss of on-street parking stalls blocked as a result of construction.
- Business Profiles to showcase the diversity of businesses operating along the Green Line LRT alignment

**What’s next:**

Ongoing *business registry* build out for Phase 1 of the Green Line LRT alignment, and as construction activity ramps up in Beltline and Downtown a focus on development and implementation of additional business support initiatives.

|  |   |
|--|---|
| <b>Implementation Phase/Status:</b><br>Active program                  | <b>Expected Implementation Date:</b><br>Duration of Phase 1 Green Line LRT construction |
| <b>Customers:</b><br>Businesses along Phase 1 Green Line LRT alignment | <b>Partners:</b>  |

## Unintended consequences of The City of Calgary’s Realignment

**Lead By:** Realignment team

**Related Administrative Action:** 3D

**Theme/Focus Area:** Business Friendly

**Context and details around the issue:**

3D-1 There is uncertainty on how The City’s realignment will affect the business lines that businesses interact with, especially on whether it will improve service.

3D-2 Slow progress on the realignment has added to the uncertainty, with some changes happening before the realignment is completed and other changes delayed until after.

3D-3 Members are concerned that The City lacks the right metrics to assess whether the realignment is a success, which would also require setting a baseline now.

**Comments from participants:**

*“Will re-org have measurable benefits to Planning?”*

*“Still not there to have City seen as ‘streamlined’. Where’s our baseline measure to get better?”*

*“CPAG to DART change is moving forward and will help, but now overall re-org is miles away. Supposed to be rolled out in January, but now hearing mid to end of 2022 before completed”*

**Description of Administration Response:**

The City’s realignment program moves the organization to departments that are functionally designed, where employees performing similar functions are working more closely together to serve customers. The four pillars of the structure are Plan, Build, Operate and Enable. This will enable The City to continue providing excellent value to citizens, business, and communities.

Our modernized organization is designed to:

1. Deliver services efficiently and affordably, and allow for decision making at the right level so we can be nimble and respond quickly to citizen needs;
2. Consolidate like functions and teams to reduce duplication, remove silos, and provide fertile ground for collaboration, specialization, and innovation;
3. Focus on the services we deliver to support more seamless interactions between The City’s services and our customers, businesses, and communities; and
4. Empower our employees and make The City of Calgary an employer of choice to attract and retain top talent.

The City continues its service-based business plan and budgeting approach, which in combination with a functional model, prepares The City to maintain a focus on its services and end-users, while leveraging a functional model to improve how teams specialize their work to customers, supported by an environment that strengthens collaboration across functional teams and decentralizes decision-making. This supports The City in improving its responsiveness and quality of service to Calgarians.

The new organization structure went into effect on August 1, 2022. During the implementation, Sr. Management remained flexible and responsive to customers’ needs and monitored business continuity and service performance. This meant that in some cases, teams started working together informally prior to August 1, to soft launch their new team structure. This allowed teams to test and learn what is required to successfully make the new structure work for their customer base and remain agile through the transition.

The Realignment work now shifts to focus on stabilization and leveraging the structure to improve performance and increase value. To successfully operationalize a change of this scale, there is significant IT, HR, Finance and Supply systems work required to transition the organization into its new structure. This step is complex and through the implementation approach, is intended to minimize risks to service continuity for Calgarians. The City

anticipates finalizing the background systems work in Q4 2022. A robust project plan and project management approach are in place to successfully guide this next step.

One area of specific interest to BAC is the realigned Planning and Development Services department composed of five functional divisions: Downtown Strategy, Climate and Environment, City and Regional Planning, Community Planning, and Development, Business & Building Services. Together, these functions deliver the following services to businesses and Calgarians: driving policies that guide long-term planning, setting parameters for land development processes, integrating strategies and actions to grow a resilient and sustainable city, and ensuring Calgary’s buildings are safe to occupy. The Realignment is an opportunity to strengthen the collaborative culture to achieve Council’s priorities and support a changing Calgary. This structure allows the department to be more adaptable while responding to the needs of our business and local economy and creates opportunities for better collaboration between the teams.

**What has happened over the past 6 months:**

Background HR, Finance, IT, and Procurement/Supply system transition work to move the organization from its current structure to its redesigned structure to ensure employees and vendors are paid as expected, service continuity is prioritized, and employees have a positive experience through the implementation.

Realignment work included in this systems transition is critical business process work (to ensure service continuity), team building and partnership development (ensure relationships are established to maintain service delivery), and the intended design is structurally established.

