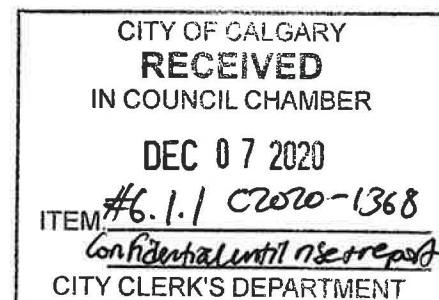




Annual Planning Sessions – 2021 Strategic Council Meetings

December 07, 2020 – Virtual Meeting



Purpose of the day

- This is **YOUR meeting** – identification of strategic topics to be discussed at strategic meetings in 2021
- **Virtual meeting** – not a full day in person
- Be **mindful of challenges** of engaging online – intention to break up meeting in bite-sized pieces
- **Suggestion of topics** for Strategic Meetings in 2021 – based on analysis of input from last planning session in December 2019, what was actually covered during strategic meetings in 2020, and intentionally listening to Council's conversations and discussions throughout the year
- **Key deliverable** – vote by Council to identify strategic topics for 2021

- I. We remain in a **VUCA environment** (volatile, uncertain, complex, ambiguous)
- II. **COVID-19 pandemic** expected to remain our reality for 2021
- III. Anticipate **continued shocks and stresses**
- IV. Proposed structure for Strategic Meetings will reduce the ambiguity

Structure for Strategic Conversations

- **Intense agenda** of strategic meetings in the first half of 2021 – one meeting a month between February and June
- **Suggestion of a common structure** – consistent structure across all strategic meetings to support efficient and meaningful conversations
- **Structure would consist of following elements:**
 - ✓ Direction and policy that was set to guide area of strategic topic
 - ✓ Report back on progress that is being made; this could also include involving external experts, community partners, providing measurements, addressing the “say-do” gap
 - ✓ Opportunity to identify gaps – both by Council and/or Administration
 - ✓ What is next – outlook on work already scheduled or under way, challenges that may need to be addressed, improvements required etc.

Strategic Meetings in 2020

- **January 27, 2020 – Restoring and strengthening public trust**
 - ✓ Capital budget – rebalancing (morning)
 - ✓ Restoring and strengthening public trust (afternoon)
- **March 2, 2020 – Economic structural change**
 - ✓ External expert John Fisher (CBRE) – commercial real estate market
 - ✓ External expert Alice Reimer (UofC) – technology ecosystem in Calgary
- **May 11, 2020 (initially proposed for Modernized Municipal Government)**
 - ✓ COVID relief measures
 - ✓ COVID-19 Capital Program Update and Stimulus Readiness
- **June 29, 2020 (initially proposed for Fiscal Sustainability)**
 - ✓ Administration's "Rethink to Thrive Strategy"
 - ✓ Report and Recommendations of the Financial Task Force
 - ✓ Imagining the Calgary of Tomorrow (Strategic Foresight)
- **September 21, 2020**
 - ✓ Achieving the Calgary of Tomorrow – Putting the MDP and CTP into Action
 - ✓ External expert Anne McAfee



Scheduled Strategic Meetings for 2021

- **February 1, 2021**
- **March 15, 2021**
- **April 26, 2021**
- **May 17, 2021**
- **June 28, 2021**



Proposed Flow for Annual Planning Session

- **Introduction** of proposed **strategic topic**
- **Short presentation** of potential outline for the strategic meeting – **teaser**
- Opportunity for **Council to discuss merit** of strategic topic & potential outline and add additional aspects – facilitated discussion
 - ✓ Support from SMEs on the bridge to answer Council's questions
 - ✓ Administration will take notes
- **Guiding questions** for Council:
 - ✓ “Does this topic resonate with you/your constituents?”
 - ✓ “Do you agree this is a relevant strategic topic for 2021?”
 - ✓ “What aspects/considerations are missing?”
- Move on to **next strategic topic**

