

The City of Calgary

Business Advisory Committee
2022-2023 Priorities What We Heard Report

Attachment 3 - Summary of Administration Responses to BAC 2022-2023 Priorities - BAC2022- 1129.docx

Collaboration Analytics & Innovation
Business & Local Economy Team

Theme 1: Downtown Revitalization		
Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
1A- Campaign to get people back downtown	<p>1A-1. Marketing campaign to encourage people to return to downtown for work and recreation.</p> <p>1A-2. Parking discount promotion addressed in 1B</p>	<p>“Experience Downtown YYC” marketing campaign began in May 2022. Focuses on encouraging visits downtown outside work week and supporting businesses and activities in the Greater Downtown business improvement areas.</p> <ul style="list-style-type: none"> • Paid advertising campaign between May and July 2022. Unpaid social media campaign between May to the end of August 2022. <p>A multi-year downtown marketing campaign is currently being developed.</p> <p>Please see the comprehensive response included in Attachment 4 for more details.</p>
1B- Downtown parking costs	Downtown parking is too expensive year-round	<p>The Calgary Parking Authority sets prices below the prevailing market rate. Significantly discounted weekday parking would encourage employees to drive rather than take transit or walk. This would not enhance achievement of the Greater Downtown Plan strategic directions #3 (Streets for People) or #4 (Transit for All). The parking service aims to be self-supporting. Targeted promotions are considered when there is available capacity:</p> <ul style="list-style-type: none"> • Parking promotions were undertaken in Lot 888 – 109 Riverfront Ave SE (Chinatown) • Current promotion offering discounted rates (\$5 max) after 11 am through to September in underutilized lots. • Flex pass option deployed offering 10-session pass per month at a reduced rate. • Some lots are full at current prices so lower prices would not increase parking activity at these locations. <p>What’s next:</p> <ul style="list-style-type: none"> • 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. <p>For more information, please see the comprehensive in Attachment 4 for more details.</p>
1C- Supports for people in vulnerable situations	Creation of a strategy to address problems like loitering and drug use in and around downtown businesses.	<p>Solutions require commitment and collaboration from community agencies, enforcement partners, the private sector, as well as all orders of government. The City and community partners are acting swiftly and strategically, mindful of three interdependent approaches and outcomes:</p> <ol style="list-style-type: none"> 1. Security – persistent and appropriate enforcement response 2. Community – places and gathering spaces are clean, safe and welcoming 3. Support – social services and community responses that ensure the right kind of help, for people experiencing vulnerabilities, are available at the right time <p>A comprehensive description of the current and upcoming strategies, programs and initiatives is provided in the detailed response contained Attachment 4.</p>

Theme 1: Downtown Revitalization

Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
1D- Enable and amplify arts and culture	<p>1D-1. Advocate for arts and culture sectors and make Calgary an easy place for businesses in the sectors to operate.</p> <p>1D-2. Opportunity to revisit the nighttime/entertainment economy research for Calgary.</p>	<p>Arts & Culture has utilized 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.</p> <p>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.</p> <p>Since March 2022, Arts & Culture has invested over \$1.2M into the downtown area to support activations through partnerships with local organizations. Throughout the remainder of 2022, an additional estimate of over \$1.2M will be invested through Arts & Culture partnerships. This includes a Midwinter Event Grant Program targeting Business Improvement Areas (BIAs), the Centre City Banner program lead by Calgary Arts Development, and a \$300K grant to Calgary Downtown Association to develop a Nighttime Economy Strategy.</p>
1E- Effects of protestors on businesses	<p>Recent protests in business districts have created additional pressures for businesses, with concerns about safety and access for their customers.</p>	<p>Administration has developed strategies to reduce disruption to businesses and residents who are disproportionately impacted by negative protest behaviour. 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.</p> <p>The City of Calgary enforcement partners established a strategic working group to coordinate security and enforcement for protests throughout the city. Administration has also developed tactics to preserve public and officer safety at protests.</p> <p>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> <p>Additional information is provided in the comprehensive response included in Attachment 4.</p>

Theme 2: Red Tape Reduction

Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
2A – Licensing, timelines, permits	2A-1. Requirements for licences and permits	<p>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.</p> <p>The City adopted the Business Experience Representatives service as a normal business practice to provide the customer with consistent support throughout their entire journey and to guide customers through the permit and licence processes. This includes discussing and assisting with any burdensome documentation requirements. Assisting customers closely throughout this journey also allows for the identification and mitigation (or elimination) of additional barriers.</p> <p>The Business Experience Representatives service will be expanded to support approvals navigation for more business sectors.</p> <p>Additional information on how the Business Experience Representatives service contributes to lowering the barrier that requirements for licences and permits represent for businesses is provided in the detailed response included in Attachment 4. Full details of accomplishments can be found in the BAC2022-0668 report.</p>

