

# Rethink to Thrive Strategy Update: Q2 2021

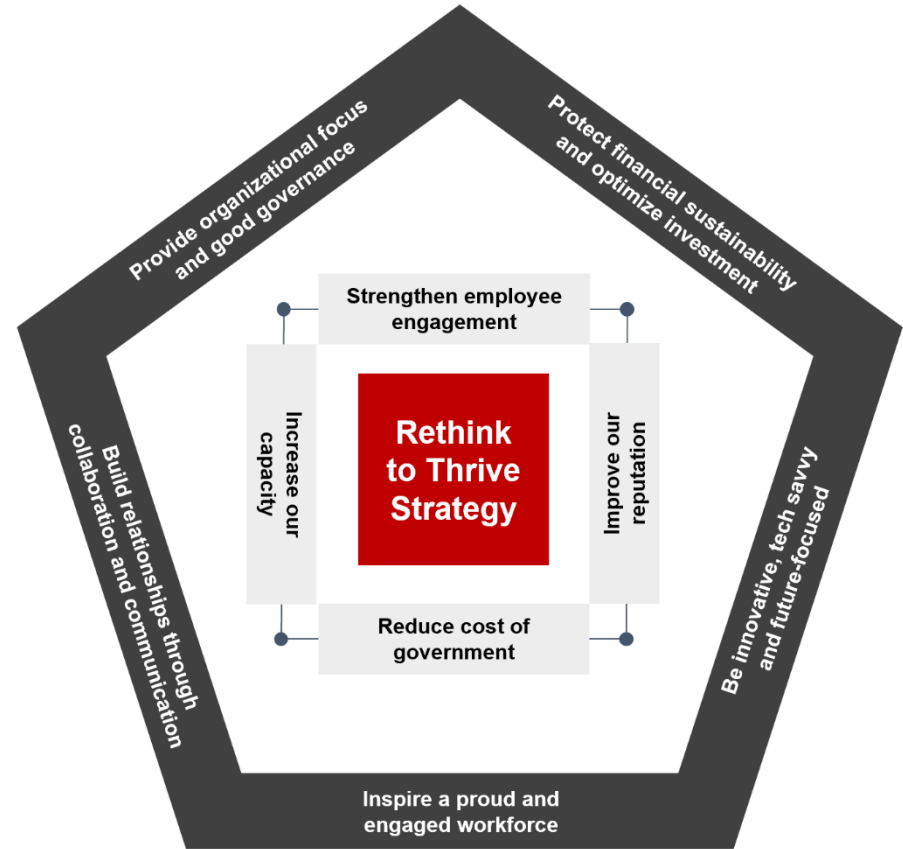
## Background

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 (see Appendix) 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.



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

STRATEGY AREA	HIGHLIGHTS
<p>Provide organizational focus and good governance</p>	<p><b>Organization realignment project:</b></p> <p>The second of five stages in the realignment’s implementation, the design stage, was just concluded with the formation and approval of 34 business units. These business units represent the functions that were identified and mapped to each of the six new departments in early 2021. The new departments are: Planning and Development Services, Infrastructure Services, Community Services, Operational Services, Corporate Planning and Financial Services, and People, Innovation and Collaboration Services.</p> <p>Implementation teams used a nine-step design process to shape the new business units and begin putting structure around each of the six new departments. Through the steps, teams were able to identify their most important priorities in terms of current workflows, structures or systems, and redesign them to be more strongly positioned to deliver greater value for citizens, businesses and communities.</p> <p>Employee feedback gathered from the first phase of engagement (January 29 to March 8, 2021) was also considered within the department designs. Their thoughts provided different perspectives to old processes, to which they then brought forward ideas on how those processes can be changed to be more streamlined and nimble.</p> <p>In the next stage (develop), the new business units will be built out further. As well, design teams will begin developing employee transition plans and critical processes and accountabilities for each department.</p> <p><b>Organizational governance:</b></p> <p>The organization realignment provides an opportunity to revisit and clarify organizational governance and accountability frameworks as well as clearly define roles and responsibilities to ensure the future success of the organization.</p> <p>Some of the governance opportunities The City is exploring include: shifting senior leadership to focus primarily on strategic governance, clarifying service governance to</p>