Strategic Topics for 2021

- **Annexation** from Foothills County – Resource and Timelines (IGA2020-1153)
- Neighbourhood **Speed Limit** Review (TT2020-1036)
 - ✓ Both referred to Strategic Meeting on **February 1, 2021**
- **Modernized Municipal Government**
- **Economic diversification**
- **Equity, social well-being and inclusion**
- **Climate Change**



Regional Strategy and Residential Speed Limits

Reports referred by Council

Outline for Strategic Meeting, February 1, 2021

Morning: Regional Strategy and Annexation Foothills County

- 1. Report back on progress made on Council direction established at the 2019 September 16 Strategic Meeting of Council:**
 - Revise the City's approach to the City's regional strategy, based on feedback received from the 16 September 2019 Strategic Council Meeting, considering tools, risks, resources
 - Defer reporting on a potential Intermunicipal Development Plan review process with Rocky View County and considering the item as part of the revised regional strategy
- 2. Discussion of Annexation from Foothills County (IGA2020-1153)**
 - Report referred at Combined Meeting of Council, November 2, 2020
- 3. Council will be asked to make a decision on both reports**

Regional Strategy and Residential Speed Limits

Reports referred by Council

Outline for Strategic Meeting, February 1, 2021

Afternoon: Review of residential speed limits and vote of the electorate

- 1. Discussion of vote of the electorate on residential speed limits**
 - Administration will present a supplemental report with possible question(s) and recommendations (including financial implications and timeline implications)
- 2. Discussion of Neighbourhood Speed Limit Report (TT2020-1036)**
 - Administration's recommendations 1 and 2 referred at Combined Meeting of Council, November 2, 2020 pending the outcome of the above agenda item
 - Administration's recommendation 3 approved during the Combined Meeting of Council, November 2, 2020 and does not need further direction from Council
- 3. Council will be asked to make a decision on both reports**

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Revised proposed Structure for Strategic Conversations (building resilience)

- **First two hours of each Strategic Meeting:**

- ✓ Set aside for emerging shocks and stresses due to COVID-19 pandemic
- ✓ Situation awareness

Acute

- **Remainder of the meeting – proposed strategic topics:**

- ✓ Direction and policy that was set to guide area of strategic topic
- ✓ Report back on progress that is being made; this could also include involving external experts, community partners, providing measurements, addressing the “say-do” gap
- ✓ Opportunity to identify gaps – both by Council and/or Administration
- ✓ What is next – outlook on work already scheduled or under way, challenges that may need to be addressed, improvements required etc.

**Systemic /
Chronic**

Potential outline for Strategic Meeting

1. Level Setting

- Importance of connectivity online, access to technology and data
- Technology as a strategic pillar to support municipal services, businesses and the citizens of Calgary

2. Discussion of Administration's work and progress to date and lessons learned

- Resilience during COVID-19 by leveraging technology
- Gaps in digital literacy (tools, access, knowledge) in our community
- Examples of how Calgary is already connected (current state), infrastructure ecosystems etc.
- Opportunities to springboard, room for improvement, and innovation challenges

3. Supporting Council in decision making

- Role of municipal government and Council leadership to bridge gaps of digital literacy
- Calgary's reputation as technology center
- Council's vision for technology driven government
- Market strategies, attracting entrepreneurs

Potential outline for Strategic Meeting

1. Level Setting

- Economic diversification plays a critical role in ensuring the resilience of an economy
- Variety of industries, relationships and their interdependencies influence The City's ability to respond effectively to a volatile economy

2. Discussion of Calgary's performance and comparison with peers regarding three components of economic resilience

- Resistance – ability to bounce back
- Adaptability – take over the shock and recover to a former state
- Reorientation – structural systemic change and restore to a new, better and higher standard

3. The role for The City and City Council

- Local case studies to provide feedback about importance of local government policies
- Council direction on priority of types of economic diversification (i.e. variety-based, quality-based, or output-based)

Equity, Social Wellbeing and Inclusion

Focus: Equitable and Inclusive Decision Making

Potential outline for Strategic Meeting

1. Level Setting:

- Definition of equity and inclusion
- Important aspects that are included (e.g.: anti-racism, environmental equity, Truth & Reconciliation, gender-equity, accessibility, affordability, etc.);
- Council's existing policy commitments related to equity and inclusion; and
- Current state and future trends regarding inequity in Calgary.

