



## AGENDA

### STRATEGIC MEETING OF COUNCIL

June 29, 2020, 9:30 AM  
IN THE COUNCIL CHAMBER

#### SPECIAL NOTES:

Public are encouraged to follow Council and Committee meetings using the live stream  
<http://video.isilive.ca/calgary/live.html>  
Council Members will be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. ITEMS FROM OFFICERS AND COMMITTEES
  - 5.1 Procedural Item: Change Start Time 2020 July 15 Standing Policy Committee on Community and Protective Services to 4:00 p.m. (Verbal), C2020-0757
  - 5.2 Administration's Rethink to Thrive Strategy, C2020-0699
  - 5.3 Report and Recommendations of the Financial Task Force, C2020-0742
6. CONFIDENTIAL ITEMS
  - 6.1 ITEMS FROM OFFICERS AND COMMITTEES
    - 6.1.1 Imagining the Calgary of Tomorrow (Verbal), C2020-0755  
Held confidential pursuant to Section 23 (Local public body confidences) of the *Freedom of Information and Protection of Privacy Act*.
7. ADJOURNMENT



## **Administration's Rethink to Thrive Strategy**

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### **RECOMMENDATION:**

That Council approve the objectives and strategies in Administration's Rethink to Thrive Strategy outlined in Attachment 2.

### **HIGHLIGHTS**

- Council is asked to approve Administration's Rethink to Thrive Strategy. Outlined in Attachment 2, the strategy is directed at our internal employee audience and is intended to help provide focus to Administration and outline how we will work together to support the delivery of the City Manager goals and Council's direction.
- The COVID-19 pandemic has changed us as an organization and provides us with the opportunity to emerge stronger. We need to continue to be bold and rethink our processes, systems and service delivery to continue to make life better every day for Calgarians and thrive into the future.
- The Rethink to Thrive Strategy is intended to help provide focus to Administration through four objectives and five strategies with corresponding actions. The City Manager plans to report to Council on execution of the strategy through his quarterly reports.
- On 4 February 2020, Council approved the City Manager Performance Development Plan (C2020-0184), which included six goals for Council to measure the City Manager's performance.
- We have seen incredible examples of innovation as our teams adjusted their service delivery to support Calgarians during the COVID-19 pandemic, and we need to continue to be innovative moving forward.
- The Rethink to Thrive Strategy is not intended to replace any of the current One City, One Voice culture elements, including our common purpose, promises, shared values, and the 4Cs behaviours of character, competence, commitment and collaboration.
- The strategy also complements the existing One Calgary 2019-22 Service Plans & Budgets by outlining how we will work together as an organization to achieve Council's direction.
- This new Council and Committee report template is being piloted by the City Manager's Office as an example of how Administration can improve communication with members of Council and the public through clear, consistent communication. It is intended this report template will roll out to the Corporation in Fall 2020.
- Strategic Alignment to Council's Citizen Priorities: A well-run city.
- Background and Previous Council Direction is included as Attachment 1.

### **DISCUSSION**

As a government organization, The City of Calgary needs to remain nimble and agile to respond to changes in the external environment. Calgary continues to experience uncertainty due to changes in the local, national and global economies, as well as shocks and stresses, such as the COVID-19 pandemic. In addition, changes in demographics and citizen expectations, such as recent demonstrations for equity and inclusion, require new ways of thinking about City service delivery.

Calgary as a city has changed significantly in the last five years, as have citizen perceptions. In Spring 2020, 79 per cent of Calgarians said quality of life in Calgary today is "good," however almost one-half (47 per cent) say quality of life in Calgary has "worsened" in the past three years. Trust in The City of Calgary has notably improved in Spring 2020 (57 per cent). Recent research also suggests favourability with City services is strong. It is likely these recent research results on trust and service delivery are helped by our municipal pandemic response. We have the opportunity to sustain and improve upon these measures moving forward through the execution of clear, objectives, strategies and actions.

The Council-approved City Manager Performance Development Plan includes six goals for the City Manager:

- Develop a trusting relationship with Council (individually and collectively) to support the delivery of council priorities
- Optimize financial management of operating and capital budgets and reduce the cost of government
- Improve service value and deliver major capital projects

### **Administration's Rethink to Thrive Strategy**

- Strengthen employee trust and confidence through the delivery of organizational strategy, alignment of corporate resources, and inspirational leadership
- Hold leaders and employees accountable to a work environment that fosters safety, pride, innovation, respect, inclusion, trust, empowerment, diversity, and fun
- Strengthen public and business trust and confidence

Four main objectives were identified during the development of the Rethink to Thrive Strategy to support these goals:

- Improve our reputation
- Reduce the cost of government
- Strengthen employee engagement
- Increase our capacity

Five strategies were developed to achieve these objectives, each with corresponding actions:

- Provide organizational focus and good governance
- Protect financial sustainability and optimize investment
- Inspire a proud and engaged workforce
- Building strong relationships through collaboration and communication
- Be innovative, tech savvy and future-focused

The full Rethink to Thrive Strategy, including its objectives, strategies and actions, is outlined in Attachment 2.

