

Business Licensing

Led by: Director of Development, Business & Building Services

Description

Business Licensing ensures that businesses are licensed, safe and able to open, grow and invest in Calgary. Business Licensing maintains relevant bylaws to ensure Calgarians' expectations for safety and consumer protection are met. Business licensing peace officers play a key role by supporting and educating businesses to ensure compliance with bylaws and provincial statutes.

Value and benefits

Business Licensing provides assurance to Calgarians that businesses have met consistent standards of public safety, consumer protection and legislative compliance. Business owners are offered guidance and advisory services to promote regulatory compliance, which benefits Calgarians, businesses and visitors every day. Businesses can expect clear rules, timely processing of applications, and service that is tailored to business type.

Customers

- Calgarians interested in owning and operating a business in Calgary.
- Businesses requiring a business licence.
- Calgarians reporting incidents or concerns with a business.
- Calgarians seeking a permit for street use activities and special functions (tents and trade shows).

What we deliver

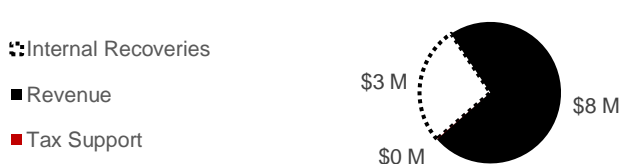
Knowledgeable, prompt and tailored customer service guiding businesses through licensing requirements by removing barriers. Business licences are processed in a predictable and timely manner. Business Licence peace officers promptly respond to community concerns and complaints on business activities. Calgarians' access to business activity resources and data.

Partners

City organizational units: Business Safety, Community Planning, City & Regional Planning, Business & Local Economy, Partnerships, Calgary Fire Department, Calgary Police Service, Calgary Emergency Management Agency
Other orders of government: Alberta Health Services, Alberta Gaming Liquor and Cannabis Commission, Service Alberta, Alberta Motor Vehicle Industry Council, Occupational Health & Safety

46710	Licensed businesses served
7508	New businesses
2358	Business complaints resolved
4340	Self-serve data views

Business Licensing
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*



* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

- POSSE
- Airways Centre
- Vehicles for Business Licence Peace Officers

What we have heard & what we are watching

What we have heard

Calgarians expressed satisfaction with business licensing and inspections with an 89 per cent satisfaction response in 2021 and 93 per cent of respondents think The City should invest the same or more in our service; 87 per cent rate business licensing as important. Calgarians rely on our service to ensure businesses are safe and compliant.

Feedback is used to direct customer focused improvements for the service. Customers are seeking guidance and advisory services to gain regulatory compliance to benefit Calgarians, visitors, and businesses. They want fast, predictable timelines with customer service that is knowledgeable, prompt and tailored.

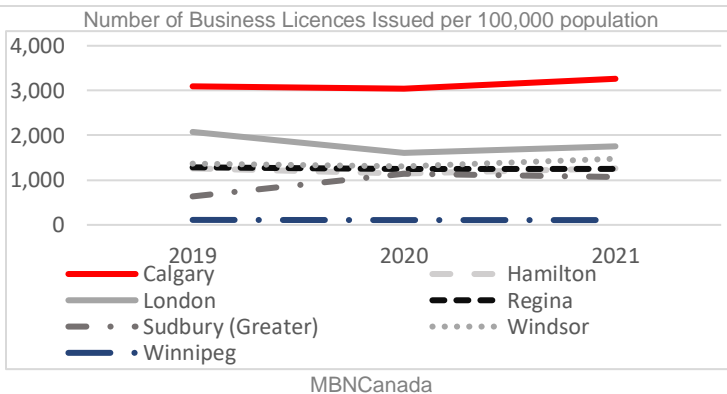
In the 2022 Dimension Ranking Results, fairness is the most important value to Calgarians regarding our service. While safety, responsiveness, legislative compliance and quality are also important, fairness is identified as the key dimension.