	<p>ensure continued timely and seamless delivery of services that span across departments and business units, and reviewing cross-corporate committees, including mandate, roles and opportunities to reduce duplication and simplify committee structures. This work will continue in alignment with timelines of the organization realignment project.</p>
<p>Protect financial sustainability and optimize investment</p>	<p><b>Looking ahead to Service Plans and Budgets 2023-2026:</b></p> <p>Service plans and budgets serve as the foundation for understanding The City’s service delivery, the value it provides, and how it contributes to the quality of life in our community. Administration is in the process of crafting its plan for developing the 2023-2026 Service Plans and Budgets, which will build on the current One Calgary program and continue with a service-based and citizen-focused approach.</p> <p>Development of the 2023-2026 Service Plans and Budgets will be a collaborative process integrating all related financial and service initiatives, including those related to capital investments and growth. A proactive and multi-faceted communications and engagement strategy will be executed during this process to ensure that the diverse needs and voices of Calgarians are incorporated. Engagement with the new Council on its priorities for the Service Plans and Budgets will occur throughout 2022, culminating in final deliberation and approval at the end of November 2022.</p>
<p>Inspire a proud and engaged workforce</p>	<p><b>Cultural assessment survey:</b></p> <p>The City sent out a culture assessment survey to all employees in May to help determine a baseline for our corporate culture and to better understand where to focus attention within Administration’s Rethink to Thrive strategy. Administration’s strategy has a clear focus on many of the behaviours City employees have displayed as an organization during our pandemic response, including innovation and empowering decision-making at the right levels of the organization.</p> <p>The City Manager's Office is working closely with People &amp; Culture in Human Resources to develop a cultural growth plan to help achieve the objectives of the Rethink to Thrive strategy through changing employee behaviours and mindsets, which will be informed by the culture assessment survey results. Administration is currently reviewing the survey results with plans to share results with employees in early fall.</p>



**Safety performance:**

The physical and psychological health, safety and wellness of our people is central to our success, and investing in these areas strengthens employee engagement, builds morale, increases productivity and positively impacts The City’s financial performance.

New corporate standards and operating guidelines were developed in conjunction with position-based risk assessments and other provisions to support employee mental health and wellness throughout the COVID-19 pandemic. We successfully established, and are investing in, health and safety committees across the organization, which has resulted in a positive shift in our safety culture. A prime example of the benefits of this work is our Temporary Traffic Control Program, which guides how employees can safely work on City of Calgary roadways. The Safety team also conducted an in-depth analysis of the direct and indirect costs of our safety culture to identify key opportunities and areas of improvement.

We acknowledge there will always be more that we can do, and Safety will continue to work in close collaboration with key partners like Human Resources, as well as with all departments and business units, to ensure we have the right processes and procedures in place to identify, evaluate and control risks while also fostering a strong culture of safety at all levels of the organization.

**Future of remote work:**

The COVID-19 pandemic required The City to quickly adopt a remote work style and saw almost 6,000 City staff work remotely. In May 2021, The City conducted an internal survey to study the impact of remote work more thoroughly - exploring how working remotely has affected the health and safety of staff, work performance, team dynamics and delivery of service to customers for employees. The survey received a high response rate of over 80%.

The City continues to study the impact of remote work. This includes reviewing the survey results more thoroughly, understanding what other jurisdictions and companies within Calgary are implementing and planning, as well as further studying select service areas to develop potential long-term solutions.

Outcomes of this project include:

- Continue being an employer of choice by accommodating current employees’ desire for flexibility as well as attracting new employees and the future workforce;



- Maintain and advance The City’s culture and values such as 4Cs, diversity, inclusion and equity;
- Maintain the health and safety of City employees; and
- Find operating savings and help modernize the corporate facility portfolio over the long-term.

Recommendations for the Future of Remote Work will be brought to the executive leadership team in the fall of 2021.

**Becoming an anti-racist organization:**

We have successfully hired a dedicated anti-racism managing lead to oversee the three streams of work. On the organization stream, we are working with consultants on a racial equity assessment that includes a review of The City’s internal practices, policies and services through a racial equity lens. Results from the anti-racism survey, which was distributed to staff in May, along with extensive engagement with leaders and staff, will provide input into the assessment. Engagement with leaders and employees is expected to begin next quarter and will comprise of one-on-one interviews, assessment tools, including 360s, as well as employee focus groups.

