



## Rethink to Thrive Strategy Update: Q2 2022

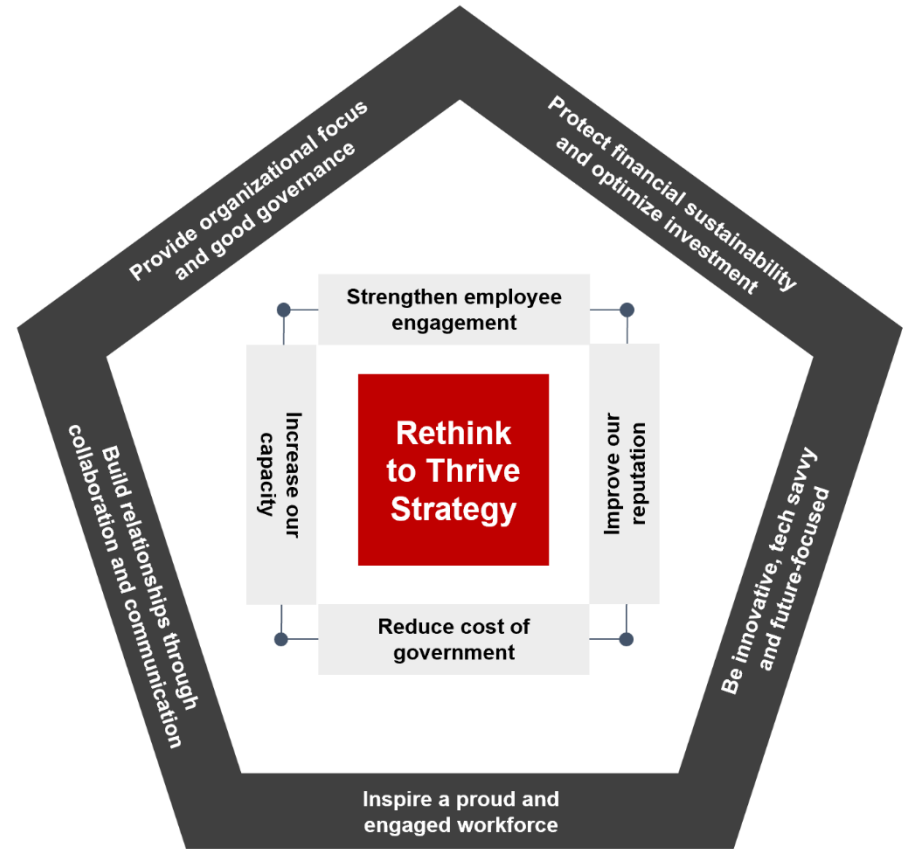
### Background

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. 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><b>Organization realignment project:</b></p> <p>The organization realignment project is poised to meet a major milestone to transition our organization to the new department structure on August 1, 2022. The project is currently in the deploy phase with a Q2 focus on implementation of the new structure and providing pay continuity for employees and vendors alike. In Q2, Administration prepared employees to transition to the new organization structure with two goals in mind: supporting a positive employee experience, and ensuring business continuity. Significant effort and controls were put in place to confirm The City’s key financial, human resources, supply, and technology systems are updated to reflect the future state structural changes.</p> <p>Q2 has been focused on developing corporate readiness for the transition including employee readiness, business unit readiness, and systems readiness. An integrated project plan and business unit realignment implementation playbook were used to support directors and business unit transition teams to move each business area through the Deploy stage of the realignment, supporting soft transitions of some business areas, and develop monitoring of employee, business unit and systems readiness.</p> <p>On August 1 we expect:</p> <ul style="list-style-type: none"> <li>• Our new departments will be in place;</li> <li>• All employees will formally be working in their future state teams;</li> <li>• The organization will begin to process pay in the new system/future state; and</li> <li>• The organization will begin to pay suppliers in the new system/future state.</li> </ul> <p>The Deploy stage will require further activities to be completed after August 1 to meet its outcomes. After August 1, the organization will focus on stabilizing the structure and system changes and continue to work on:</p> <ul style="list-style-type: none"> <li>• Further department transition activities towards the deploy stage outcomes</li> <li>• Continued work on transitioning remaining systems and tools</li> <li>• Budget alignment to the new DeptID structure</li> </ul>



Ensuring a positive employee experience through this transition is top of mind for Administration. The project team is working on a communication and support plan prior to the transition that will outline what employees can expect through the transition and the approach the realignment team will take to address issues as they arise. This work is underway and will accelerate leading up to the August 1 transition date.

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.

**Evolving Rethink to Thrive:**

Over the past two years, employees have demonstrated remarkable resilience in how we deliver services to Calgarians. We've shown one another and Calgarians our ability to rethink the way we work and be nimble to successfully respond to the needs of citizens, the community, and businesses. We want to build on this success. As we prepare to deliver on Council's direction for the next business cycle and move to a realigned organization, we are committed to intentionally shifting our focus on our employees and being a workplace of choice.