What Council has directed

The Service has been directed to continue its efforts to support the work of other Services to revitalize Downtown, reduce red tape, create a more business-friendly environment, to advocate for Calgary as a world-leading business destination, and to advocate for local businesses as issues arise. This Service has been directed to continue to reduce timelines and remove barriers associated with obtaining the approvals and inspections needed for a business licence. Improvements to the consistency of compliance monitoring is to be continued. The Service is to continue to use technology to streamline service. Continued increases in the Service's understanding of the needs of businesses when interacting with the Service are required. Expansion of services that streamline approvals, like the Business Experience Representative service, is to be continued. Administration is to continue succession planning efforts for staff that manage the approvals, inspections and licences needed for a business licence. In addition, Council has directed the Service to make improvements to approvals and compliance monitoring of several business sectors, such as Short Term Rentals, Home-Based Childcare and Waste and Recycling.

What we are watching

Business Licensing is monitoring business trends to ensure effective response to emerging sub-sectors, in particular, the shared economy. Changes in legislation and economic diversification will demand routine evaluation of licence categories and enforcement practices to support businesses and protect public safety. Business licensing relies on fees to fund the service and any economic downturn could impact The City's revenues. Communicating the value of business licensing to businesses and citizens will increase awareness of the service benefits and promote business compliance. To meet the growing demand, the service will continue to prioritize enhancements to online services for customers navigating the business licensing and approval processes. The service is continually monitoring and improving timelines and reducing red tape for business approvals to provide predictability for businesses.



Comparing our service

Business licenses ensure that businesses meet important standards such as building safety, health, and community impact considerations. Calgary licenses a variety of home-based, commercial, and personal service businesses. Economic activity is the main driver for the increase in the number of businesses and subsequent business licenses. Calgary consistently ranks first against the other comparators when it comes to the number of businesses licenses issued when accounting for population, reflecting The City's efforts to respond to economic growth, and its commitment to safe businesses and communities.

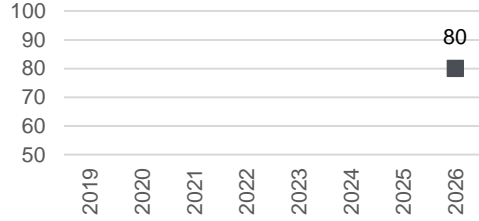
Measuring performance & where we want to go

For Council Approval

— Actuals ■ Expected Future Performance

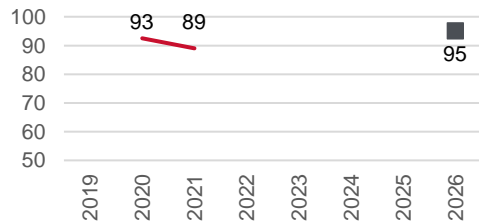
Story behind the curve

PM1: Business license applications that have been submitted and completed online - Ease of Service (per cent)



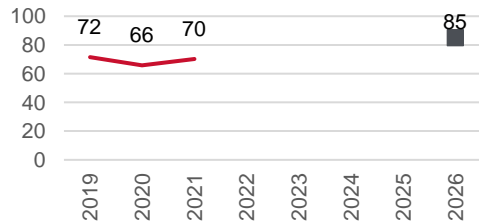
Businesses can access an online hub for business-related updates and resources, including information on licensing and starting a business.

PM2: Customer Satisfaction (per cent)



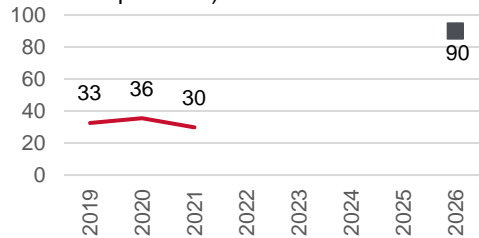
Customers that submit business license applications expect convenient service access, easy understanding of application requirements, a consistent customer experience, predictable timelines, and flexibility to meet their specific needs and situations. Satisfaction is measured through post-application surveys of direct customers at approval milestones.

PM3: License Issuance Timeline (per cent of business license applications where issuance timeline commitments were met)



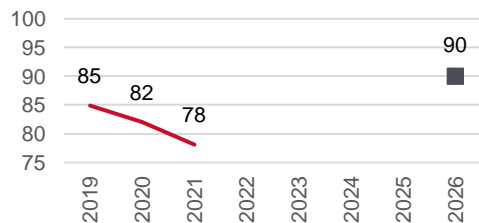
Business owners benefit from enhanced services to improve consistency and predictability, and reduce permitting and licensing timelines. The City is making it faster and easier to be open for business, including the work involved in securing land approval with necessary development and building permits. The City also collaborates with external agencies involved in the approvals process. Timelines depend on the sequencing of the various recommendations from these external agencies before the licence itself can be issued.

