AnalyticsCalgary

CIVIC INNOVATION YYC
2018 REPORT

CIVIC INNOVATION YYC is a public-sector innovation lab run by the city of Calgary.

It exists to **CATALYZE COLLABORATION** across City departments and with other stakeholders in service of solving some of Calgary's most complex challenges.

CONTENTS

2018 was an especially tricky year. Administration was challenged — not just to do more with less but to think about doing business in a whole new way. Council needed to balance many different voices and needs. City Staff spent 240 days working in 2018, give or take. We wonder how much of that time was spent in uncertainty.

We're betting more than usual.

We can see how this might make staff uncomfortable and uncertain. Positions can become entrenched. Opportunities are lost because they are too complex or involve too much collaboration for an uncertain outcome. It is tempting to hunker down and wait for the storm to pass.

In this environment there are also moments of courage. We saw insightful questioners and curious minds that see a way through. Trailblazers willing to rise to the challenge and embrace uncertainty as a chance to turn the curve and do things better.

In both of these groups we saw an opportunity to help.

When The City needed

> creative thinking and insights...
> greater collaboration and diverse perspectives coming together...
> tools and learning opportunities to develop innovation capacities...

...we were there.

Welcome to the story of Civic Innovation YYC in 2018.

Civic Innovation YYC is described as a catalyst, and like any good catalyst it only takes a tiny amount to cause a big reaction. We're a small team but as you'll see on the pages that follow we have made a sizeable impact.

In fact, while hosting the 2018 Municipal Innovators Conference we learned that The City of Calgary is at the leading edge of public sector innovation in Canada, and with a new Council Directive there is no better time to be doing this work.

So thank you. Thank you for your bravery, for leaning in to uncertainty, and for your support. We're excited to continue learning, growing, and evolving together. Our village is growing.

> - *The Innovation Team*
> AnalyticsCalgary

QUICK FACTS – SO FAR IN 2018

3673
Participants
in Lab Activities

51
Opportunity
Reports Shared

689
Ideas &
Experiments
Catalyzed

357
Innovation Lab
Events

160
New Tools &
Methods
Developed

7867
Hours of Training
Delivered

The Challenge

"The foundations of our city are strong, but the landscape is changing. We must be agile, nimble and collaborative."

Jeff Fielding
Beyond Trends Workshop 2018

Complex Challenges

Municipal government is facing significant cross corporate challenges. Examples of our projects that attempt to address them include One Calgary, launching a water innovation ecosystem, embedding Gender Based Analysis Plus thinking, uncovering implications of the new environmental wellbeing responsibility and more.

AnalyticsCalgary

Civic Innovation YYC is a pillar of the corporate-wide Analytics Calgary program which provides a holistic approach for identifying data insights and opportunities for decision makers to improve service delivery.

Our Response

'Authentic community change moves at the speed of trust"

Liz Weaver
CEO - Tamarack Institute.

Shifting Turf to Trust

Critical to success will be the development of new ways of working that redefine internal and external collaborations through a foundation of trust. This is a defining factor for the next generation of public services.
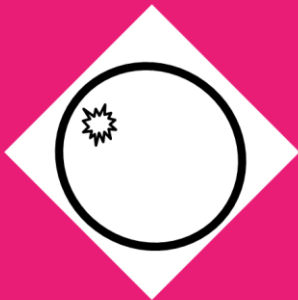
Building Bridges

Our lab will target cross corporate challenges that have the strategic potential to deliver service value to citizens. We will catalyze collaboration across siloes, bring together unusual suspects and elevate opportunities to do better for our citizens through a renewed public service.
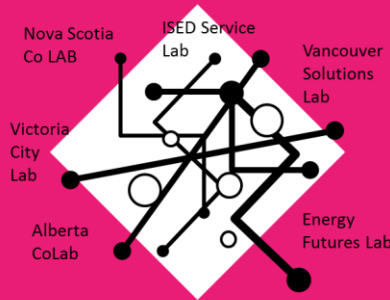
A growing movement

2008

2018

The number of public sector labs in Canada has increased exponentially between 2008-2018. Expanding from 1 to 12 (with half those labs being less than 2 years old) Civic Innovation YYC is a leading edge program in this network.
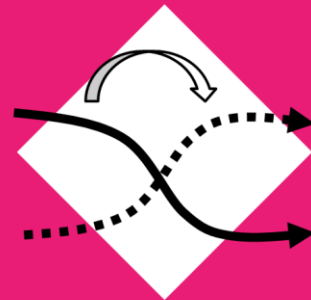
What is a public sector innovation lab?

