

Administration's Rethink to Thrive Strategy

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

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- 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

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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