PM4: Business Opening Timeline (per cent of business license applications for commercial-based businesses with license issued on or before the intended open date)



The Business Experience Representative provides a single point of contact for business needs related to approvals and inspections required for opening a business. Providing a “one-stop-shop” / concierge service for business customers can improve overall business licensing timelines and increase predictability around approvals required by The City as well as external authorizing agencies.

PM5: Business Safety (per cent of business licensing complaints that received an initial response within four calendar days)



The licensing of businesses and business activities serves to protect consumers, public health and safety, assist in legislative compliance, uphold community standards, and mitigate negative spill-over effects into Calgary's neighbourhoods. Efforts to sustain a prompt initial response to licensing complaints received through 311 will support prompt verification of compliance through education and inspections.

What we plan to do

Result for 2023-2026

Business Licensing's focus in 2023-2026 is to continue to make it fast and easy for entrepreneurs to open and grow a business that meets standards of safety and consumer protection. We will proactively respond to industry feedback and emerging trends to continuously improve timelines, customer service and processes.

How we are going to get there

Help businesses open on time by educating them on what they need to do to get a business license, and by providing fast and predictable timelines that are measured and monitored with clear metrics.

Provide customer service that is knowledgeable, prompt, and tailored to different business types, ensuring sufficient information is always available and accessible.

Improve communication with the business community by focusing on clearly communicating the relevant information that is required for a business customer to be successful in their journey and the internal information to staff in order for them to deliver a consistent and fast service.

Make it easier for businesses to navigate getting a business licence through the Business Experience Representative program (a one-stop support for business applicants) by expanding it to more business sectors.

Provide a more tailored customer service, including process improvements, specialized education by business type or need, and targeted communication by taking a customer-focused approach to delivering our service through proactive engagement with business and enhanced customer service data. An example of this is the development of customer journey maps.

Respond to emerging markets and changing legislation by developing adaptable processes that can be expanded or adjusted to include new business types, including new sectors in the shared economy (e.g., short-term rentals, waste & recycling businesses, home-based childcare).

Enable a vibrant and safe business sector by reviewing the Business License Bylaw for gaps and opportunities and recommending changes to Council, as identified by the Financial Task Force to modernize our approach.

Ensure that businesses see value for money in their business license by understanding business needs, communicating what a business license does for them and for Calgarians, and analyzing revenue and reviewing fees.

Create more ways for businesses to interact with Business Licensing services by enhancing the use of technology and digitizing processes. This includes improved self-serve functions, a fully online customer support model, digital license, and businessMyID.

Improve availability of information for businesses to understand what buildings might be suitable for their business through data sharing and business maps.

Meet Calgarians' desire for safety and consumer protection by monitoring compliance with bylaws and provincial statutes. Our first goal is voluntary resolution through education, using enforcement where it is necessary.

Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).

Operating budget needed to achieve results

For Council Approval

Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	(6)	-	(6)	-	(6)	-	(6)	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(846)	(100)	(210)	(100)	-	-	-	-
Internal Recoveries Changes	(701)	(100)	(210)	(100)	-	-	-	-
Inflation	-	-	-	-	-	-	-	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	20	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	1,527	200	420	200	-	-	-	-
Total net budget	(6)	-	(6)	-	(6)	-	(6)	-

Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	10,889	12,436	200	12,636	12,856	200	13,056	12,856	-	12,856	12,856	-	12,856
Recoveries	(2,950)	(3,651)	(100)	(3,751)	(3,861)	(100)	(3,961)	(3,861)	-	(3,861)	(3,861)	-	(3,861)
Revenue	(7,945)	(8,791)	(100)	(8,891)	(9,001)	(100)	(9,101)	(9,001)	-	(9,001)	(9,001)	-	(9,001)
Net	(6)	(6)	-	(6)	(6)	-	(6)	(6)	-	(6)	(6)	-	(6)

Note: Figures may not add up due to rounding.