Nova Scotia Co LAB

ISED Service Lab

Vancouver Solutions Lab

Victoria City Lab

Alberta CoLab

Energy Futures Lab

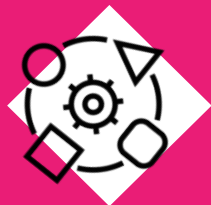**Working inside of government**

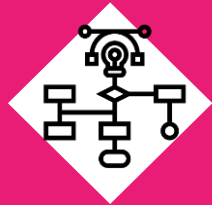**& within a network of labs and partners**

To help refine how we work
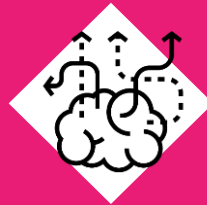
What tools does a lab use?

Design Thinking

A process of problem understanding, discovery, definition, ideation and prototyping that encourages iteration, creativity and experimentation.

Systems Thinking

Understanding the different points of leverage in a system and where to apply pressure to shift outcomes.

Long Term Thinking

Balancing the agile, action oriented approach of design thinking with a rigorous attention to the range of possible futures that could affect the work.

Dialogue

Through deep listening, mutual understanding and collaboration issues are explored from a variety of perspectives.

Innovation Insights

Enable and catalyze new understandings of risks, innovation opportunities, challenges and lessons learned.

Collaboration + Connectivity

Increase the interest & ability to work together effectively, by crossing silos to improve services and deliver value.

Skills & Learning

Increase the capacity, and ability to act on innovation insights.

These focus areas are in direct alignment with Council Directives 2019-2022

"We need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. We need to create a culture, including City Council, that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve."

Council Directive W4: A Well Run City

2018 SUMMARY STATISTICS
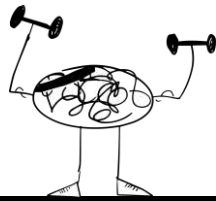
Skills + Learning

357 Innovation Lab Events

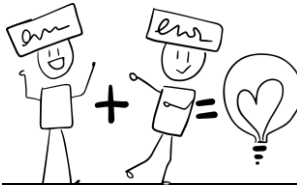**7867** Hours of Training Delivered

160 New Tools & Methods Developed

Collaboration + Connectivity

3673 Participants in Lab Activities

24127 Online Reach (Touchpoints)

Innovation Insights

51 Opportunity Reports Shared

689 Ideas & Experiments Catalyzed

MAJOR PROJECTS AT A GLANCE

Project	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Online Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
One Calgary	480	400	4	0	8	5	200
Mug Club	15280	480	3	10	40	5	480
Fire	662	662	1	126	111	0	40
MIC	200	200	1	61	65	3	3000
Lab MiC Sessions	200	100	0	2	2	0	130
Tiger Team	200	200	8	160	8	9	2000
GBA+	66	20	6	6	10	1	466
Water	76	76	5	42	2	10	144
Parks Trends	140	140	2	50	4	2	140
Street sweep-ing	14	14	1	5	4	0	0
Smart Cities	5112	100	1	88	3	2	100
Public Life Assessment	150	150	4	0	20	3	50
Env. Well-Being	150	150	4	0	20	3	390
Customer Insights Calgary Transit	10	10	1	1	0	1	0
Unted Way Campaign	335	16	1	87	2	1	40
Innovation Training	200	200	6	17	22	60	337
Internal Partnerships	240	143	2	4	3	2	0
External Partnerships	390	390	0	13	12	0	0
Educational Partnerships	68	68	0	0	4	3	103
TOTAL	24127	3673	51	689	357	159	6367

ONE CALGARY SUPPORT

Challenge or Opportunity

One Calgary is a transformative program intended to ensure alignment of Calgarians' priorities and values with government services. Under One Calgary strategy directives, Administration is accountable for ensuring integrated service delivery, engaged leadership, trust and confidence, investment and value, and cooperative alliances. Delivering on these obligations requires a significant increase in the amount of cross-corporate collaboration and organizational capacity to work in new ways.