In addition to the City Manager goals, The City of Calgary has created a strong foundation for thinking differently through its One City, One Voice culture. The 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.

The Administrative Leadership Team was consulted and provided direct feedback into the strategy. The Senior Management Team was given a preview of the strategy at their February and June 2020 meetings. The City Manager's Office will work with the General Managers to develop key performance indicators, determine corporate priorities, align strategic projects and resources, and identify new or changing employee and leader behaviours required to support strategy execution.

The strategy will be rolled out across the organization by the City Manager's Office with support from teams in Customer Service & Communications and Human Resources People & Culture. All leaders are expected to support the objectives, strategies and actions.

### **STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)**

- Public Engagement was undertaken
- Public Communication or Engagement was not required
- Public/Stakeholders were informed
- Stakeholder dialogue/relations were undertaken

### **IMPLICATIONS**

#### **Social**

The strategy supports the Social Wellbeing Policy through its focus on safety (physical and psychological), respect, and inclusion and the identified action to foster positive, collaborative and productive relationships with key stakeholders and partners. These key stakeholders include indigenous nations, in addition to equity-seeking groups in Calgary.

#### **Environmental**

It is intended this strategy will support the advancement Council-approved strategies and initiatives, such as the Resilient Calgary Strategy and Calgary's Climate Resilience Strategy, among others, by providing clearer organizational focus and better utilization of resources.

#### **Economic**

The strategy supports the Calgary in the New Economy Strategy with a specific focus on

### **Administration's Rethink to Thrive Strategy**

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innovation and a business-friendly lens and mindset. The strategy supports fiscal responsibility through its objectives of reducing the cost of government and increasing the organization's capacity with support strategies and actions.

#### **Service and Financial Implications**

It is suggested additional social, environmental and economic benefits will be realized through strategy execution and a focus on innovation, collaboration, customer service, and communication. Executing this strategy will be the focus and accountability of the City Manager's Office and the General Manager's Offices under the Executive Leadership service line. There may be changes to the existing performance measures and strategies outlined for the Executive Leadership service during Mid Cycle Adjustments should the Rethink to Thrive Strategy be approved by Council.

#### **Cost savings**

To be determined.

The Rethink to Thrive Strategy is intended to provide clear, intentional focus to Administration in achieving Council's direction. As strategic projects are identified, and key performance indicators developed, it is expected that some projects and initiatives that do not support the direct execution of the strategy will be paused, deferred or cancelled. This critical assessment of ongoing work is intended to create additional corporate capacity and may result in the redirection of resources to priority work areas.

#### **RISK**

The Administrative Leadership Team identified five risks to watch for 2020: Health & Safety, Political, Reputation, Financial, and Infrastructure Management. The Rethink to Thrive Strategy supports risk reduction activities for these risks as well as for other Principal Corporate Risks including Economic, Capacity for Change and Talent Management & Workforce Planning Vulnerability. Please see the risk analysis in Attachment 3.

#### **ATTACHMENT(S)**

1. Attachment 1 – Previous Council direction, background
2. Attachment 2 – Rethink to Thrive Strategy
3. Attachment 3 – Risk Analysis

#### Department Circulation

General Manager (Name)	Department	Approve/Consult/Inform (Pick-one)
Chris Arthurs	Deputy City Manager's Office	Consult
Katie Black	Community Services	Consult
Stuart Dalgleish	Planning and Development	Consult
Dan Limacher	Utilities & Environmental Protection	Consult
Carla Male	Chief Financial Office Department	Consult
Doug Morgan	Transportation	Consult
Michael Thompson	Green Line	Consult



# Background

## Context

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As a government organization, The City of Calgary needs to remain nimble and agile to respond to changes in the external environment. Calgary continues to experience uncertainty due to changes in the local, national and global economies, as well as shocks and stresses, such as the COVID-19 pandemic. In addition, changes in demographics and citizen expectations, such as recent demonstrations for equity and inclusion, require new ways of thinking about City service delivery. These compounding external changes result in shifting Council priorities and direction, making it increasingly difficult for Administration to respond quickly and effectively. City Administration requires focus and a new way of thinking to be able to pivot quickly, be flexible and innovative while remaining resilient, safe (physically and psychologically) and committed to a greater vision. The Rethink to Thrive Strategy is intended to help provide focus to Administration and outline how we will work together to support the delivery of the City Manager goals and Council's direction.

