

## Rethink to Thrive Strategy Update Q3/Q4 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.

### Evolving Rethink to Thrive

Over the past two years, City employees demonstrated remarkable resilience in how we delivered 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.

As the organization was preparing to deliver on Council's direction for the 2023-2026 Service Plans and Budgets and move to the realigned organization, the Executive Leadership team committed to intentionally shift focus to our employees and being a workplace of choice. We also took this opportunity to provide more clarity and simplicity, and integrate our evolved Rethink to Thrive strategy with the next business cycle. The Executive Leadership Team continues to listen, evaluate, and adjust actions as necessary to build capacity and support employees. Refining Rethink to Thrive continues to honour existing work already happening while honing our focus.

The refined Rethink to Thrive strategy identified two focus areas for Administration that will be most effective in complementing what Council wants to deliver for the community: **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.

Administration will continue to work with leaders to implement focused initiatives to address role clarity to empower decision-making, supporting leaders, and weaving in a focus to foster psychological safety and trust, which play a fundamental role in enabling the organization to achieve Council's focus areas.

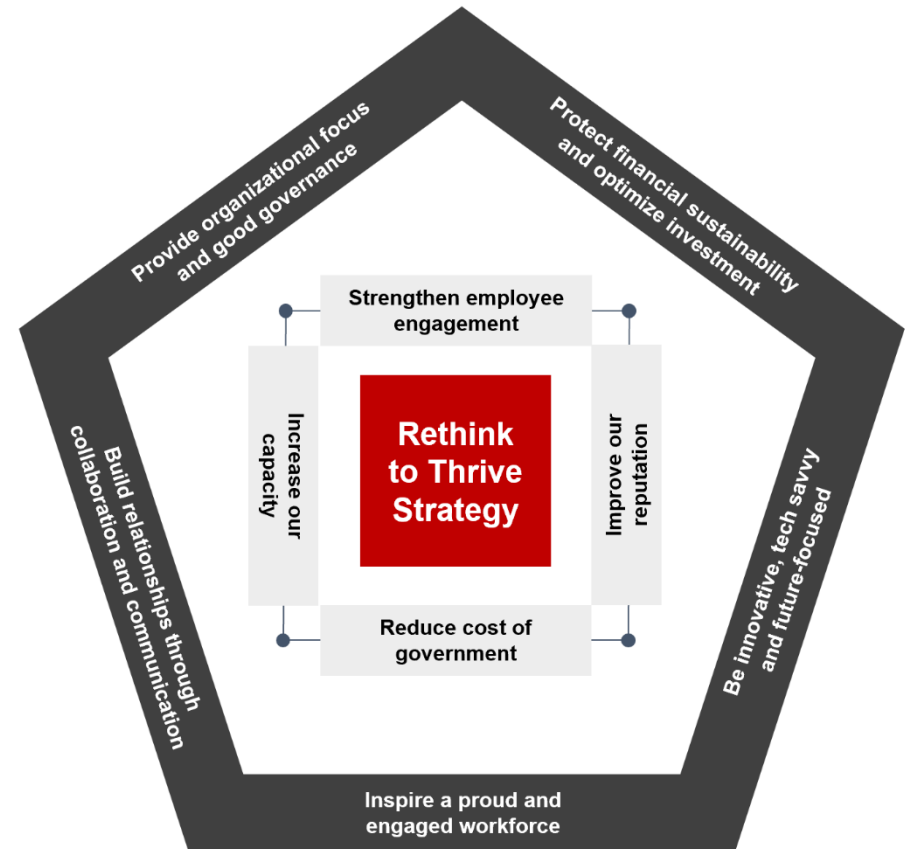
### Future Strategy Updates

This strategy update will be the final update based on the original Rethink to Thrive strategy approved in June 2020. Moving forward, Administration will look at options to consolidate Rethink to Thrive updates provided to Council with existing reports while ensuring continued transparency.

### Q3/Q4 2022 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 currently in the <i>deploy</i> stage, which is focused on the implementation of the new organizational structure. Substantial work was completed in Q3 and Q4 to deliver on the stage’s four outcomes:</p> <ul style="list-style-type: none"> <li>• New teams and relationships are built;</li> <li>• Leaders and employees understand the changes within their teams and across the organization;</li> <li>• Intra and inter-department processes and governance structures are created; and</li> <li>• Critical systems and tools are ready to support our new structure.</li> </ul> <p>During Q3 and Q4, the organization realignment delivered the following results:</p> <ul style="list-style-type: none"> <li>• Successfully transitioned 15,000 City employees to the new department structure on August 1, 2022, with no disruptions to employee pay or vendor relationships and invoice payments.</li> <li>• Calgarians experienced continued service reliability and responsiveness through the transition.</li> <li>• Updated The City’s key financial, human resources, supply, and technology systems with proper internal controls to reflect the structural changes. We are currently finalizing the remaining and necessary financial, IT, and HR changes to support the new structure.</li> <li>• After the August 1 transition, we remained nimble and flexible and supported changes to meet evolving business needs and ensure service delivery was maintained.</li> </ul>