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Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
	2A-2. Slow process for obtaining permits	<p>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:</p> <ul style="list-style-type: none">• 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. <p>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.</p> <p>What’s Next:</p> <ul style="list-style-type: none">• 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:<ul style="list-style-type: none">○ 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.
	2A-3. Inspection requirement uncertainty	<p>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 the inspections that have been scheduled for the day to be completed regardless of who is available to complete the inspections.</p>
	2A-4. Slow timeline for utility servicing	<p>This is challenging to respond to without details of the utilities involved and circumstances of the delay. More clarity is needed as to whether this is referring to shallow utilities or deep utilities. However, shallow utility design and construction timelines are being discussed with utility providers, BILD and The City.</p>
	2A-5. Technology to streamline processes (Moved from 3B)	<p>A suite of improvements has been implemented. Existing technology has been adapted to improve service delivery for customers. Please see the response included in Attachment 4 for more details.</p> <p>What’s Next: A program of continuous improvement for technology is in place for the Building Safety, Business Licence, and Development Approvals Services.</p>

Theme 2: Red Tape Reduction

Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
2B – Streamlining Change of Use 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).	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	<p>As part of the process of preparing the What We Heard report on Change of Use issues (BAC2021-0956, Attachment 4), the Business Advisory Committee (BAC) and the Business and Local Economy team (BLE) conducted an empathy mapping workshop and whiteboarding sessions to engage with key external stakeholders and build empathy towards them when navigating the processes and activities related to Change of Use. The outcome and goals of these sessions and the What We Heard Report on Change of Use were identical to this priority 2B-1 and 2B-2, below.</p> <p>Administration strives to regularly engage with businesses and understand their needs and perspectives. In addition to the empathy mapping and stakeholder feedback documented in the What We Heard Report on Change of Use, there has been recent engagement with businesses in the restaurant and brewery, distillery, urban agriculture, and indoor farming sectors. Furthermore, expanding the Business Experience Representative service to support more complex business types will include customer journey mapping as part of the process. For more information on the Business Experience Representative service and customer journey mapping, please see the response to priority 3A-3.</p> <p>A further examination of how The City communicates with businesses is being undertaken as part of another report that will be coming to Council through the Executive Committee in December 2022.</p>
	2B-2. Identify opportunities to streamline the Change of Use (Policy; Land Use Bylaw; Timeline and Cost) process when opening a business	<p>At the 2021 July 29 BAC meeting, a verbal report (BAC2021-1170) was presented noting initiatives impacting Change of Use (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. More details are provided in the comprehensive response included in Attachment 4.</p> <p>Recent work completed in relation to the medium-term action of “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.</p> <p>Each business unit must decide how to move forward with options outlined in a CoU Discovery memo and supporting documentation, including the previously identified action items and the CoU What We Heard Report. Resources including a project/program manager will be needed to coordinate and track the various projects undertaken to improve and streamline the CoU process. As the scoping and planning of CoU projects progresses, additional requirements and resources may be identified. BLE will continue to work with Administration in a coordinated fashion to support activities to address issues and identify further ways to improve the CoU process. Please see the comprehensive response included in Attachment 4 for details.</p>
2C – Permit innovative business practices	2C-1. Enable pop-up commercialization in city parks and lands.	<p>2C-1 – Parks</p> <p>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 and it will run until the last weekend of September. 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.</p> <p>The program engagement has already begun and will include park users, seasonal vendors, pop-up vendors and internal staff on determining the benefits and the barriers of the program. 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. Please see the comprehensive response included in Attachment 4 for more information.</p>

Theme 2: Red Tape Reduction

Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
		<p>2C-1 – Parking Lots</p> <p>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 complex internal processes.</p> <p>“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.</p> <p>The first major event held at Lot 6 was “Taste of Calgary” August 4-7, 2022. Programming at Lot 6 will continue through to November 2022. For details on the project’s objectives, implementation and progress between March and August 2022, please see the comprehensive response included in Attachment 4.</p>
	2C-2. Permitting for test sites to pilot new technologies	<p>2C-2 – Living Labs: The City of Calgary’s Living Labs program offers its 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. In 2021, Living Labs received 50 requests for piloting new technology. Very few pilot requests have been turned down due to operational risks. For the completed projects, there has been positive customer feedback for the support from The City to develop their products and services.</p> <p>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.</p> <ol style="list-style-type: none"> Establishing a formal organization structure including resources for Smart Cities is in progress. <ul style="list-style-type: none"> 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 Expected required resources for Living Labs would be 1-3 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 (<i>note: this number is exclusive of other Smart Cities resourcing needs</i>) Quickly assessing each request Red-tape reduction approach, providing a single window for businesses and academia (Currently proposing) Speed-up pilot implementation timeline in a segregated technology lab environment or lab <ul style="list-style-type: none"> 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 <p>Living Labs will continue to develop new processes, policies and agreements while identifying risks and removing barriers to accelerate progress. Additional information on current initiatives and next steps is provided in the comprehensive response included in Attachment 4.</p>