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## Previous Council Direction Timeline

October 7, 2019



### **Moving Forward, My Vision as City Manager (C2019-1287)**

That with respect to Verbal Report C2019-1287, the following be adopted: That Council receive the verbal report and presentation for the Corporate Record

February 3, 2020



### **City Manager Performance Development Plan (C2020-0184)**

That with respect to Verbal Report C2020-0184, the following be adopted:

That Council direct:

1. That the closed meeting discussion remain confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the Freedom of Information and Protection of Privacy Act.
2. That Six Goals and Objectives of the City Manager as set out in the 2020 Performance Development Plan (dated 3 February 2020) be approved.
3. That the City Manager present in public his 2020 Performance Development Plan (dated 3 February 2020).
4. That the document titled "City Manager 2020 Performance Goals dated 3 February 2020" be immediately released to the public.

## Bylaws, Regulations, Council Policies

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None



## Rethink to Thrive Strategy

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



### Attachment 3 – Risk Analysis

The Administrative Leadership Team identified five risks to watch for 2020: Health & Safety, Political, Reputation, Financial, and Infrastructure Management. The Rethink to Thrive Strategy supports risk reduction activities for these risks as well as for other Principal Corporate Risks including Economic, Capacity for Change and Talent Management & Workforce Planning Vulnerability.

**Health & Safety:** Workforce culture, organizational resilience, and employee health, safety and well-being are affected by internal factors such as the pace/amount of organizational change, as well as external factors such as Calgary's economic environment and population health. While the Rethink to Thrive Strategy itself is a change, it builds from the strong foundation of the One City, One Voice culture. The actions outlined under the “inspire a proud and engaged workforce” strategy provide a clear focus on employee safety (physical and psychological), respect and inclusion and reinforce the Code of Conduct and employee promise.

**Political:** Changing priorities or actions of municipal, regional, or other orders of government paired with rapid changes in the natural, social or economic environment could result in funding challenges that may adversely impact The City's ability to deliver on citizen expectations. The objectives to reduce the cost of government and increase our capacity as well as the corresponding strategies and actions will help The City to be better able to respond to decisions by other orders of government.

**Reputation:** Reputation risk can threaten The City's ability to maintain positive and productive relationships with citizens, businesses, partners and the ability to achieve its corporate objectives. The Rethink to Thrive Strategy has identified improving our reputation as a key objective. The strategies and actions include sharing timely and relevant information with citizens, businesses and employees, and actively correcting misinformation, as well as the development of a corporate communications strategy focused on investment and value.

**Financial:** Funding constraints (lower general revenues, franchise fees and/or higher expenses) and overreliance on debt financing may lead to an inappropriate financing structure and negatively impact service delivery, the ability to maintain critical infrastructure and adapt to growth. The strategy to protect financial sustainability and optimize investment, as well as the corresponding actions to work collaboratively to find permanent savings in The City's operating base budget and increase service efficiency and effectiveness specifically address this risk.

**Infrastructure Management:** The City owns and operates public infrastructure systems such as water service, storm and sanitary sewers, roads, sidewalks, pathways, bridges and other structures and buildings. The City is exposed to the risk of these assets failing as they age, particularly if lifecycle maintenance is not prioritized appropriately. The actions to continue to optimize capital planning and infrastructure investment, and advance The City's interests with the Provincial and Federal governments and the Calgary Metropolitan Region Board help to address this risk.

**Economic:** Citizens and the business community face ongoing pressure due to the volatility of local and regional economies. This risk can impact demands for municipal services (including social supports), municipal revenue, and The City's priorities. As a government organization, The City of Calgary needs to remain nimble and agile to respond to changes in the external environment. City Administration requires focus and a new way of thinking to be able to pivot quickly and be flexible and innovative while remaining resilient, safe (physically and psychologically) and committed to a greater vision. The Rethink to Thrive Strategy is intended to help provide focus to Administration and outline how we will work together to support the delivery of the City Manager goals and Council's direction.

**Capacity for Change:** Increasing velocity, pace and quantity of change in the natural, social, economic and political environment, combined with limited flexibility in the organization to respond, contributes to reduced capacity, preparation and experience required to implement new initiatives and adapt to changing priorities. The objective to increase our capacity and corresponding actions and strategies are intended to build capacity within the organization. In addition, the strategy to be innovative, tech savvy and future-focused provides employees with permission to experiment and fail fast, as well as leverage technology and data to make faster and better decisions.

**Talent Management & Workforce Planning:** The risk is the inability to attract, develop, engage and retain key talent and knowledge to meet current and future business needs. The strategy to inspire a proud and engaged workforce through a focus on safety, modernized workforce practices, and learning and development opportunities is aimed at achieving the objective to strengthen employee engagement.

**2020 June 29**

**STRATEGIC COUNCIL**

**\*\*\* REVISED DISTRIBUTION NOTICE \*\*\***

Please be advised that the following Report will be made available at a later date and will be part of the Revised Agenda distribution:

5.3 Report and Recommendations of the Financial Task Force,  
C2020-0742