**Organization realignment project continued:*****What's coming next***

Work remains to fully implement the new structure with a focus on organizational effectiveness and continuous improvement:

- Continue to operationalize and live the new structure, aligned with the Rethink to Thrive strategy.
- Advance the work on processes and ways of working together in our new structure.
- Establish a monitoring and measurement approach to support tracking and capturing the value of realignment in the long term. The Executive Leadership Team will provide strategic oversight and guidance.

We expect to move into the assess and adjust stage in January 2023, which is our final stage of the project and provides a formal period to consider additional structural corrections and resolve any issues across the organization. This will lead into the close out of the project, and a transition to long term monitoring and sustainment to support organizational effectiveness practices in our organization.

***Modernizing government and capturing the value of realignment***

The realignment supports Council and Administration's focus on modernizing our organization. Changing how we are structured to a functional model encourages the behaviours and actions that support improving how we deliver services to Calgarians. This includes quicker decision-making at the right levels of the organization, consistency of span of control, and strengthening collaboration across departments with a focus on citizens through the value chain and service delivery.

We now have a functionally-based organization that delivers 62 services across these functions. The service-based approach encourages and reinforces the need to collaborate cross-functionally to deliver services within each area of expertise (Plan – Build – Operate – Enable). To further enhance cross-corporate / cross-functional collaboration, there is a program under way to mature service governance, which supports bringing together different business units to make decisions on the service, placing the customer and user needs at the center of service delivery.

	<p>This strengthens The City’s resilience as a future focused organization and creates opportunities for teams to improve how we work together internally to meet the expectations and changing, diverse needs of Calgarians. It helps create an environment for teams to focus on the end-user experience and streamline internal processes to improve this experience.</p> <p>For example, the newly realigned Planning and Development Services department is now composed of five functional divisions: Downtown Strategy, Climate and Environment, City and Regional Planning, Community Planning, and Development, Business &amp; Building Services. This has tightened up some of the gaps that we had in our previous structure by bringing multi-disciplinary teams together that result in better city building through aligned and coordinated policies and plans, and improving customer service in development applications and inspections. This structure allows the department to be more adaptable while responding to the needs of our business and local economy and creates opportunities for better collaboration between planning and engineering functions.</p> <p>Overall, the realignment positions The City to deliver on our service promises to Calgarians in a more efficient and responsive way and continue to make The City of Calgary a great place to work so we attract and retain the best talent our city has to offer.</p>
<p>Protect financial sustainability and optimize investment</p>	<p><b>Approval Service Plans and Budgets 2023-2026:</b></p> <p>Council approved the 203-2026 Service Plans and Budgets, a roadmap that outlines how we will take care of our community over the next four years. After hearing from hundreds of Calgarians through public participation, engagement, social media and research, Council leveraged the projected favourable operating variance in 2022 for critical, responsive measures to provide support and investment for our city.</p> <p>The budget provides a solid path forward by maintaining or improving all City services. To support the delivery of these services, Calgarians can expect to see an average annual increase of 3.7 per cent over the next four years in the total amount of tax collected from existing properties. Council also directed Administration to return early next year with further options regarding the distribution of residential and non-residential taxes for 2023. With these service plans and budgets, Calgary will be a more economically, socially and climate resilient city, continuing to improve the quality of life for all Calgarians.</p>

Inspire a proud and engaged workforce

### Our journey to becoming an anti-racist organization:

The Anti-Racism Program continues to take actions to remove systemic racism through education, engagement, collaboration, and policy changes, leading towards a racially just Calgary.

Key initiatives include:

- Providing training to the Executive Leadership Team, leaders, and employees to improve anti-racism knowledge, motivate the formation of anti-racist leaders, and facilitate meaningful and safe anti-racist dialogue across The City.
- 21-Day Anti-Racism Challenge: This was an optional learning opportunity for all employees, allowing learnings about racial equity and systemic racism. Participants were encouraged to share thoughts, engage in open, honest discussions, and motivate one another to advance personal journeys. The Challenge was a significant step for The City in the journey to become anti-racist, and provided opportunities for employees to learn, reflect, and act on their insights.
- Developed the Anti-Racism 101 eLearning Course. The curriculum provides City employees a foundational understanding of systemic racism. This introductory course takes learners through key definitions and serves as a platform for shared terminology, review and reflection on historic colonial practices that presently impact Indigenous, Black, and diverse Racialized communities, and creates awareness how racism is both influenced and reinforced by behaviors, practices, and systems. **The course will be mandatory for City employees** and supports building employee skills and capabilities to become anti-racist practitioners.
- Engaged over 2,500 Calgarians to co-create The City of Calgary's Community Anti-Racism Action Strategy. This work was presented at the 5th Metropolis Identities Summit in Winnipeg, Manitoba. The Program also facilitated a Youth Media Engagement event to foster open dialogue between Indigenous, Black, and diverse Racialized youth and the media. Youth participated in a panel discussion regarding the opportunities and challenges of representation in the media to school leaders, media outlets, and members of municipal and provincial government.