We have hosted various department anti-racism sessions and held an Open Forum hosted by the Innovation Lab’s Mug Club for employees titled the “The Future is Anti-Racist”. The Open Forum was very well received with calls for regular sessions and ideas for additional ways in which to engage with employees on this journey. A recently hired Diversity & Inclusion Consultant focused on supporting on-going anti-racism efforts with organization departments will help us do this work concurrent to the development of the Anti-Racism Action Plan.

As part of the community stream, The City contracted Habitus Collective and Action Dignity as external consultants to work with the Anti-Racism Action Committee, community stakeholders and Administration to co-create a community-based anti-racism strategy. This strategy will focus on The City’s role in addressing systemic racism in Calgary and our community-based services. The consultants will be facilitating a targeted engagement with an invitation to co-host events or participate in focus groups starting in August 2021. Co-development of the engagement strategy is currently underway.

	<p>Recruitment is still underway for a Public Safety lead. We've initiated an Anti-Racism Knowledge Exchange with the staff of interested Councilors' Offices and continue to collaborate with the Calgary Police Services' Anti-Racism Committee leadership.</p>
<p>Build strong relationships through collaboration and communication</p>	<p><b>Corporate marketing and communications strategy:</b></p> <p>The City developed a Corporate Marketing and Communications Strategy in early 2021 to share timely and relevant information with citizens, businesses, and employees, and actively correct misinformation. The corporate communications strategy focuses on investment and value and encourages employees to be ambassadors of City information.</p> <p>The strategy provides a coordinated approach to share and amplify information about its pandemic and post-pandemic response to Calgarians including urban and suburban residents, business owners, and City partners, with a focus on multicultural audiences within those groups.</p> <p>The strategy focuses on (1) stimulating economic recovery, (2) investments made with citizens' property tax dollars, and (3) specific COVID-19-related supports. Themes and initiatives promoted through the campaign were identified based on the findings of City of Calgary research indicating Calgarians want more information on The City's efforts in these areas.</p> <p>Phase 1 of the campaign wrapped up in Q2 and received over three million impressions through digital advertisements alone and saw over nine thousand visitors to the <a href="https://calgary.ca/respond">Calgary.ca/respond</a> webpage in the first six weeks. Phase 2 will run from July to October, and Phase 3 will roll out at the end of the year with the 2021 campaign officially ending on December 31.</p>
<p>Be innovative, tech savvy and future-focused</p>	<p><b>Film friendly project:</b></p> <p>With the support of the Executive Leadership Team, the Business and Local Economy (BLE) team has been working to advance the cross-corporate work on Film Friendly to prepare our organization to support the increasing demand of film and creative industry requests resulting from provincial incentives rolled out in Q1 2021. Over the past four months, BLE met with various business unit stakeholders across the organization and civic partners as well as with film industry clients to support quick wins while completing a</p>

customer journey map to inform next steps for a film friendly strategy and potential resourcing needs.

With a well-executed film friendly strategy, The City could help Calgary capture increased market share in an up-and-coming industry in Alberta, creating local jobs and stimulating the local economy to support restart and recovery. Being a desired destination for film and creative industries would be a positive and exciting narrative for Calgary's community to support and could also generate an increase in local tourism.

**Calgary Reopening Grant:**

To support businesses as they recover from the COVID-19 pandemic, The City is dedicating \$13 million through the Calgary Reopening Grant Program to help businesses hit particularly hard by the COVID-19 pandemic - restaurants, pubs, bars, fitness centres, nightclubs and live music venues. This grant supports the city's economic recovery by providing additional financial relief to businesses who have been significantly impacted by the pandemic.

The program began accepting applications on July 2 and has received over 2,100 applications as of July 12. The grant will remain open until August 10, 2021, or until funds are exhausted (whichever is sooner). Grant funds will be distributed on a first come, first served basis.



## Measuring Performance

The performance measures identified for each result area tell the story behind how we are doing on the most important measures, and allow us to demonstrate accountability to Council, residents and businesses. They are intentionally selected to include data that captures the perceptions of the different audiences we serve, as well as data that reflects the reality of actual trends. Collectively, the performance measures provide an evidence-based understanding of where the organization is at in achieving the overall strategy.

The next City Manager’s report will provide the baseline for these five result areas. Future editions of the report will allow meaningful conversations of how the Rethink to Thrive strategy has progressed through implementation.

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





## Appendix

### 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

- 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

- 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

- 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

- 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

- 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