2. Discussion on Administration's work and progress to date to advance equity and inclusion

3. Supporting Council's Equitable and Inclusive Decisions

- Actions Council can take to advance equitable decision making (e.g.: in investments, in planning, in governance systems, in data collection and analysis, in public engagement, in service delivery, etc.)
- What support does Council require to inform equitable decision making?

4. Next steps

Climate Change

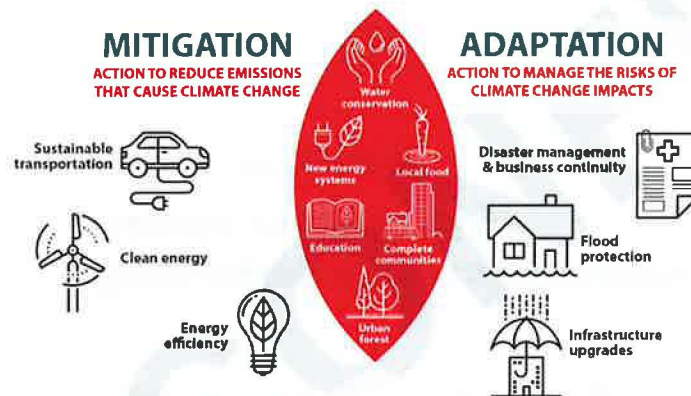
Focus: Building a Climate Resilient City

Potential outline for Strategic Meeting

1. Level Setting:

- Reminder of City's Climate Resilience Strategy to mitigate the, and adapt to the effects of climate change
- Need to move towards building a climate resilient city to reduce risk, and decrease our vulnerability to shocks and stresses

Building Climate Resilience



Storm shredded siding on homes, smashed windows and destroyed farmers' crops

Sarah Rieger · CBC News · Posted: Jul 08, 2020 1:40 PM M1 | Last Updated: July 9



Candeena Langan shared this photo of her street in Saddle Ridge after the June 13 hailstorm, which shredded her home's siding and broke one of her windows. The hailstorm cost \$1.2 billion in damage in total. (Submitted by Candeena Langan)

Climate Change

Focus: Building a Climate Resilient City

Potential outline for Strategic Meeting

- 2. Discussion on Administration's work and progress to date in building a more climate resilient city**
 - Benchmarking
- 3. Supporting Council's vision**
 - Changes we make today to build a more resilient Calgary for tomorrow
 - Prioritizing key climate actions to implement Council's mandate
 - Alignment and integration of Council's direction with The City's Climate Resilience Strategy
 - Integration of climate resilience into marketing and messaging strategies
- 4. Next steps**
 - Seeking Council's leadership direction for building a climate resilient city



Additional topics

What we heard so far

- **Mental health and addiction**
- **Downtown/Central business district – major rethink**
- **Increasing and rapid closure of small businesses**
- **Service review – which services should we deliver?**
- **Powers for The City to address social challenges for Calgarians (ask for more powers in the context of responsibilities between The City and the province)**

Council Input

Open discussion – other strategic topics

What strategic topics are relevant for 2021 that have not yet been addressed?

- Reminder: there are **5 strategic meetings scheduled** between February 1 and June 28, 2021
- **Guiding questions** for Council:
 - ✓ “Does this topic resonate with you/your constituents?”
 - ✓ “Do you agree this is a relevant strategic topic for 2021?”
 - ✓ “What aspects/considerations are missing?”
- **Prioritization** with other proposed strategic topics for 2021

RECOMMENDATION

1. That Council approves the topics for their Strategic Meetings of Council scheduled between 2021 January 1 and June 30
2. That the Report and in camera discussion be held confidential pursuant to Section 24 (Advice from officials) of FOIP.