

Survey Findings on Oversight and Implementation Team Composition



		Identifying necessary City-Building Investment		Enabling Environment for Biz Investment & Innovation		Direct Support for Innovation in Businesses Community		Fostering Local Community's Economic well-being		Direct Spending, Investment & Tax Relief to Spur Economy	
		(A.) Downtown Focus	(B.) City Wide Focus	(C.) Optimal Distribution of Investment and Activity	(D.) Accessibility to and optimal use of Public Assets	(E.) Expanding the local business community	(F.) Business Retention (e.g. ongoing benefits from City spending)	(G.) Promoting Quality of Life	(H.) Addressing Inequities and Promoting Durable Economic Growth	(I.) Achieving Financial Sustainability	(J.) Spending and Investment to spur economic activity
Strategy and Oversight†	Related City Strategies	Downtown Strategy	City-wide Growth Strategy, The Guidebook for Great Communities, ImagineCalgary	City wide Environmental Strategy	City wide Growth Strategy - Industrial, Transit Oriented Development Implementation Strategy	Calgary in the New Economy	Resilient Calgary Strategy	Social Wellbeing Strategy, Climate Strategy, Winter City Strategy	Established Area Growth and Change Strategy (EAGCS), Community Economic Development Strategy	Business Plans and Budgets	New Community Growth Strategy (NCGS), Infrastructure Investment Strategy
	Administrative Stewards (i.e. Responsible and Approve)	Planning and Development GM	Planning and Development GM, Transportation GM, UEP GM, Community Services GM, CFO	Planning and Development GM, Transportation GM, UEP GM, Community Services GM, CFO	Planning and Development GM, Deputy City Manager's Office, CFO	Calgary Economic Development, Community Services GM	CMO (Business and Local Economy)	UEP GM, Community Services GM	Deputy City Manager's Office	Chief Financial Officer (CFO)	Deputy City Manager's Office, Green Line GM, CFO, Transportation GM, UEP GM, Community Services GM
	Council Committee	Planning and Urban Development (PUD) and Priorities and Finance Committee (PFC)	Planning and Urban Development (PUD)	Planning and Urban Development (PUD), Utilities and Corporate Services (UCS)	Utilities and Corporate Services (UCS), Planning and Urban Development (PUD)	Priorities and Finance Committee (PFC)	Priorities and Finance Committee (PFC), Planning and Urban Development (PUD)	Community and Protective Services (CPS), Planning and Urban Development (PUD)	Priorities and Finance Committee (PFC), Gas, Power and Telecommunications (GPT), Community and Protective Services (CPS)	Priorities and Finance Committee (PFC)	Priorities and Finance Committee (PFC)
City-Specific Plans, Programs and Initiatives	Citizen Priorities, City Plans, City Regulation and Council Recommendations (ensuring progress toward strategy)	(01) Greater Downtown Plan, (02) Chinatown Local Area Plan,	(03) MDP/CTP Implementation; (04) Modernized Community Planning	(14) City wide Environmental Strategy (Action Plan)	(17) Subdivision and development Regulation Setbacks (C2018-1337)	(26) Financial Task Force Recommendations, (29) Enabling Streamlined Approvals - Change of use and Renovation Exemption Area Pilot	(27) Minimizing Negative Impacts of Waste and Recycling Sites (PFC2021-0222), (28) Renewed Land Use Bylaw	(39) Balancing Policy to achieve Great Communities, (42) Chinatown Cultural Plan, (55) Community Action on Mental Health and Addiction Strategy and Action Plan	(38) City wide Growth Strategy - Established Areas, (56) Calgary Commitment to Anti-Racism Notice of Motion	(44) Long Range Financial Plan (LRFP)	(46) Infrastructure Investment Plans
	Traditional or Major Programs/ Initiatives	(08) Downtown Strategy Implementation, (10) Event Centre	(06) Resilience Strategy Implementation (Workplan), (09) Field House Development and Conceptual Master Plan.	(13) Industry/ City Collaboration Opportunities (including the Development Advisory Committee)	(11) Future of Stephen Avenue, (12) Main Streets Program, (16) City wide Growth Strategy - Industrial (Implementation)	(19) Living Labs, (20) Film Friendly, Partnerships (e.g. Platform Calgary), Living Labs, Film Friendly	(21) Benefit Driven Procurement, (22) Market-Led Procurement Proposals; (33) BIA Governance, Strategic & Operational Support	(34) City Festivals and Events, (40) BMO Expansion, (41) Arts Commons Transformation Project, (59) City of Calgary Accessibility Strategy related initiatives, (63) Community Social Work Program	(35) Bridging Digital Inequity, (36) 5G Readiness, (57) Fair Entry, (60) Youth Employment Services, (61) White Goose Flying Report related initiatives, (62) Calgary Local Immigration Partnership related initiatives	(45) Solutions for Achieving Value and Excellence (SAVE) Program, (50) Phased Tax Program	(43) Transportation Capital Project Review - Right sizing & Standards Review, (47) Green Line, (49) City wide Growth Strategy - New Communities, (52) Rapid Housing Initiative; (53) Arts and Culture Microgrant Program