- Continued to engage with Indigenous, Black, and diverse Racialized communities and advocate for their inclusion in municipal decision making to amplify their voices and reduce barriers.
- Appointed Anti-Racism Action Committee members for new terms as part of the annual recruitment for City of Calgary, Boards, Commissions and Committees. The Program works with the Indigenous Relations Office, Indigenous Elders, Knowledge Keepers, and City Administrators to create greater understanding around ancestral territorial acknowledgements.
- Engaged with communities most impacted by public safety services to better understand the key priorities for the Strategy. Our consultants will also engage with City service areas to co-develop the public safety strategy supporting the anti-racism work in The City.
- Invitations to participate in interviews were distributed to Indigenous, Black, and diverse Racialized Calgarians, community social workers, community-serving organizations, and religious leaders with a focus on those who are subject-matter experts and have had encounters with Municipal Law Enforcement. Engagement is expected to be completed in March 2023.
- Requested The City's Employee Family Assistance Program provider to identify counsellors with expertise in discrimination-related trauma and for that service to be available to employees in person, through video conference, and online.
- Expanded the number of events held during the year to include recognition of Emancipation Day and Black History Month.
- Continued work with Human Resources to mediate complaints on the ground(s) of race, colour, and/or ethnicity.
- Program team members have assisted colleagues in responding to public complaints of racism in the delivery of services. Recognizing the importance of disaggregated race-based data in addressing anti-racism, we have taken the first steps required to advocate for collecting and reporting this type of data.
- Collaborated with Human Resources, Indigenous Relations Office, and City Clerk's Office to craft an anti-racism endorsement statement used in public hearings.



- Media: The Program was featured on local news including the renaming of James Short Parkade. The Program lead appeared on all major media networks to address the media applying an anti-racist lens to reporting, and was on podcast *Duhaa Talks*, to share insights from the Calgary Community Anti-Racism Strategy.

**Equity Program:**

The Equity Program Team has made significant strides since its inception in 2022. To date, the Equity Program Team has undertaken process and strategy work to set the foundation for the work going forward, with the goal of creating corporate capacity to build equity into service delivery.

Some of the key highlights in Q4 include:

- The first allocation of Equity in Service Delivery funding totaling \$950,000 was completed. The money funded 11 proposals, which represent seven distinct service lines throughout the corporation. Examples of these equity advancements include equity in procurement, community-based programming, engagement, data collection and operational services.
- Updating the Equity Analysis Tool based on feedback from its pilot phase in 2021 and 2022. This tool is key in supporting service lines to anchor their work with an equity lens. In early 2023, the updated tool will be rolled out to services.
- Planning for an Organizational Maturity Assessment is underway that will benchmark the progress of service lines in advancing equity and understand the supports and tools services need. This assessment will begin in 2023 in conjunction with the Human Resources Equity Diversity Inclusion and Belonging team to ensure a robust service delivery and human capital perspective. This assessment will provide us with tangible information to support with service transformation.

The second round of Equity in Service Delivery Funding will be launched in Q1 2023. Final reports from 2022 funding recipients will provide lessons learned to inform future work.

The Equity Program Team continues to establish itself in the organization and will increase support for service lines to advance equity over the next two years.





**Health, Safety & Wellness month:**

Health, Safety & Wellness (HS&W) month was a chance to focus on physical and psychological safety rights and responsibilities in the workplace. This year's theme *We all Work Safe for Someone*, featured three focus areas, supported by multimedia, workplace safety news, and expert-led talks.

The three focus areas of 2022 HS&W month were:

1. Safety RESET: provided an update on continuous improvement activities aimed at strengthening The City's safety culture.
2. Core safety commitments: announced six shared safety commitments, which are actions and behaviours expected of everyone at The City.
3. Psychological safety: offered four live virtual events on mental health and inclusivity (featuring keynote speaker Dr. Belanger), compassionate workplaces, psychological safety, and empathy in leadership.

Health, Safety & Wellness month concluded in October but our focus on safety continues. The City's commitment to providing a safe and healthy workplace is unwavering, and we have a growing library of resources and support available. We will continue to work together to address and positively influence the health, safety, and well-being of all employees.