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		<p>2C-2 – Innovation Through Procurement Program</p> <p>Another program that will make it easier for businesses to pilot new technologies is Innovation Through Procurement (ITP). This project would become a part of the Public Value Through Procurement Program alongside Benefit Driven Procurement and Market-Led Proposals. 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.</p> <p>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. Please see the comprehensive response in Attachment 4 for more information.</p>
	2C-3. Tactical support for businesses trying to open in BIAs or for other creative ideas	<p>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. As part of the ongoing efforts to support BIAs, the “BIA Dashboard”, a new interactive map and dashboard tool was recently launched which 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. We will 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. Please see the comprehensive response included in Attachment 4 for more information.</p>

Theme 3: Business Friendly		
Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
3A – Customer-centric training for dealing with businesses	3A-1. Mandatory training for City employees	<p>3A-1 – PDS Response</p> <p><i>Planning & Development’s Customer-centric Approach to Service Delivery</i> is an e-learning course required for all employees coming into Planning & Development. This training was implemented 2 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 and uses specific Planning & Development scenarios to drive the learner to use their problem-solving skills and is quite specific to Planning & Development.</p> <p>3A-1 – BLE Response [Based on input from Customer Service & Communications and Learning & Development]</p> <p>The City’s Customer Service Approach and its corresponding consulting and training team was dissolved in 2019 when customer experience strategies and plans were turned over to the BUs delivering each service. The Customer Experience Team functioned like an internal consultant, with the Customer Service Approach as the guiding document. This often included generalized training that would be customized through using examples and exercises that were taken from the BU’s service to make it as relevant as possible to each BU.</p> <p>There was no comprehensive approach to proactively review the overall state of customer service and strategically address areas of most opportunity. The City includes 60+ outward facing services, each with a different group of customers with different values and expectations. Many BUs have developed their own customer service training; however, it was difficult to have an overarching approach that was relevant for all.</p> <p>At this stage, based on the feedback received, BLE believes that the creation of mandatory customer service training for City employees would require a temporary/dedicated resource to conduct a review of currently available and previously developed frameworks, lessons, and content to determine the best way forward. An assessment to identify BUs and business needs, and the scope of a learning solution should be conducted. Training would then need to be designed, created, and implemented. If the BAC believes that this priority should be advanced, it will need to ask Council for further direction to Administration to undertake this work.</p>
	3A-2. Expand Business Experience Program for Restaurant and Brewery Industry to other sectors	<p>The Business Experience Representative service has expanded to support Indoor Farming and Urban Agriculture. Please see the response to 2A-1 for more detail on the program.</p> <p>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.</p>
	3A-3. Business customer journey mapping	<p>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. Detailed information from the findings and the journey map can be found in the BAC2020-1312 report and Attachment 3.</p> <p>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, Education and Training, Service Improvements, and Business Licence. 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.</p> <p>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. More information is provided in the comprehensive response contained in Attachment 4. The full details of accomplishments can be found in the BAC2022-0668 report.</p> <p>The most complex journeys are typically those that require multiple approval processes and/or involve a building permit because the construction must be completed before a business licence can be issued. 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.</p>

Theme 3: Business Friendly		
Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
3B – Succession planning for retiring Building Safety Officers	3B-1. Strategy for training new officers	<p>We know the services provided by our building approvals and building safety inspections staff are important to our customers and our collective goal for safe buildings. A retention and hiring action plan for Safety Codes Officers (SCO) was created in Q1 2022. We have a strong ‘training ground’ for future SCOs which helps us minimize training time. It is not mandatory to spend two years in residential. One year is enough before adding commercial to their scope.</p> <p>We are 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, we are confident we will continue to be able to deliver our commercial plans examination and inspection services at the level expected by our customers and improve timelines and customer service. For additional information, please see the comprehensive response included in Attachment 4.</p>
	3B-2. Technology to streamline processes	(Moved to 2A Red Tape Reduction)
	3B-3. More work required with climate resiliency	(Moved out as 3E)
3C – Business construction mitigation strategy/liaison	<p>3C-1. Strategy for mitigating the effects of construction on businesses</p> <p>3C-2. Liaison to businesses for construction projects</p>	<p>3C-1 and 2 –Business construction mitigation strategy/liaison – Infrastructure Services (Non-Green Line)</p> <p>As part of the Corporate Re-alignment, Infrastructure Services has established a new Capital Stakeholder Relations team who will be responsible for:</p> <ul style="list-style-type: none"> 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 stakeholders affected by construction, including individual businesses and Business Improvement Areas (BIAs), and liaising with stakeholders throughout the lifecycle of project (project planning through to construction completion) (Action 3C-2) <p>Resourcing for six Capital Stakeholder Relations positions was established through the 2021 Budget Adjustment process. Manager of Capital Stakeholder Relations has been established and position filled. The 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. 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. For more information, please see the detailed response included in Attachment 4.</p> <p>3C-1 and 2 – Business construction mitigation strategy/liaison – Green Line</p> <p>Phase 1 of the Green Line LRT Project launched its business support program in January 2022. 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. 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 four areas: Access Planning, Communications, Community and Stakeholder Relations, and Business Support Initiatives.</p> <p>Green Line launched a for Business webpage with information including a link to the <i>Business Registry</i>. 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, where construction notices and maps are available.</p> <p>The comprehensive response in Attachment 4 contains detailed information on the Business Relations focus areas and initiatives of the program.</p>