What was Done

The Civic Innovation YYC team collaborated with Corporate Initiatives to deliver strategic consulting services in support of One Calgary goals. Services included:

- Co-designing a series of innovative workshops and business planning tools that were delivered to the Service Leaders' Network between January and May 2018.
- Contributing to the design and delivery of critical business processes leading to the creation of One Calgary service plans and budgets.
- Co-designing and delivering workshops for business planners to update and interface the Connect 4 Strategy Navigator with new Council priorities, and prototype visualizations of that data.
- Engaging the Service Leaders Forum and CMO on the co-design of a new "One Calgary Three Conversations" visual story.
- Co-facilitated a new process for Council Committee meetings to introduce service lines and citizen priorities

Outcomes

Innovation Opportunities / Collaboration & Connectivity:

- The Service Leaders' Network workshops helped catalyze critical cross-corporate collaborations that will be necessary to deliver service value.
- Innovative visualizations showing the emerging relationships between Council directives, business units and service owners were prototyped using data generated from the Strategy Navigator workshop. The results were presented to Council by the City Manager.

Skills & Learning:

- New strategic planning tools that have been re-purposed for additional strategic consulting work and are available for any department or service line's use.
- Increased capacity of the One Calgary Team to work collaboratively across service lines.
- Staff development and learning opportunities were created to support One Calgary priorities (5 Mug Club sessions, 100+ participants, weekly articles delivered to 400 key changemakers in the organization).

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
One Calgary	480	400	4	0	8	5	200

MUG CLUB

Challenge or Opportunity

Organizational silos prevent the formation of collaborative learning networks and opportunities for different teams to learn from each other's experience and expertise. There is an opportunity for the Innovation Lab to be a catalyst for cross-corporate learning and idea sharing.

What was Done

Every Wednesday, employees from across the organization gather in the Innovation Lab for Mug Club. Mug Club is an innovation reading group that allows individuals to discuss topics that affect our organization and our city. It acts as an open forum to talk about big-picture issues and build innovation mindsets in our organization. By discussing relevant topics in an open and collaborative setting, we can learn from each other's experience to enhance our thinking and our work. This allows individuals to talk about the challenges and successes they experience in their work. Results include breaking down silos in the organization, and bridging the gaps of knowledge across the corporation. Topics explored this year include concise communication, creative idea generation, storytelling as leadership tool, the rise and fall of gamification, strategic planning, innovation culture and the wisdom of crowds.

Outcomes

- Groups have come together every Wednesday morning in 2018 to explore a variety of topics through discussions and skill-building activities. Mug Club hosts an average of 12 people per session (40 sessions to date), with some of the most popular topics exceeding 20 participants.
- This year, 480 participants from a wide variety of business units and even several other municipalities across Canada have joined Mug Club discussions and we expect to reach 600 participants by the end of this year.
- The Mug Club article is sent each week to an average of 380 recipients and is opened on average by 25% of recipients which is 1% above industry average. Anecdotally, participants have described Mug Club as a "safe place to test new ideas," a place where "open attitudes" and "open minds" can flourish, and a place where wonderful "unexpected collisions and serendipity" can occur. We tested a series professional development Mug Clubs in which participants learned a variety of exercises to increase their creative confidence and capacity.
- We delivered several Mug Clubs in partnership with other groups including a Tactical Urbanism themed session in partnership with Urban Strategy and their Pop-up Lab Project, as well as several open-invitation Canada-wide Mug Clubs in partnership with the Municipal Innovators Conference.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Mug Club	**15,280**	**480**	**3**	**10**	**40**	**5**	**480**

INNOVATION AT FIRE

Challenge or Opportunity

The Calgary Fire Department (CFD) is challenging existing ways of thinking and problem solving. In many first responder cultures there is a perception that one only speaks when they are spoken to, and that ideas and observations of new staff are less valuable than those of more senior staff. In 2016 a pilot project was launched in collaboration with Civic Innovation YYC to foster a transparent environment for idea generation and problem solving that encourages inclusiveness, cultivates opportunities for staff to share ideas, and introduces the concept of people centered problem solving. In 2018, the pilot project transitioned into an ongoing innovation program.

