

Rethink to Thrive Strategy Update: Q1 2022

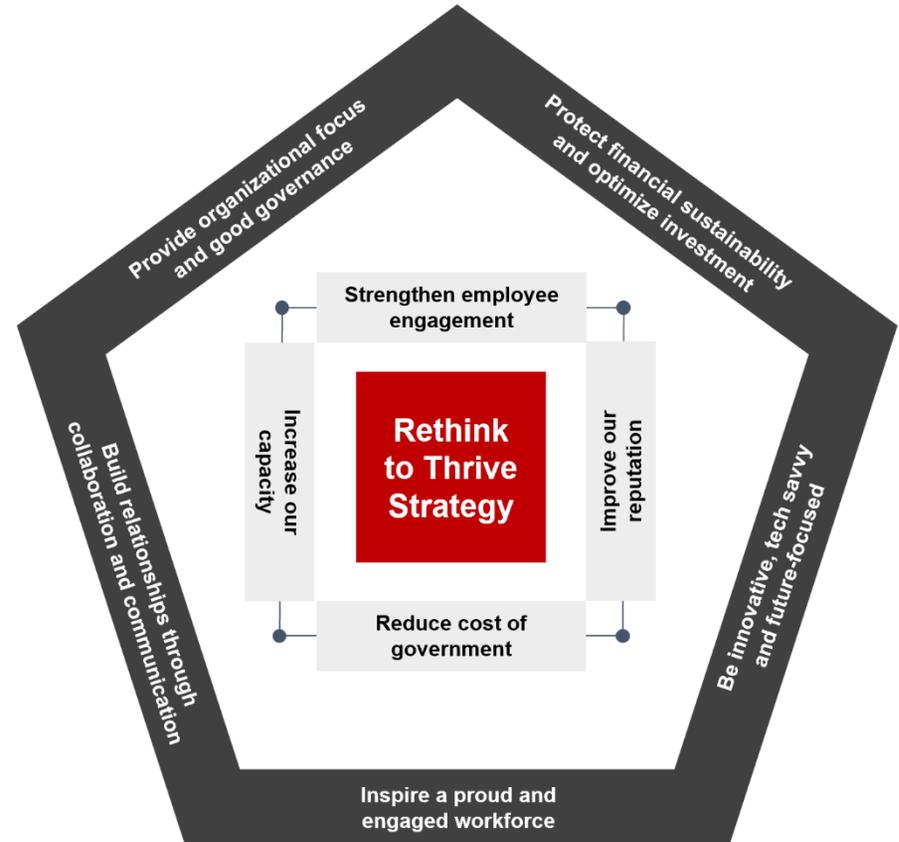
Background

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 continues to advance the strategies within Rethink to Thrive despite the challenges of the pandemic and a delayed economic recovery. City employees have shown each other and Calgarians our ability to rethink the way we work and be nimble to achieve a common purpose. As we continue to respond to the evolving needs of our city, residents and employees, we will refine, evolve, and build on the successes of Rethink to Thrive.

The City Manager continues to work 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>Organization realignment project:</p> <p>The organizational realignment project has reached an important milestone with all positions and employees mapped to their future state. Additionally, all employees are now informed of where they fit within the new organizational structure.</p> <p>With the completion of the organization design and communication of the future state, the Develop stage of the realignment project is complete. The realignment now moves into the Deploy stage. This stage of work is about operationalizing our new design, and includes four outcomes:</p> <ol style="list-style-type: none"> 1. New teams and relationships will be built; 2. Leaders and employees understand the changes within their teams and across the organization; 3. Intra and inter-department processes and governance structures will be created; and 4. Critical systems and tools will be ready to support our new structure. <p>The Develop phase of work is focused on ensuring The City’s key financial, human resources, supply, and technology systems are updated to reflect the future state structural changes and will be prepared to operate in the future state model. It is important that our employees and partners have the information they need to continue to deliver services as we transition to our new organization.</p> <p>Transition plans for changes to roles and responsibilities and processes are also being developed and communicated. Ensuring a positive employee experience through this transition is top of mind for Administration. This transition planning is underway and will accelerate through April and May.</p> <p>At the core of this transition is ensuring the high-quality service delivery that Calgarians enjoy and expect from The City is upheld. This work will better position The City to deliver greater value for citizens, businesses, and communities, and meet the changing needs of our city.</p>

	<p>Service governance:</p> <p>In 2018, the organization adopted a service-based approach to planning and budgeting, to better reflect services from the perspective of Calgarians, not how we are organized internally. Building on the best elements of that approach, we have increased our focus on cross-functional and collaborative service governance and the need to bring functions together to deliver service value, which will be increasingly important as we transition to a functional organizational design. We have refreshed and revised our service governance model and are now in the process of rolling it out across the organization through 2022, working service-by-service to embed this approach into our service delivery.</p>
<p>Protect financial sustainability and optimize investment</p>	<p>Looking ahead to Service Plans and Budgets 2023-2026:</p> <p>Service plans and budgets are the foundation for understanding our service delivery, the value it provides, and how this contributes to the quality of life in our community. This past quarter significant progress was made on the strategic planning phase of the program as well as developing the approach for planning based on Council’s Strategic Direction.</p> <p>The next steps in the service planning and budgeting process include:</p> <ul style="list-style-type: none"> • 2022 May: understand Council's appetite for investment • 2022 June-July: develop and prioritize options for how best to deliver on Council's Strategic Direction • 2022 July-September: develop comprehensive service plans, including performance measurement, benchmarking, risk analysis, operating and capital budgets • 2022 August-September: engage with Calgarians to understand how the preliminary plans address their needs and aspirations for the services we deliver. • 2022 September: provide early insights and preview to Council on the shaping of service plans and budgets to ensure alignment with Council’s Strategic Direction • 2022 November: release of recommended service plans and budgets and Council deliberations

Inspire a proud and engaged workforce

Equity Program

As the foundational year for the Equity Program, work has focused on participating in the 2022 Trends event, preparing to hire the program team, hiring the program lead position, and developing and launching the Equity in Service Delivery Fund. We have also been working with representatives from Human Resources - Equity, Diversity & Inclusion team, the Anti-Racism program team, the Indigenous Relations Office, and Resilient Calgary to leverage and coordinate aligned initiatives, programs, and teams.