Theme 3: Business Friendly

Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
3D – Unintended consequences of The City of Calgary's Realignment	<p>3D-1. Uncertainty on how The City's realignment will affect the lines of service that interact with businesses and whether it will improve service.</p> <p>3D-2. The right metrics to assess whether the realignment is a success, which would also require setting a baseline now.</p>	<p>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. Our modernized organization is designed to:</p> <ol style="list-style-type: none"> 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. <p>The new organization structure went into effect on August 1, 2022. The Realignment work now shifts to focus on stabilization and leveraging the structure to improve performance and increase value.</p> <p>One area of specific interest to BAC is the realigned Planning and Development Services department composed of 5 functional divisions. Please see the comprehensive response included in Attachment 4 for more details. 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.</p> <p>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.</p> <p>Planning and Development Services will monitor its service levels, as these would be indicators of a successful realignment. Please see the comprehensive response in Attachment 4 for more details and example measurements.</p>
"3E" – Climate Resiliency (Moved out from 3B relating to Building Safety Officers)	3E More work required with climate resiliency	<p>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.</p> <p>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. 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.</p> <p>The comprehensive response contained in Attachment 4 provides detailed information on the following:</p> <ul style="list-style-type: none"> • <i>How is climate change affecting businesses in Calgary?</i> • <i>What is the City of Calgary doing to reduce risk to businesses?</i> • <i>What opportunities does climate change present?</i> • <i>How is the City of Calgary enabling businesses to capitalise on these opportunities?</i> • <i>How will the City of Calgary work with businesses?</i>

Theme 4: Advocacy		
Issue/Focus Area	Context, Details and Suggestions	Summary of Administration Response
4A – Business Environment Pillar; Calgary in the New Economy: The Economic Strategy for Calgary	4A-1. Highlighting investment and innovation in Calgary (communication)	<p>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. The comprehensive response included in Attachment 4 lists nine recent initiatives highlighting investment and innovation in Calgary, each announced with a news release, and in most cases, accompanied by a promotional campaign. Further initiatives to highlight investment and innovation in Calgary are in the works, including:</p> <ul style="list-style-type: none"> • Planning for more business-friendly campaigns are underway, including an upcoming “Open Sooner” campaign • Evaluating and restructuring Business and Local Economy web page • Work is underway to use the upcoming Mayor Urban Design Awards to showcase Calgary as a modern city and one of the best places to live • Complete Applications Campaign – an annual campaign is being planned to remind customers to submit a completed application • 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 <p>Please see the comprehensive response from Planning & Development included in Attachment 4 for more information.</p> <p>Despite our efforts in this regard, we understand that we need to always be looking for these types of stories to tell. Better communication to encourage further investment in Calgary is a priority.</p>
	4A-2. The strategy requires active participation from City Administration to succeed.	<p>The Business & Local Economy team (BLE) 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.</p> <p>What’s Next: Business & Local Economy will be reporting to Council through the Executive Committee 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.</p>
4B – Unemployment services (CFIB survey, Chamber partnership)	Explore ways that The City can advocate for support for Calgarians dealing with long-term unemployment.	<p>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.</p> <p>Multiple provincial and federal government ministries touch various aspects of employment. Further definition may be helpful to inform advocacy to other orders of government.</p> <p>What’s Next: BLE will work to clarify the definition and 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 the Ministry of Jobs, Economy and Innovation to gain an understanding of what the Ministry has planned to address this and how The City can get involved.</p>
4C – Business-friendly messaging	Frame communications from The City in business-friendly terms, especially highlighting Calgary’s competitiveness.	<p>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. Please see the response to 4A for more details on initiatives related to business-friendly messaging.</p> <p>BLE will be presenting a report to Council through the Executive Committee in December 2022 that will outline gaps in this specific communications area in more depth.</p>