

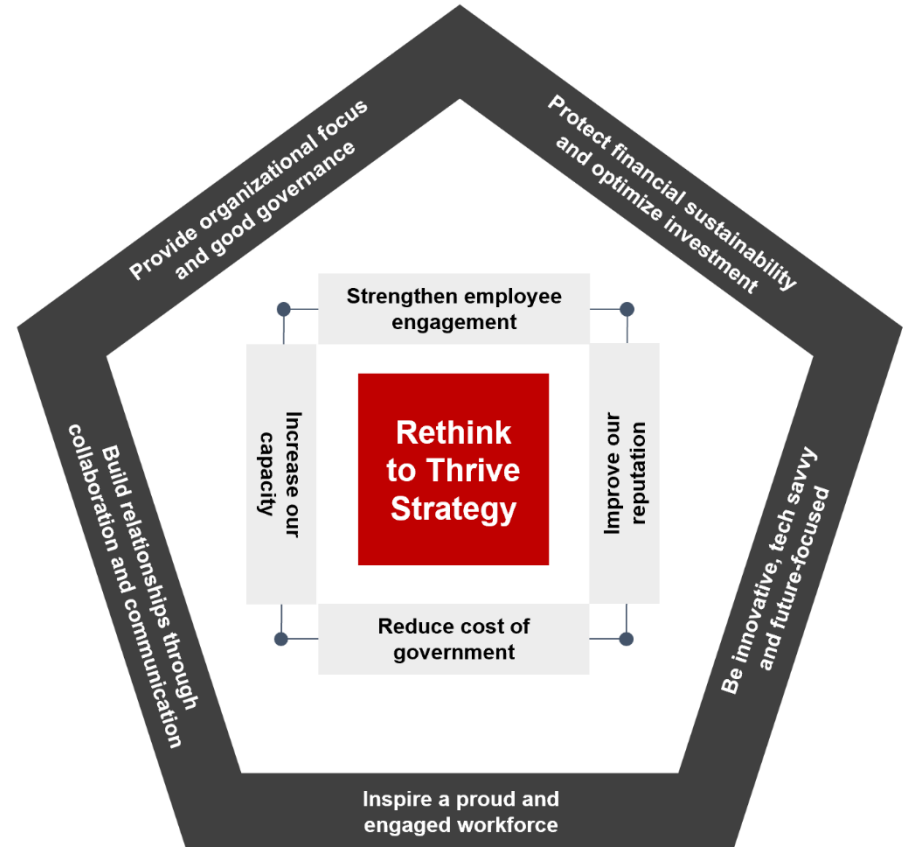
Rethink to Thrive Strategy Update: Q1 2021

Background

The City of Calgary has created a strong foundation for thinking differently through its One City, One Voice culture. Approved by Council on 2020 June 29, Administration's Rethink to Thrive Strategy provides an opportunity to grow and strengthen our corporate culture and outlines how Administration will work together to continue to achieve Council's direction. At its core, Rethink to Thrive is about how the organization will work differently to continue to achieve The City's purpose to make life better every day. The City Manager and the Executive Leadership Team are the stewards of this internally-focused strategy through the Executive Leadership service line.

Strategy Updates

Considerable work has been undertaken to advance the strategies within Rethink to Thrive despite ongoing constraints due to The City's response to the COVID-19 pandemic. The pandemic has allowed Administration to remain nimble and rethink internal and external processes and approaches to serving Calgarians during a time when traditional service delivery has been significantly challenged. Since Council's approval of the strategy, the City Manager has been working with the Executive Leadership Team to ensure a shared understanding of the objectives and strategies, as well as the initiatives that are currently contributing to the strategy's progress. Key highlights of several of these initiatives can be found further in this report. Additionally, work has been completed on defining performance measures to help Administration understand if progress toward the strategy is being made and objectives are being achieved, with several new measures currently in development. A formal cultural assessment is also being developed and will be rolled out to all employees in Q2 2021. This assessment will be used as a baseline for assessing and measuring cultural change within the organization moving forward.