**What’s next:**

The City anticipates finalizing implementation and shifting focus to stabilization, performance, and delivery in Q4 2022. The City is prioritizing the need to move the organization through realignment in a timely way.

| Implementation Phase/Status: | Expected Implementation Date:      |
|------------------------------|------------------------------------|
| Implementation Stage         | Q3 2022 (In effect August 1, 2022) |

**Performance Story (if applicable)**

Planning and Development Services will monitor its service levels as these would be indicators of a successful realignment. Example measurements include:

- Customer experience and satisfaction
- Approval timelines on comprehensive planning applications (Per cent of multi-disciplinary development applications where decision timeline commitments were met)
- Building Permit approval timelines (time from submission to completeness review; time from receipt of complete application to issued) – commercial alterations and new commercial buildings
- Business license issued relative to agreed intended open date



## Climate Resiliency

**Lead By:** Climate & Environment

**Related Administrative Action:** 3E (moved from 3B regarding BSOs) **Theme/Focus Area:** Business Friendly

**Context and details around the issue:**

**More work required with climate resiliency**

Members noted that additional work is needed from The City to help businesses understand how climate resiliency changes will affect them, and what opportunities are available to business.

**Comments from participants:**

**Description of Administration Response:**

The City is currently working on projects and measures to reduce the risks posed by climate change to businesses in Calgary and support businesses with taking advantage of the opportunities a low carbon economy creates. Several projects are underway and the work described in the newly approved 2022 Calgary Climate Strategy will be prioritized within a four year implementation plan, aligned with The City’s overall four year service plans and budgets process.

***How is climate change affecting businesses in Calgary?***

As extreme climate events, such as severe storms, heavy rainfall, and river flooding, grow in frequency and intensity, businesses face increased repair and replacement costs for infrastructure and service disruption from emergency events. These intensified extreme climate events also pose an economic risk from increased insurance costs for businesses. Business continuity will be affected by extreme events damaging and destroying roads and utility infrastructure (e.g., felled powerlines, overflowing stormwater systems). Damage to transportation systems in Alberta, includes roads and rail, which can have significant impacts to businesses that rely on these systems to bring their input materials and transport their goods to markets.

The effects of extreme heat and higher average temperatures, two of the most substantial climate hazards facing Calgary, also have a demonstrated effect on reducing labour productivity. Labour output will also be affected by the health impacts of climate change, including higher instances of heat-related illnesses and illnesses caused by reduced air quality (increased formation of ground level ozone).

Businesses that use significant amounts of water (e.g., restaurants, car washes, certain industrial uses) can also face significant interruptions and production limitations during drought events that will become more frequent due to climate change. Restaurants and food-based businesses can also experience challenges as climate change can affect growing seasons and the crops grown locally and internationally.

***What is The City of Calgary doing to reduce risk to businesses?***

The City is supporting the development of climate resilient commercial and industrial buildings, with future work including developing a Climate Ready Commercial Buildings Guide to inform business owners about ways to reduce climate risk to their buildings and customers. In the future, through engagement with industry, the business community, and regulators, The City will be creating additional guidelines for climate resilient buildings which considers cost-benefit analysis. The City is also implementing action to enhance food resilience, which supports restaurants and food-based businesses.

The City is also working to reduce climate risk to municipally-owned and utility infrastructure and systems that support businesses, including working with utility service providers to support implementation of climate resilience measures. Among The City’s current and future work are measures to reduce flooding and the



impacts of drought in Calgary (e.g., upstream river storage, developing and updating stormwater management strategies).

***What opportunities does climate change present?***

While climate change poses significant risks, it also presents opportunities for energy efficiency, technological innovation, and growth. Low carbon technologies and systems that reduce greenhouse gas emissions, like renewable energy systems, energy efficiency technologies, and district energy systems, also provide a significant opportunity to reduce energy costs drastically by offsetting energy purchased from a retailer. Reducing the cost of heating and electricity can provide substantial cost savings as the price of carbon set by the federal government continues to rise.

The work needed to transform Calgary into a climate resilient and low carbon economy will need the expertise of many partners, creating numerous jobs and opportunities for businesses in Calgary. Building expertise in low carbon technologies and practices locally can also give Calgary businesses the capacity to participate in the substantial and quickly growing global green economy, as international demand for net-zero and low carbon technologies, services, and goods rises.

With climate change increasingly being a major concern globally, establishing Calgary as a city committed to reducing carbon emissions and being proactive about protecting our communities from climate risks can attract investment, residents, and labour talent to the city, expanding the resources, market, and labour pool for Calgary's businesses.