What was Done

We coordinated and supported access to the myCityInnovation web platform for CFD staff from all locations/times, ranks, and seniority levels. We gathered innovation insights for CFD by hosting two challenges on the web platform: a time-specific challenge focused on the topic of Community Risk Reduction & Public Education, and an ongoing challenge for general ideas called the 'Idea Factory'. We advised CFD Innovation Leaders on tools, approaches and methodologies to work with multiple ideas grouped along themes. Finally we introduced CFD to other business units such as Water Resources & Services who are also seeking new approaches to thinking and problem solving, and provided support with platform statistics and reporting to senior CFD leadership.

Outcomes

- Opportunities have increased for inclusiveness, connections, collaboration, and transparent dialogue by all Fire Department members around fire-specific subject matter.
- CFD saved approximately $83,000 by utilizing the myCityInnovation online platform versus direct procurement.
- Opportunities for enhanced effectiveness and efficiency have been identified and implemented across a range of topics, from strengthening connections with the community to specific technical procedures and apparatus.
- Opportunities have been identified to further apply innovation principles and philosophies within working groups and committees.
- An opportunity exists to leverage an innovation program to support divisions and portfolios across CFD through an internal service delivery approach including.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Fire	**662**	**662**	**1**	**126**	**111**	**0**	**40**

MUNICIPAL INNOVATORS CONFERENCE

Challenge or Opportunity

The Municipal Innovators Community (MIC) is a network for municipal employees of all levels and job functions to connect, learn and share ideas. MIC's vision is to inspire municipal innovation to be visible, accessible, repeatable and evolving. The Municipal Innovators Community (MiC) hosts an annual conference in different cities across Canada. Calgary was proud to host the MiC 2018 conference from September 19th to 21st, 2018.

What was Done

Civic Innovation YYC played a central role in designing and programming the MIC conference to ensure that valuable innovation insights were generated for local and visiting participants; that collaboration and connectivity was maximized between and among speakers and attendees; and that practical opportunities to gain new skills and learning were offered.

Outcomes

- A full cost recovery conference, returning profit to the national organization.
- Increased opportunities to showcase the City of Calgary's early adoption and leadership in investing in the fast growing trend of accelerating human centered design and collaboration.
- Increased opportunities to share applied innovation techniques and methodologies within and between local governments in Canada and beyond.
- Increased opportunities for networking, connections and collaboration.
- More than 35 Interactive learning opportunities during the conference delivering over 3000 hours of training.
- Economic development opportunities for Calgary as a result of 233 delegates and volunteers.
- The Civic Innovation Lab hosted a Mug Club dedicated to sharing learnings from the conference for internal staff members.
- The 2018 Municipal Innovators Conference achieved many firsts of it's kind…
    - The first Municipal Innovators Conference in Western Canada with over 4 streams of learning (typically there is only 1 stream of learning).
    - The first time a networking event was designed as a function of the conference through an afterparty at the Decidedly Jazz Danceworks.
    - The conference partnered with Beakerhead, which was the first time the conference has partnered with another major event in the host city.
    - The first time the conference offered tours to visit innovative projects that the host city has to offer within it's urban landscape.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
MIC	250+	233	1	61	65	3	3000

Calgary

CIVIC INNOVATION LAB SESSIONS AT MiC 2018

Challenge or Opportunity

At the Municipal Innovators Community (MIC), the Civic Innovation Lab had the opportunity to host two sessions. The first was called '*Are you Lab Curious?'* to share the journey of the lab since its launch and the way in which the City of Calgary has approached how we might innovate together, the way we work and think. The second was called '*Building a Habit of Thinking in Futures: Strategic Foresight in the Municipal Context*" to conduct a strategic foresight workshop.