To accomplish this, we are refining Administration's Rethink to Thrive strategy and building a plan for the strategy for 2023-2026, aligned with Council's Focus Areas and service plans and budgets. Two key focus areas have been identified for Administration that will be most effective in complementing what Council wants to deliver for the community. They are: Leadership and Direction, and Employee Engagement.

This work will not be done outside of achieving Council's direction – rather, this is our internal focus on the organization to make sure we're well-positioned to achieve Council's direction now and into the future. We will continue to advance the goals identified for this year and complete the last year of the current business cycle. This next phase along the journey is for 2023 and beyond.

<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 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, services began the intensive work to review Council’s Strategic Direction and identify opportunities to right-size budgets and service levels to deliver on that direction. In parallel, Administration has engaged in several conversations with Council to develop a fulsome understanding of our current financial realities and understand the scale of Council’s investment appetite.</p> <p>The next steps in the service planning and budgeting process include:</p> <ul style="list-style-type: none"> <li>• 2022 July: seek Council’s guidance on funding City services</li> <li>• 2022 July-September: develop comprehensive service plans, balance service plans and budgets, operating and capital, within the funding possibilities based on Council’s direction</li> <li>• 2022 August-October: engage with Calgarians to understand how the preliminary plans address their needs and aspirations for the services we deliver.</li> <li>• 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</li> <li>• 2022 November: release of recommended service plans and budgets and Council deliberations</li> </ul>
<p>Inspire a proud and engaged workforce</p>	<p><b>Our journey to becoming an anti-racist organization:</b></p> <p>The Anti-Racism Program continues to build relationships with the Black communities. On May 31, the program team held a follow-up meeting with Black community leaders to dive deeper into the themes identified from two previous meetings in March 2022. So far, the meetings have been well received by Black community leaders with interest for continued gathering and support from the City of Calgary. The Anti-Racism Program will continue to strategize and collaborate on opportunities that can address the experiences of Black communities and more specifically, anti-black racism in Calgary.</p> <p>Through facilitated trainings, the Anti-Racism Program has continued to work with the Executive Leadership Team, Senior Management Team, and the Corporate Management</p>

	<p>Team to support them in their journey to become anti-racist practitioners. The program has also been represented in external sessions to deliver presentations on anti-racism and about The City of Calgary’s journey to becoming an anti-racist organization. This includes presentations at the Punjabi community health services AGM, Inclusify Workshop, and World Diversity in Leadership Conference 2022.</p> <p>On June 17, 2022, ActionDignity, Habitus Consulting Collective, and The City of Calgary’s Anti-Racism Program hosted a community event to thank all those who contributed to the development of the Calgary Community Anti-Racism Action Strategy. The event featured a time for cultural exchange, learning, and socializing and was attended by community members and organizations as well as Council, the Executive Leadership Team, and the Anti-Racism Action Committee.</p> <p>The Anti-Racism Program is in the process of developing a curriculum that addresses systemic racism and how our current systems allow for it, not only to continue but to thrive. This training will be one component of the work required to build skills and capabilities, raise awareness, and have accountability throughout the organization. To gain these skills, the anti-racism education must be mandated for all employees.</p> <p>We are working on a recommendation for employees to start using a phonetics application for proper name pronunciation. One app has been identified based on its functionality, pricing, confidentiality, and risk assessment, and roll-out is planned for end of July 2022.</p>
<p>Build strong relationships through collaboration and communication</p>	<p><b>Council and Committee presentation template:</b></p> <p>In the fall of 2020, Administration successfully launched a new Council and Committee cover report template across the organization to enhance Administration’s ability to deliver clear, transparent, and relevant information to Council on its recommendations. To further support Council’s desire for greater transparency in decision-making, plain-language, and citizen-centric messaging on topics presented to better communicate with their constituents, Administration has designed a new presentation template.</p> <p>The new presentation template enables consistent visual communication that emphasizes key information and decision points. Administration has also developed supporting resources and learning opportunities to support employees in developing and/or delivering presentations to Council. The presentation template launched in May 2022 and will be fully implemented by fall 2022.</p>

Be innovative, tech savvy and future-focused

**Digital Service Squad:**

The Digital Service Squad (DSS), a program supporting free digital services to eligible small businesses in Calgary, is now fully staffed with a team of 15 post-secondary squad members. More than 2,400 local businesses have registered for the DSS program and over 480 companies have started engaging with squad members to receive free digital support.

Phase two of the targeted DSS marketing campaign began June 20. This campaign uses digital ads, banners, and Google search to promote DSS services to local businesses and encourage them to sign up. We are also pleased to report that one of the businesses using DSS services, Reid's Stationers, will be featured in the next No Average Calgarian corporate marketing campaign focused on economic recovery. The DSS program will run until January 31, 2023 and has a goal of helping approximately 2,300 Calgary businesses. The program is supported through a grant from Business Link.

## 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"> <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>