

Deputy City Manager's Office Report to  
Strategic Meeting of Council  
2019 January 28

ISC: UNRESTRICTED  
C2019-0124

## **Strategic Council Meeting – Annual Planning Session Background Information**

### **EXECUTIVE SUMMARY**

The purpose of this report is to provide background information to be considered by Council when setting the strategic direction for the 2019 Strategic Council Meetings. Over the summer of 2018, Intergovernmental & Corporate Strategy (ICS) invited Council to provide input into the future of Strategic Meetings of Council. The results of this engagement are contained within a What we heard summary (Attachment 1). A list of potential topics for the upcoming Strategic Council meetings that have been identified through past Council or Committee direction, discussion during Council or Committee meetings or feedback gathered by ICS during engagement is included in Attachment 2.

### **ADMINISTRATION RECOMMENDATION:**

That Council receive this report as background information, to be considered when participating in the facilitated session that will set the strategic priorities for the remainder of the term.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

At the Regular Meeting of Council on 2018 November 30, Council approved the following motion in relation to C2018-1158, directing Administration to:

2. Better inform mid-cycle budget considerations and to shape the focus of anticipated Zero-Based Reviews, direct Administration (specifically Corporate Initiatives and Intergovernmental & Corporate Strategy) to work with Mayor Nenshi and Cllrs. Colley-Urquhart and Gondek in drafting the agenda and outcomes for the January 28, 2019 Strategic Meeting of Council that will accomplish the goals of:
  - a. Setting Council strategic priorities for the remainder of the term;
  - b. Discussing the major unfunded capital projects; and
  - c. Inform the agenda and outcomes for a subsequent session to conduct a review of the 61 service lines (and subsets) before the end of Q3 2019.

### **BACKGROUND**

Administration has monitored the Strategic Council Meetings through 2018 and recognized the need to evaluate the current system and engage with Council to optimize the outcomes of these meetings. During the summer of 2018, individual meetings with Councillors were offered to gather input on the Strategic Meetings. The outcome of these meetings were summarized in Attachment 1. Administration has been using the information from the Council engagement to inform how Strategic Meetings are delivered moving forward.

On 2018 November 30, Council provided direction to use a portion of the 2019 January 28 Strategic Meeting of Council to set the Council strategic priorities for the remainder of the term. Administration has been working with Mayor Nenshi, Councillor Colley-Urquhart and Councillor Gondek to create the agenda.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Intergovernmental Affairs & Corporate Strategy is responsible for delivering Strategic Council Meetings. The nature of Strategic Council meetings has never been formally defined which has

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presented both opportunities and challenges. This past year 2018, was an unusual year in terms of intensity of priority projects (Olympic Bid, City Charter, Fiscal Framework Discussions, etc.) and the need for strategic direction (One Calgary), where the agenda topics and meetings in general were not delivered optimally.

In recognition of this, ICS invited Members of Council to meet and provide their thoughts and input into future Strategic Council Meetings. Over the course of the summer and early fall, six Councillors met individually with ICS staff. While each Councillor may have emphasized different issues, their comments and concerns were similar (Attachment 1). In short, the current ability to add items in an ad-hoc manner has been contributing to meetings that are lacking a strategic focus. There was a preference from the members of Council engaged to identify strategic items or themes and have the themes drive the format of the meeting. In addition, there was a shared frustration on the last-minute finalization of the agendas created challenges for Councillors to fully familiarize themselves with the issues and prepare for strategic discussion.

The one-on-one meetings with Councillors also provided some suggestions for moving forward including: an annual Strategic Council Meeting to set the agenda for the year; different meeting formats; use of external experts; alternate meeting locations; and potential topics. The introduction of Strategic Council Meeting- Annual Planning Session to the 2019 Council calendar was a response from Clerks based on their conversations and the ICS Council engagement. The 2018 December 19 Strategic Meeting of Council on Mental Health was also delivered with the results of the engagement in mind.

Administration has also been tracking when Council or Committee has given direction to add items to the 2019 Strategic Council Meeting agendas. A list containing both formal direction and agenda items that have been discussed but not formally directed to Strategic Meeting can be found in Attachment 2. Council may choose to confirm these topics or direct them to other types of meetings during the facilitated session.

Once Council has identified strategic topics for the year, Administration will work towards delivering the topics in a design that will reflect Council's preferences and the best format to promote strategic discussion.

### **Stakeholder Engagement, Research and Communication**

Council was provided the opportunity to comment and share their thoughts on Strategic Council Meetings over the summer and early fall. Administration also monitored the meetings to capture any additional comments that may provide insight into delivering the meetings.

ICS will communicate the outcomes and the implications on the process from the 2019 January 28 Strategic Council Meeting – Annual Planning Session to the corporation to align Council direction with implementation.

### **Strategic Alignment**

Providing Council with a forum that encourages strategic conversation and promotes enhanced direction to Administration contributes to the identified Council Priority of A Well-Run City.

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### **Social, Environmental, Economic (External)**

The previously Council directed topics for Strategic Council Meetings in 2019 contained in Attachment 2 have social, environmental and economic themes.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

A change in the delivery of Strategic Council Meetings that could include more off-site locations, external panel experts and facilitators is not currently accounted for in the budget. Depending on the outcome or direction from the 2019 January 28 meeting a budget ask may be identified.

#### ***Current and Future Capital Budget:***

There are no current or future capital budget implications to this report.

### **Risk Assessment**

Identifying topics for the future 2019 Strategic Council Meetings will provide clarity to Administration. Without direction on the preferred topics or insight on the structure of the meetings, Administration risks delivering meetings that fall short of recognizing the true value and potential a day of strategic discussion should provide.

### **REASON(S) FOR RECOMMENDATION(S):**

Administration is prepared to continue to deliver Strategic Council Meetings based on the direction and priorities identified at this meeting. The information contained in this report and attachments are a summary of past engagement on the topic and past Council direction for agenda items and can be used for consideration during the facilitated discussion.

### **ATTACHMENT(S)**

1. Attachment 1 – Strategic Sessions: What we heard from Members of Council
2. Attachment 2 – Strategic Session Known Topics / Dates/ Directions