Key Highlights (Please note: This list is not exhaustive)

STRATEGY AREA	HIGHLIGHTS
<p>Provide organizational focus and good governance</p>	<p>Organization realignment project:</p> <p>The City Manager and General Managers shared the foundation for our new organizational structure in October 2020. This foundation lays out six new departments for the future of the organization: Planning and Development Services, Infrastructure and Engineering Services, Community Services, Operational Services, Corporate Planning and Financial Services, and People, Innovation and Collaboration Services. Throughout October and November 2020, the organization’s directors and managers provided feedback and recommendations on what functions could be brought together under each department. Through this feedback, the City Manager and General Managers finalized the new structure of the organization, which brings together similar and complementary functions that contribute to the core responsibilities of each new department. These changes will better integrate our services, so we are more strongly positioned to deliver greater value for citizens, businesses and communities, as well as meet the changing needs of our city. Between January 29 to March 8, 2021, City employees were also invited to share their thoughts and ideas. Their input will be used to inform future stages of the project.</p> <p>In March 2021, the project entered the Implementation Phase. This phase has five stages: discover, design, develop, deploy, assess/adjust/sustain. During the discover stage, implementation teams were created and work began on new systems, tools and resources required for the new organization structure. We are now in the design stage. Using best practices for organization design, the teams will plan and execute the approach that will be taken in the subsequent develop and deploy stages. A detailed view of our new function-based structure can be found in Appendix B.</p> <p>As part of the new organization design, the City Clerk has been tasked with determining a new Council committee structure to align with the organization’s design. This design work will be done in consultation with members of Council and committee Chairs.</p> <p>Council and Committee report template refresh:</p> <p>Council has communicated a desire for greater transparency in decision making, more plain-language information included in reports, and citizen-centric messaging on the topics presented to better communicate with their constituents. The City Clerk’s Office launched a new Council and Committee cover report template across the organization in fall 2020 to enhance Administration’s ability to deliver clear, transparent and relevant information to Council on its recommendations. The new template will help ensure Council receives information in a consistent manner across the organization and narrows down</p>



	<p>key points supporting recommendations while demonstrating how the approval of the recommendations will contribute to making Calgary a great place to live and work.</p> <p>Roll out of the new cover report template is now complete and is in its sustainment phase. Small changes to the template have been made to improve clarity based on feedback from report writers. Work is now underway to explore a consistent presentation format for Administration reports to Council and committees.</p>
<p>Protect financial sustainability and optimize investment</p>	<p>Solutions for Achieving Value and Excellence (SAVE) Program:</p> <p>The City remains well-positioned to serve Calgarians in tough times due to prudent financial management. A key element of this is the Solutions for Achieving Value and Excellence (SAVE) program, which is designed to support The City’s financial sustainability by increasing our service efficiency and effectiveness.</p> <p>Administration is now in the process of implementing the 22 Wave 1 business cases that were approved during Mid-Cycle Adjustments in November while simultaneously progressing work on the 2022 target. This will be achieved through Wave 2 and Wave 3 business cases. Four business cases are being developed in Wave 2 and are expected to be completed this spring. Additional Wave 3 business cases were recently approved for development by the Executive Leadership Team and work continues to progress. Administration is currently on track to hit the 2022 financial target of \$56 million in savings.</p>
<p>Inspire a proud and engaged workforce</p>	<p>Becoming an anti-racist organization:</p> <p>Council and Administration have made a commitment to address systemic racism in our organization and within Calgary. Informed by the three days of public submissions in July 2020 to the Standing Policy Committee of Community and Protective Services, The City’s anti-racism focus and approach includes three streams of work: a Community stream, an Organization stream, and a Public Safety stream. Administration is supported by the establishment of the Anti-Racism Action Committee in October, an advisory committee of Council that includes 13 Calgarians with experience and expertise in anti-racism, equity and inclusion-related work, as well as two senior leaders from Administration.</p> <p>Work in Q1 2021 has focused on recruiting and onboarding a dedicated anti-racism program team and securing the support of two external consulting firms: one to support the development of a community-based anti-racism strategy, and the other to support an internal anti-racism review. A collaborative including Habitus Collective and Action Dignity have been selected as the community consultants who will support the Anti-Racism Action Committee and the staff in the Community stream to develop a community-based anti-racism strategy. The consultants are currently working with the Anti-Racism Action Committee and program staff to co-create a community engagement strategy. Community engagement is slated to begin June 2020.</p>



We are currently in the process of selecting the consultants that will work with the staff of the Organization stream to undertake a racial equity assessment of The City's internal processes, practices and policies. This work will involve extensive leadership and staff engagement and will include the development of anti-racism training for all staff within The City. Engagement of city leadership and employees is expected to begin in April 2020.