***How is The City of Calgary enabling businesses to capitalise on these opportunities?***

The City is supporting the development of buildings that incorporate renewable energy systems, high energy efficiency, and, where possible, district energy, with the eventual goal that buildings standards are net-zero by 2030. These developments present operational cost savings over the long term due to the reduced, and potentially even negative, energy costs. The City is currently operating a voluntary Commercial and Institutional Building Energy Benchmarking program, which informs both The City and building owners about the greatest energy efficiency opportunities.

The City will work with Calgary businesses and other stakeholders to facilitate and support information sharing, education, and capacity building, ensuring businesses are ready for the transition to a low carbon economy. Further work will involve creating incentives and financing opportunities for low carbon developments and retrofits. Among the financing opportunities is an expansion of the Clean Energy Improvement Program (CEIP) to finance deep energy retrofits in commercial uses. These incentives and programs will support businesses in the transition to a low carbon economy by helping offset the capital costs of taking advantage of low carbon and net zero technologies.

The City is also supporting low carbon transportation options, such as walking, wheeling, and transit, which may create business benefits by expanding the accessibility of businesses to Calgarians, especially those without cars. The City will also work with the province and federal government to expand renewable and low carbon energy generation sources, enhancing the appeal of Calgary as a low carbon community and supporting the businesses in Calgary that may have greenhouse gas emissions reduction goals.

***How will The City of Calgary work with businesses?***

The Calgary Climate Strategy notes the importance of partnerships and collaboration for the success of climate action. The development of the Calgary Climate Strategy engaged businesses through the Calgary climate panel and mitigation working groups. As The City continues to work towards climate goals, businesses will continue to be engaged to support the implementation of actions in the Calgary Climate Strategy. Business sector

engagement will include working with Calgary Economic Development, the Climate Advisory Committee, and the Calgary Chamber of Commerce, amongst many others.

**What has happened over the past 6 months:**

- Approval of the Calgary Climate Strategy: Pathways to 2050 including several actions that support/impact businesses (July 2022).

**What’s next:**

- Calgary Climate Strategy Implementation Plan (2022) to be presented to Council in Q4
- Integration of climate change and climate goals in One Calgary Service Plans and Budgets

**Implementation Phase/Status:**

Calgary Strategy is approved; Implementation Plan is in development.

**Expected Implementation Date:**

- The Calgary Climate Strategy outlines priorities and program pathways for the next 10+ years.
- The strategy’s Implementation Plan will include key actions for the current four-year business cycle (2022-2026).
- Implementation Plan will be presented to City Council for information in September 2022.

**Customers:**

Calgary businesses impacted by climate change and/or the transition to a low carbon economy

**Partners:**

Calgary Economic Development (CED)  
 Calgary Chamber of Commerce  
 Alberta Ecotrust  
 Calgary Construction Association  
 NAIOP – Commercial Real Estate Development Association  
 BILD  
 Calgary Business Approvals  
 Calgary Growth Strategies  
 Downtown Strategy

**Strategic Alignment:**

Calgary’s Climate Strategy: Pathways to 2050 directly aligns with and supports City Council’s priority of “Climate Resiliency.”

The transition to a low carbon economy as outlined in the Calgary Climate Strategy aligns with CED’s business strategy described in *Alberta Energy Transition* (CED, 2021).

The Climate Strategy also aligns with the Municipal Development Plan policies: “A prosperous and diverse economy” and “greening the city.”

## Business and Economy Environment Pillar; *Calgary in the New Economy: The Economic Strategy for Calgary*

**Lead By:** Planning & Development Services - Customer Service & Communications

**Related Administrative Action:** 4A-1&2 **Theme/Focus Area:** Advocacy

Context and details around the issue:

### 4A-1 Highlighting investment and innovation in Calgary (communication)

The City, along with partners like Calgary Economic Development, should highlight investment and innovation in Calgary to show what is possible here and to attract further investment and innovation.

- The Calgary in the New Economy strategy positions Calgary to become Canada’s most business-friendly city. The City of Calgary defines business-friendly as “the balancing between the needs of our residents, customers and communities with the needs of our business community”, while business environment refers to both the ease of conducting business and the level of business activities in Calgary.
- The Strategy guides the economic development efforts of Calgary Economic Development, The City, the community, and other stakeholders. Its governance and implementation model supports a collaborative approach to economic development in Calgary where stakeholders work together towards shared goals.

**4A-2 The strategy requires active participation from City Administration to succeed.** BAC members want to see accountability and evidence of a commitment from The City to implementing the initiatives outlined in the Business Environment pillar of the strategy.