What was Done

Are you Lab Curious? A Public Sector Lab Fireside Chat
A frank and engaging discussion about the challenges and adventures of launching a public sector lab. Participants learnt about our missteps and successes over the last three years, as well as from our colleagues in the field. We discussed the different parts of the "innovation space" and considered how organizations could (or shouldn't) plant the seeds of a next generation of public service. We told the story around a campfire, with torches. Participants had the pleasure of collaborating with one another to make impressive fashion statements with newspapers and duct tape.

Building a Habit of Thinking in Futures: Strategic Foresight in the Municipal Context
To thrive in a volatile and uncertain world we need to be comfortable thinking about futures (plural). We shared our diverse perspectives on the application of strategic foresight tools in a municipal context. Participants learnt why it was a fit for their projects, what worked and didn't, and how that work is living on. It was no ordinary session. The room was dark and dingy. As participants entered, they walked into a future where they were required to spit into a cup for lab testing. A room where the city shared one diet, one voice and if they didn't follow the instructions, violations may have resulted in a ration reduction!

Outcomes

- Increased opportunity to share the Civic Innovation Lab's story over it's three generations and demonstrate the innovative work that happens in the lab.
- Developed networks and connections between other local governments, organizations and conference participants.
- Inspired participants to participate in experiential learning to approach innovation and strategic foresight in new ways.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Lab MIC Sessions	**200**	**100**	**0**	**2**	**2**	**0**	**130**

Calgary

TIGER TEAM

Challenge or Opportunity

Staff need efficient channels to collaborate and deliver service-based initiatives. It is necessary to develop new working models to match the new service delivery model presented by One Calgary. The Civic Innovation YYC team is uniquely positioned to leverage our space, network and tools to provide an opportunity for a unique cross corporate working team.

What was Done

The Tiger Team is a cross-departmental superteam convened by Civic Innovation YYC and our partners on the Livable Streets team who work together on creative problem solving. This interdisciplinary team gathers once per month to discuss ways to improve The City's built environment. We take on a variety of projects from finding new ways to incorporate skateboarding in the city, to combining food trucks and transit. The Tiger Team is a great example of how collaboration across the organization can create the environment to develop creative and impactful solutions. The Tiger Team makes use of the skills and expertise of The City. It helps The City become more collaborative to implement solutions that have long-lasting impact.

Outcomes

- On a monthly basis, approximately 25 representatives from up to 20 business units, external partners and citizens gather in the Civic Innovation Lab to offer support to an emerging project in a defined and efficient time frame (2.5 hours). In a "think tank" environment they explore a problem brought to the group. Together they efficiently co-create recommendations, brainstorm solutions and ideas, capture key opportunities and build business critical relationships.
- The Tiger Team was showcased in a session at the Canadian Institute of Transportation Engineers conference and in September at the Municipal Innovators Conference.
- Examples of problems that the team has tackled, and will tackle this year include:
  - Effective engagement for the 37 Street Main Street Masterplan
  - Citizen focused program development in Waste and Recycling
  - City Shaping through Station Activation for the Green Line
  - Biodiversity in Parks
  - Accessibility, safety and celebration
  - Exploring the Risk of saying YES!

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Tiger Team	**200**	**200**	**8**	**160**	**8**	**9**	**2000**

GENDER-BASED ANALYSIS+ (GBA+)

Challenge or Opportunity

The City of Calgary recognizes the importance and value of advancing gender equity and diversity. Based on direction from Council, Calgary Neighbourhoods is completing a gender equity and diversity baseline assessment to inform development of a strategy. This one-time baseline assessment will provide a robust evidence base, enabling the identification of impactful and tailored actions to form part of a corporate-wide strategy aimed at policy and culture change. The baseline assessment includes a Learning Initiative based on the Gender-Based Analysis (GBA+) tool.