Recruitment is still underway for a Public Safety Lead to oversee the review and development of anti-racism strategies and actions specific to the municipality's role in public safety. The City continues to work closely with the Calgary Police Service as they undertake their own anti-racism work to identify integration and leveraging opportunities. There is also a connection with the recently approved Community Action on Mental Health and Addictions Strategy and the Community Safety Investment Framework where progress on strategies, such as alternative response models, will also support anti-racism related goals.

The City has also brought in the expertise of Dr. Regine King of the University of Calgary through the Urban Alliance partnership to undertake a review of anti-racism promising practices across municipalities and sectors, which will be used to inform strategy, action development and implementation.

Employee and leader training initiatives:

The City has several internal training initiatives underway for leaders and employees to help grow our internal culture and advance important topics within the organization. In 2020 September, an updated Code of Conduct eLearning course was launched with new features, content and scenarios. As of March 8 of this year, 9107 employees (75%) have completed this training with a deadline for completion by March 31, 2021. As per Administration's commitment to the Audit Committee, the Code of Conduct training must be completed by all employees on a biennial basis.

In addition to Code of Conduct training, employees were asked to complete new eLearning on Respect in the Workplace by the end of 2020, encouraging employees to address and bring issues forward while providing reassurance that retaliation will not be tolerated. Finally, new mandatory Healthy Workplace eLearning to support leaders to intentionally manage occupational health, safety, and wellness in the workplace is currently underway with a summer completion date.



<p>Build strong relationships through collaboration and communication</p>	<p>Big Cities Executive Partnership (BiCEP):</p> <p>The Big City Executive Partnership (BiCEP) is an ambitious program charting the transformation of how city services are planned, delivered and financed, developing effective solutions collaboratively with other stakeholders and orders of government, and building the capacity of municipal administrative leaders across Canada. Led by the Canadian Urban Institute with participation from Canada’s six largest metropolitan areas – Calgary, Edmonton, Toronto, Vancouver, Montreal, and Ottawa – the program aims to:</p> <ul style="list-style-type: none"> • Strengthen relationships and peer-to-peer learning among its members with improved information sharing and identification of shared challenges and opportunities to work collectively to advance solutions. • Strengthen partnerships between its members and officials in other orders of government, with technical briefings and working tables and co-develop solutions. • Catalyze shared innovations and ensure Canada’s economic engines are equipped to enable innovation, generate jobs and wealth, and ensure equity. <p>City Manager David Duckworth, supported by the Intergovernmental & Corporate Strategy team in the Deputy City Manager’s Office department, meets weekly with his five CAO colleagues and the Canadian Urban Institute to exchange knowledge and discuss matters of shared significance.</p>
<p>Be innovative, tech savvy and future-focused</p>	<p>Film friendly project:</p> <p>Work is underway to improve how The City coordinates internally to ensure the most effective and efficient response to film industry inquiries. The Business and Local Economy team and representatives from Calgary Economic Development recently met with business units across the organization to gather feedback, insights and lessons learned to refresh the Operating Principles for Working with Creative Industries (originally created in 2009) and identify the most critical processes that must be streamlined to ensure the operating requirements of the film industry can be supported. Improving how we work together internally will better support an efficient and effective approach to meet creative industries’ unique requirements and will enable our city to capitalize on future opportunities that will be friendly to both businesses and citizens.</p> <p>Updated Calgary.ca pages for business owners:</p> <p>The City’s new business landing page on Calgary.ca makes it easier for business owners to find the content and services they are looking for quickly and effortlessly. The previous business pages created inconsistent experiences for business users coming to The City in search of information and business services. The new design incorporates new features and technology and has updated the way business pages are organized to improve the overall user experience that business owners have with The City.</p>



Measuring Performance

Five result areas have been defined within the Rethink to Thrive Strategy with 14 corresponding performance measures to create a clear line of sight to a well-run city and from other related initiatives. For each of the five desired results, the Executive Leadership Team has defined its key focus areas. These performance measures will be updated as often as possible, as some measures are annual while others are measured more frequently. Measures that do not currently exist and will be created moving forward are labelled as “NEW.” Because some measures are still in development, it is intended that a completed Rethink to Thrive Strategy Performance Dashboard will be shared in the Q2 2021 edition of the City Manager’s quarterly report with measures incorporated.