**Comments from participants:**

*“Need more news articles highlighting new tech/pilots in City to encourage more companies to notice Calgary as a destination. Not being talked about enough. Better communication highlighting investment and innovation in Calgary needed.”*

### Description of Administration Response:

Through 2022, The City, through the Planning and Development Services Department, promoted a number of initiatives that focused on supporting businesses and Calgary’s economy. Each initiative below was announced with a news release, and in most cases, accompanied by a promotional campaign:

- Quarterly Construction stats: Reporting on Calgary’s building permit and construction growth each quarter. Calgary’s construction industry shows no sign of slowing down: as an enabling service to ensure business owners, developers and citizens can be successful with their projects, The City continues to see a rise in licence and construction permits. Promoting these numbers and our processes to support applicants re-enforces Calgary is a great place to invest and do business
  - [News release](#): September 27, 2021
  - [News release](#): March 3, 2022
  - [News release](#): Aug. 4, 2022
- Downtown Calgary Development Incentive Program: converting empty office space into homes is an important step for The City and industry to re-invest in our downtown which will result in more people calling downtown their home
  - Phase 2: News release; July 6
  - Phase 1: News release; April 27



- Reimagined 5 Street S.W. underpass provides immersive experience for commuters: this important connection, provides a better space for people to move between the high density Beltline community and Calgary’s downtown core.
  - News release; June 23
- Future of Stephen Avenue redesign – partnership announcement: creating great spaces for people to visit and move means attracting more people to this central retail, entertainment and office area in the heart of Calgary’s downtown; showing The City is serious about investing in the city.
  - June 22
- The City of Calgary launches new support for local food and beverage entrepreneurs.
  - [News release](#); May 9
  - Ad campaign announcing the new service running May 2022 – October 2022.
- Tomorrow’s Chinatown: an Area Redevelopment Plan and a Chinatown Cultural Plan that provides guidance and predictability for growth with future investors in one of Calgary’s oldest communities, which ensures the cultural aspect of the area is permanently woven through future developments.
  - Cultural Plan and Area Redevelopment Plan
  - Draft completed and promotions coming September
- Patio season returns with changes and improvements to permitting: removing red tape and ensuring the process is easy and efficient for business owners to install patios to attract more patrons and expand their service.
  - News release; May 2
- Downtown Strategy Business Unit: City dedicates a team to exclusively lead and implement Calgary’s Downtown Strategy by formalizing the Downtown Strategy Business Unit on April 1
  - A number of media publications on City’s effort to reimagine Calgary’s downtown, including a Globe and Mail series through spring 2022
  - News release announcing Director Thom Mahler; Oct. 27, 2021
- Calgary Catholic Immigration Society and Immigration Education Society: Presentations to new entrepreneurs on how to open a business in Calgary.
- Calgary Home and Small Business Webinars : An online, webinar series designed to support homeowners and small business owners by providing educational information and a live Q&A segment about popular home improvement and small business topics. Previously recorded webinars are available and all webinars are subtitled for Simplified Chinese, Hindi, Filipino, French, Spanish and Urdu (Calgary’s top five spoken languages). [Calgary.ca/webinar](http://Calgary.ca/webinar)

**What’s next:** [Progress for next period]

- Planning for more business-friendly campaigns are underway, including an upcoming “Open Sooner” campaign. This promotional campaign targets the business community and highlights the services The City provides to ensure people can open their business doors to patrons, faster. We expect the promotional campaign to run for six weeks in the fall, followed by six weeks in Q1 2023.
- Evaluating and restructuring Business and Local Economy web page to reflect the highest needs of the business community regarding the services The City provides to that audience and customer base.

- Work is underway to use the upcoming Mayor Urban Design Awards to showcase Calgary as a modern city where the investment from private industry shows a commitment to Calgary's urban design and environment and one of the best places to live in the world.
- Complete Applications Campaign – an annual campaign is being planned to remind customers to submit a completed application for their respective building permit type, to ensure their permits are being reviewed and released as quickly as possible.
- Preparing to launch a promotional campaign in the fall to encourage homeowners to book and manage their plumbing, electrical and building permits online via the Inspections Booking System. This enhanced website provides a more streamlined experience for homeowners to better manage their inspections.



## Business and Economy Environment Pillar; *Calgary in the New Economy: The Economic Strategy for Calgary*

**Lead By:** Business & Local Economy

**Related Administrative Action:** 4A-2

**Theme/Focus Area:** Advocacy

**Context and details around the issue:**

**4A-2 The strategy requires active participation from City Administration to succeed.** BAC members want to see accountability and evidence of a commitment from The City to implementing the initiatives outlined in the Business Environment pillar of the strategy.