	New Initiatives (to achieve economic recovery goals during and post-pandemic)	(05) Chinook Blast Implementation; (07) Providing incentives to Residential Development in Downtown			(13) Better Value for City Assets Program (ERTF)	(18) The 9-block implementation	(23) Innovation through Public Procurement (ERTF), (24) Buy Local Campaign, (25) Green Investments and Financing (ERTF); (30) City Tenant Relief Program; (31) COFLEX Program; (32) BIA Tax Relief Credit	(37) Youth and Community Spirit Program (ERTF), (58) Gender Equity, Diversity and Inclusion Strategy Implementation		(51) Tax Deferral and Relief Work, (53) Other Financial Relief	(48) Municipal Stimulus Program (due to COVID-19)
Governance and Implementation Teams	List of Working Groups directing implementation (with External members)	(a.) Downtown Strategy Leadership Team, (b.) Greater Downtown Plan Stakeholder Advisory Group	(a.) CMLC, (b.) University of Calgary, Sport Calgary, CMLC, McMahon Stadium Society (for Field House)	(a.) Developer Advisory Committee	(a.) Calgary Downtown Association (Future of Stephen Avenue), (b.) Community Associations (Main Streets), (c.) Economic Resilience Task Force (ERTF)	(a.) Real Estate Working Group, (b.) Financial Task Force Steering Committee, (c.) Calgary Economic Development, Platform Innovation, and Rainforest Alberta	(a.) Business Advisory Committee, (b.) Economic Resilience Task Force, (c.) Business and Local Economy Steering Committee, (d.) BIA Board of Directors, (e.) Climate Panel, (f.) Low Carbon Finance Advisory Group	(a.) Developer Advisory Committee, (b.) Tomorrow's Chinatown Advisory Group, (c.) Community Action on Mental Health and Addiction Stewardship Group, (d.) City Festivals and Events Steering Committee, (e.) Calgary Exhibition and Stampede, (f.) CMLC, (g.) Arts Commons Advisory Committee, (h.) Advisory Committee on Accessibility (ACA)	(a.) EAGCS Advisory Group, (b.) Vibrant Communities Calgary, (c.) Calgary Public Library, (d.) Economic Resilience Task Force (ERTF), (e.) Social Wellbeing Advisory Committee, (f.) Calgary Aboriginal Urban Affairs Committee, (g.) Calgary Local Immigration Partnership (CLIP) Council	(a.) Long Range Financial Plan - External Peer Reviewers, (b.) Real Estate Working Group, (c.) Financial Task Force Steering Committee, (d.) Economic Resilience Task Force	(a.) Green Line Board, (b.) Community Initiated Public Art Selection Committee, (c.) Artist Initiated Public Art Selection Committee, (d.) Festival and Event Advisory Committee
	List of Working Groups directing implementation (with only internal members)	(a.) Downtown Strategy Working Group, (b.) Greater Downtown Plan Steering and Technical Committees	(a.) MDP/CTP 20 Team, (b.) Local Area Plan Working Groups/ Technical Advisory Committees	(a.) ELT	(a.) Future of Stephen Avenue Steering Committee (asset owners) and Advisory Committee, (b.) Main Streets Program Steering Committee, (c.) ERTF Implementation Network	(a.) Financial Task Force Advisory and Technical Committees	(a.) Benefit Driven Advisory Task Force, (b.) ERTF Implementation Network	(a.) Balancing Policy Steering Committee, (b.) Chinatown Corporate Alignment Program Team, (c.) Community Action on Mental Health and Addiction Implementation Teams (to be convened in 2021), (d.) Festival and Event Advisory Committee, (e.) Interdepartmental Event Team, (f.) Emergency Response Plan Review Team	(a.) EAGCS Working Groups - CIT, Utilities, and Market Trends, (b.) DTS, (c.) DIGC, (d.) GMSGC, (e.) ERTF Implementation Network Team, (f.) Digital Inequity Working Team, (g.) 5G Readiness Steering Committee, (h.) Gender Equity, Diversity and Inclusion Wellbeing Advisory Committee	(a.) Long Range Financial Plan Steering Committee and Working Group, (b.) Economic Monitoring by Corporate Economics Team	(a.) Infrastructure Calgary Steering Committee, (b.) Infrastructure Investment Planner Committee, (c.) Transportation Capital Project Review Technical Committee, (d.) DIGC, (e.) DTS, (f.) GMSGC, (g.) New Communities Working Group, Government Advocacy Team

Notes:
 †The definition of 'strategy' that is applied here is adapted from Roger L. Martin's 2013 publication in the Harvard Business Review titled "Don't Let Strategy Become Planning."
 Strategy is an integrated set of choices to address five questions: (1.) what is our winning aspiration?; (2.) where will we play?; (3.) how will we win?; (4.) what capabilities need to be in place?; and (5.) what management systems must be instituted?