DESIRED RESULTS					
	Good Governance	Engaged Employees	Reduced Cost	Increased Capacity	Improved Reputation
ELT FOCUS AREAS	<ul style="list-style-type: none"> Organizational culture Trusted source of information for Council decision-making 	<ul style="list-style-type: none"> Employee wellbeing: <ul style="list-style-type: none"> Engagement Satisfaction Organizational pride 	<ul style="list-style-type: none"> Cost of running municipal government Property tax rates Perceived value of City services 	<ul style="list-style-type: none"> Investment in professional development and training Investment and returns from performance improvement initiatives 	<ul style="list-style-type: none"> Community trust and confidence in The City Business trust and confidence in The City Reputation as an employer
PERFORMANCE MEASURES	<ul style="list-style-type: none"> 4Cs (Character, Competence, Commitment, Collaboration) indices (score out of 100) NEW: Average rating that Council members agree they are supported by Administration in decision making (score out of 10) 	<ul style="list-style-type: none"> Employee satisfaction index score Employee engagement index score % of employees who agree they are proud to work at The City of Calgary (%) 	<ul style="list-style-type: none"> NEW: Total operating and capital expenditures relative to local GDP/population growth (compared with other municipalities) Median assessed residential and non-residential property tax (compared with other municipalities) % of Calgarians who rate the value received from municipal property tax dollars as “good” (scale of 1 to 10) 	<ul style="list-style-type: none"> Annual investment in employee professional development and training (\$) NEW: Annual rate of return on investment (ROI) from performance improvement initiatives financial return and/or productivity gains (\$) 	<ul style="list-style-type: none"> % of Calgarians who trust or distrust in The City (%) % of businesses that trust or distrust The City (%) % of Calgarians who believe that The City of Calgary makes the best possible decisions for their future (%) City of Calgary Glass Door rating (score out of 5)
Data sources: Corporate employee survey, culture assessment, citizen satisfaction survey, business perspectives survey, Glassdoor, internal departments.					

Appendix A

Rethink to Thrive Strategy

OBJECTIVES				
Improve our reputation	Reduce cost of government	Strengthen employee engagement	Increase our capacity	
STRATEGIES				
Provide organizational focus and good governance	Protect financial sustainability and optimize investment	Inspire a proud and engaged workforce	Build strong relationships through collaboration and communication	Be innovative, tech savvy and future-focused
<ul style="list-style-type: none"> • Provide Council with the best professional advice in a timely and effective manner • Empower decision making at the right levels of the organization • Review organizational alignment and focus senior leaders on managing strategic risks • Review corporate governance and find opportunities to identify duplication, reduce or consolidate work and reporting, and clarify accountability • Focus on the corporation's capacity, resiliency and agility to respond to emerging issues 	<ul style="list-style-type: none"> • Increase service efficiency and effectiveness • Work collaboratively to find permanent savings in The City's operating base budget • Optimize capital planning and infrastructure investment • Advance The City's interests with Provincial and Federal governments and the Calgary Metropolitan Region Board • Continue service planning and budgeting with a focus on putting citizens at the centre of our service delivery 	<ul style="list-style-type: none"> • Focus the organization on safety (physical and psychological), respect, and inclusion • Modernize our workforce practices and create a clear connection between business needs and policy • Provide opportunities for learning and development • Drive individual and team performance • Continue to reinforce the Code of Conduct 	<ul style="list-style-type: none"> • Share timely and relevant information with citizens, businesses, and employees, and actively correct misinformation • Develop a corporate communications strategy focused on investment and value, and encourage employees to be ambassadors of City information • Foster positive, collaborative and productive relationships with key stakeholders and partners • Provide great customer service by being open and accessible and responding to requests in a timely manner 	<ul style="list-style-type: none"> • Encourage innovation and experimentation and promote a "fail fast" mentality • Create a Calgary that is more resilient in the face of stresses and shocks • Leverage technology, data and analytics to make better decisions and work smarter • Be champions for business success and apply a business-friendly lens to planning and service delivery • Enable others to innovate and be innovative by creating the right mindset and conditions for success



Appendix B

Function-based Operating Model and Structure

* Bullet points – Approved business areas by Guiding Coalition based on BART feedback.
** Green Line team will report into the newly created Green Line Board