In mid-March, 28 business cases were submitted for funding through the Equity in Service Delivery Fund. The combined funding requests were nearly triple the available funds and represented proposed initiatives across 12 service lines. It is exciting and evident of The City’s commitment to advancing equitable outcomes in our service delivery. Although it is not expected that successful applicants will complete their proposed initiatives in time for 2023-2026 service plan and budget submissions, the intention is that successful service transformations may be incorporated into mid-cycle adjustments.

In Q2 we expect to see the hiring of the additional members of the Equity Program team, the commencement of initiatives by successful applicants to the fund, and an offer of support for applicants whose ideas may require additional refinement for future consideration. Lastly, we will continue to collaborate with internal stakeholders to ensure alignment, including a focus on learning and development for staff and services.

Our journey to becoming an anti-racist organization:

The Anti-Racism Program held several internal and external engagements over the past three months. There has been an increase in internal requests for consultation and learning and development opportunities to address systemic racism.

We celebrated Black History Month and held three virtual sessions attended by approximately 800 staff and community members. The theme of The City’s Black History Month was *Health and Wellness of Black Lives in the Past, Present and Future*. Our esteemed keynote speakers, Dr. George Dei, Dr. Carl James and Dr. Bukola Salami, provided pertinent information on how to attend to the psychological health and well-being of Black people in Calgary.

The death of Lajor Tuel led to two engagement sessions with over 40 Black leaders from Calgary. One key issue addressed the need for a centre for the Black community to bring them together as well as provide resources such as culturally appropriate mental health services. A follow up meeting is scheduled for April 2022.

On March 14, 2022, in recognition of the International Day for the Elimination of Racial Discrimination, The City's Anti-Racism Program team hosted an event for Indigenous, Black, and other racialized youth. The interest and response were overwhelming with 36 in attendance. The team facilitated a "Fire Side Chat" with City employees on March 21 to provide a program update and have a conversation on what an anti-racism organization looks like.

The community stream engaged with the community to develop a Community Anti-Racism Action Strategy (CAAS). To date, we have engaged with 1,706 participants in over 40 sessions, including children, youth and adults, through group engagement sessions, interviews, focus groups, and ad surveys.

To help review, prioritize and identity recommendations on the development of the CAAS, a Priority Collaborative Group has been developed with work underway. This group comprises diverse Calgarians and is guided by Indigenous Elders and Knowledge Keepers. It is expected the strategy will be developed and validated by the community by the end of Q2 2022.

The Organizational stream completed knowledge transfer sessions with a diverse group of internal partners for the Racial Equity Assessment Model and developed a comprehensive anti-racism training and development strategy for the organization. This strategy consists of online self-guided courses (21-day Journey to Racial Equity).

The Public Safety Stream is leveraging the public safety-related aggregated data from the community engagement as part of the development of a strategy. Work is underway to scope the nature, trends, and impacts of hate crimes and incidents in Calgary, and identify short-term, medium and long-term actionable items. The stream also collaborated with Calgary Police Service units working to infuse anti-racism strategies into public safety and service delivery. Customized anti-racism public safety training on public life, public safety, and anti-Blackness was delivered to Corporate Security and Calgary Housing Corporation.

<p>Build strong relationships through collaboration and communication</p>	<p>Calgary Brand Research Workshop with Employees:</p> <p>The City of Calgary, in partnership with Calgary Economic Development and Tourism Calgary, hosted a virtual brand research workshop with approximately 45 City employees on March 14, 2022 as part of a larger stakeholder engagement process to gather perspectives and insights into Calgary’s brand story.</p> <p>Over the past several years, Tourism Calgary, Calgary Economic Development and The City of Calgary have worked collaboratively to build a brand strategy, story, and framework to create a distinct and sustained brand for Calgary. Without a doubt, recent times have brought incredible change and challenges to our city, communities, and businesses. As we continue to navigate this new environment, it is important we better understand how Calgary’s current story resonates and aligns with internal and external marketing efforts, and how it is currently serving to strengthen Calgary’s competitive identity – locally, regionally and abroad.</p> <p>The workshop with City employees was a discussion about Calgary’s brand and what kind of city we want to be, including Calgary’s culture, economy, and quality of life, the key challenges facing our city, vision for the future, and Calgary’s unique identity in the minds of its residents, businesses, visitors, and investors. This information will be used to inform Calgary’s current strategic story framework and messaging moving forward.</p>
<p>Be innovative, tech savvy and future-focused</p>	<p>Digital Service Squad:</p> <p>The Digital Service Squad (DSS) program officially launched on February 7, 2022. This program will provide free digital services to eligible small businesses in Calgary and is supported through a grant from Business Link.</p> <p>The Squad currently consists of 10 post-secondary students but will be expanding to 15 students based on the incredible demand that we have seen since the launch. Squad members meet with small business owners, either virtually or in-person, to determine how digital tools can help achieve their business goals. They are helping set up basic websites, develop social media strategies, taking professional photos for virtual tours, and setting up Google Analytics and other business tools.</p>



The DSS program will run until January 31, 2023, with the goal of helping approximately 2,300 businesses. With more than 1,500 businesses already in the queue for support, we are confident we will be able to reach this goal over the next 10 months.

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
<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