**Experience Inclusion 2022:**

The City of Calgary continues to advance its commitment to building and fostering a respectful, inclusive, and equitable workplace culture. Equity Diversity Inclusion and Belonging (EDIB) is a critical part of our corporate culture, focused on creating a safe and inclusive public service environment. The outcome is employees with diverse backgrounds, varied perspectives, skills, and experiences can collaborate to deliver exceptional public service.

Over the years, Experience Inclusion has provided various platforms and strategies to engage our employees in meaningful conversations. From learning sessions, to engaging activities, to employees sharing stories of inclusion and exclusion with each other, each year has presented customized solutions to address current situations and discussions. The timeline has varied from one day, to a week or a full month to increase access and explore participation at various sites across The City.

The 7th Annual Experience Inclusion, a corporate initiative first hosted at The City in 2015, was designed to create opportunities for employees and leaders to engage in meaningful conversations, learn, reflect and act to build and sustain a more inclusive organization.

This year's theme was *Our Journey Continues*, and built off last year's theme of *Our journey to inclusion and belonging in times of change*. In connecting the two years, we showcased the advancement of inclusion work which has been undertaken by groups and individuals at The City and promote the road ahead through our culture of learning and commitment to this important work.

The objectives for Experience Inclusion 2022 included:

1. Continue to facilitate important conversations about the various challenges and opportunities around inclusion, equity, human rights, anti-racism, and reconciliation during times of change.
2. Demonstrate and explore the benefits of an inclusive workplace and its powerful impact on psychological health and safety, positive employee experiences, diverse perspectives, innovation, sense of belonging, mutual learning, and team performance.
3. Share actions and commitments in some departmental/business unit level as well as inspire more inclusive workplaces in other areas.
4. Create awareness of the commitment City leaders have for this work and the resources available to all employees to promote an environment of safety, respect, and inclusion at The City.

This year, the organizing committee hosted a series of events over 10 days designed to meet the needs of our diverse workforce. This concluded with a Leadership Panel, which was opened by City Manager Duckworth and featured other senior leaders from Operational Services, Law, Community Strategies, and the Calgary Fire Department.

Experience Inclusion 2022 was a mix of live and hybrid events, allowing for employee interaction and sharing. Highlights included featured speakers, an inclusion bus tour, a wheelchair rugby game, an interactive inclusive design thinking session, a future thinking session, resource fair and more.

Nearly 1,100 City employees participated in this year's events, with over 900 participating in livestream or online events and almost 200 attending in person events.

	<p>Overall, employees who completed the Experience Inclusion participant survey reported a positive experience with this year's event and appreciated the blend of online and in-person events. Words such as 'unique', 'inspiring', 'great learning' and 'eye-opening' were used to sum up this exciting line up of events.</p>
<p>Build strong relationships through collaboration and communication</p>	<p><b>Corporate marketing update:</b></p> <p>The City has shared timely and relevant information with citizens, businesses, and employees through three separate phases in 2022 with the Corporate Marketing and Communications Strategy called <i>No Average Calgarian</i>.</p> <p>Content in the form of documentary style videos, featuring citizens and their stories, has been supported by a comprehensive marketing and promotional campaign. The themes of the stories included climate change, economic recovery, and affordable housing. Using City of Calgary research, the themes were selected based on City topics Calgarians have said they want more information on.</p> <p>The first two phases of the campaign made a strong impact with 7 million impressions of digital ads, and another 2.2 million impressions on social media (impressions are the number of times our content has been displayed in a public channel). All these impressions directed citizens to <a href="http://calgary.ca/respond">calgary.ca/respond</a> for more information on the City initiatives related to the theme.</p> <p>The campaign page received over 16,000 page views with 62 per cent of those coming directly from the digital ads out in market. The most popular topics so far have been the downtown recovery programs and the solar calculator. This strong marketing presence and high number of webpage visitors confirms the corporate campaign has been seen by many Calgarians and has had a direct impact helping The City meet the information needs of our citizens.</p> <p>The campaign is currently in phase 3 with a focus on affordable housing until early December. There are no plans to carry on with the corporate campaign beyond 2022.</p>



**Digital Service Squad:**

Be innovative, tech savvy and future-focused

By the end of November, our 15 students had interacted with more than 2,300 businesses and are actively working with or have completed work with just under 600 local businesses. We have more than 1000 businesses in our queue still waiting for reach out from the Squad, demonstrating just how in-demand these services are. We are currently examining ways to extend the program beyond the original January 31, 2023, deadline.

**Appendix – Original Rethink to Thrive Strategy, approved June 2020**

**Rethink to Thrive Strategy**

<b>OBJECTIVES</b>				
Improve our reputation	Reduce cost of government	Strengthen employee engagement	Increase our capacity	
<b>STRATEGIES</b>				
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>