**Comments from participants:**

*“Need more news articles highlighting new tech/pilots in City to encourage more companies to notice Calgary as a destination. Not being talked about enough. Better communication highlighting investment and innovation in Calgary needed.”*

**Description of Administration Response:**

The Business & Local Economy team at The City of Calgary was created to guide The City’s efforts to becoming more business-friendly, as set out in the original version of Calgary in the New Economy that was passed unanimously by Council in 2018. Over the past four years, BLE has worked with its colleagues throughout the Corporation to implement programs that are intended to improve the business environment in Calgary. This includes the Patio Program, the Film Friendly Pilot Project, and the Digital Service Squad. BLE also works with Calgary Economic Development to remove barriers facing specific clients.

**What’s next:**

Business & Local Economy will be reporting to Council with a summary of the economic development tools at The City’s disposal and our plan for ensuring that they are communicated in a coordinated manner throughout the Corporation. This report is due by December 31, 2022.

**Implementation Phase/Status:**

Ongoing

**Expected Implementation Date:**

Ongoing

**Customers:**

Existing and New Businesses, and Administration

**Partners:**

CED and Administration

## Unemployment services (CFIB survey, Chamber partnership)

**Lead By:** Business & Local Economy with Community Services

**Related Administrative Action:** 4B      **Theme/Focus Area:** Advocacy

**Context and details around the issue:**

Explore ways that The City can advocate for support for Calgarians dealing with long-term unemployment.

**Comments from participants:**

**Description of Administration Response:**

Unemployment encompasses a broad scope of people and the reasons for the long-term unemployment are diverse and interconnected (education, training, technical skills, job market, professional networks, state of economy, racism, social marginalization, mental health etc.). BLE was not able to identify a particular person or business unit to lead [or respond to] an exploration of the ways that The City can advocate for support for Calgarians dealing with long-term unemployment.

Multiple provincial and federal government ministries touch various aspects of employment. Further definition may be helpful to inform advocacy to other orders of government.

To date, most governmental advocacy with respect to unemployment has been ancillary to advocacy for major investments in Calgary that would support job growth. However, Intergovernmental Relations has not specifically advocated for support for those dealing with long-term unemployment as that is outside of The City’s jurisdiction. We do provide support to service agencies who help those dealing with long-term unemployment in our community access resources.

**What’s next:**

- BLE will do further work to clarify the intent of the business community with respect to this suggestion.
- Intergovernmental Relations will work with BLE and identify subject matter experts to identify appropriate advocacy opportunities
- Intergovernmental Relations will propose to have this topic on an upcoming meeting with Jobs, Economy and Innovation to gain an understanding of what the Ministry has planned to address this and how The City can get involved.

**Implementation Phase/Status:**

Ongoing

**Expected Implementation Date:**

Ongoing

**Customers:**

Calgarians

**Partners:**

Intergovernmental Relations

## Business-friendly messaging

**Lead By:** Business & Local Economy with Customer Service & Communications

**Related Administrative Action:** 4C

**Theme/Focus Area:** Advocacy

**Context and details around the issue:**

Frame communications from The City in business-friendly terms, especially highlighting Calgary’s competitiveness.

**Comments from participants:**

*“Need more news articles highlighting new tech/pilots in City to encourage more companies to notice Calgary as a destination. Not being talked about enough. Better communication highlighting investment and innovation in Calgary needed.”*

**Description of Administration Response:**

The City aims to communicate its competitiveness and appeal to both individuals and business, as the best place to live, work, and invest in terms that are relevant and impactful. Business-friendly messaging is an ongoing focus for communications teams supporting each department, including Planning and Development Services.

**What has happened:**

Please see the response to 4A for more details on initiatives related to business-friendly messaging.

**What’s next:**

- BLE has two marketing campaigns upcoming to support local businesses: Support Local (Q4 2022) and Small Business Week (October 2022).
- BLE is collaborating with Planning & Development Services on updating [www.calgary.ca/business](http://www.calgary.ca/business) and is supporting their Open Sooner campaign (Q4 2022).
- BLE will be presenting a report to Council in December 2022 that will provide recommendations on how to further communicate actions The City is taking to address the needs of businesses, both internally and externally.
- BLE will be working with Customer Service & Communications to bring the business-friendly perspective to their upcoming plans.

**Implementation Phase/Status:**

Ongoing

**Expected Implementation Date:**

Ongoing

**Customers:**

**Partners:**

Planning & Development Services and Customer Service & Communications