What was Done

Civic Innovation YYC is collaborating with Calgary Neighbourhoods to co-design and co-deliver the Learning Initiative component of the gender equity and diversity baseline assessment. The Learning Initiative will involve piloting the GBA+ tool across a number of City services. It is intended to catalyze innovation; teach innovation tools and methods including human centred design and systems thinking; facilitate shared learning and evaluation; facilitate cross-corporate collaboration; and inform longer-term plans with respect to the delivery of City services more efficiently and equitably.

Outcomes

- Increased capacity to apply innovation tools and methods to improving efficiency of City services
- Increased cross-corporate collaboration among core project team (Calgary Neighbourhoods, Human Resources, City Clerks Office, and Civic Innovation YYC).
- Increased cross-corporate collaboration between and among departments participating in the Learning Initiative.
- Increased efficiency and equity in the design and implementation of City services.
- Documentation and examples of how GBA+ prompted different thinking in City service delivery.
- Increased awareness about ways to reduce and prevent inequality.
- Invited James Demeres to present on Trans 101, which was well attended by over 40 people and well received.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
GBA+	**66**	**20**	**6**	**6**	**10**	**1**	**466**

WATER INNOVATION ECOSYSTEM CO-DESIGN & LAUNCH

Challenge or Opportunity

The Water Services and Water Resources business units recognize the importance and value of advancing innovation practices with the goal of delivering increased value to utility customers and/or increased utility productivity. They sought the support of AnalyticsCalgary and Civic Innovation YYC to catalyze both an analytics learning project and to co-design a staff-led, leadership supported innovation ecosystem. Civic Innovation YYC led the kickoff and co-design of that ecosystem which includes a staff advisory group, a learning initiative, analytics discovery areas, a framework for rapid experimentation, testing and lessons learned.

What was Done

Civic Innovation YYC is collaborating with Water Resources and Services staff to co-design a two part kickoff workshop to validate the approach and build ownership of the initiative. A preliminary Innovation Culture Scan and Innovation Capacity Assessment was taken with a sample of Water resources and Services Staff. Site visits, facility tours and background research were undertaken by Lab staff in collaboration with the water team.

- Findings and workshop results were synthesized and delivered for presentation to water leadership.
- Possible data analytics discovery areas were identified.

Outcomes

- Deliverables from the kickoff sessions include: Working guidelines (norms) for the Innovation Network. A defined value proposition and key indicators for innovation in the service lines, discovery areas for Data Analytics, identifying key training and capacity gaps.
- A plan to deliver Innovation Professional development through the Civic Innovation YYC lab to Water Resources and Services staff.
- An assessment of the fit and fitness of online crowdsourcing tools to the Water Services and Resources context.
- A baseline Innovation Culture Scan and Innovation Capacity Assessment was established.
- A Water Innovation Playbook was developed that outlines future initiatives, attitudes and approaches that Water might implement to take the project to the next level.
- Civic Innovation YYC has begun planning a new initiative with Water called the *Bright Spots Campaign* that will celebrate innovation in the BU.
- Steps have been taken to deliver the Innovation Trainings + Professional Development trainings off-site at Manchester. This is a piece of a larger project for 2019 where Civic Innovation YYC will work with individuals at Water to create a innovation hub for the BU.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Water	76	76	5	42	2	10	144

CORPORATE ISSUES MANAGEMENT - STREET SWEEPING

Challenge or Opportunity

Issues prevention and management is recognized as an important leadership competency and management discipline at The City of Calgary. Each month, a one hour session is held with Administration Leadership Team (ALT) to discuss one specific operations-related to topic, and identify risks and anticipated key issues related to services or activities. AnalyticsCalgary and Civic Innovation YYC teams were asked to participate in a project along with Customer Service & Communication to collect and analyze the key findings and recommendations.

What was Done

The AnalyticsCalgary process model was used to collect related data sets. Civic Innovation YYC analyzed data collected on myCityInnovation platform and provided data insights of the same data sets. Civic Innovation YYC team also participated in collaboration with cross corporate data stewards to produce a recommendation report.

Outcomes

- As a result of the collaborative work team the produced, the recommendation report that focused on the key operational improvements to increase value for service.
- Civic Innovation YYC offered a residency program in the lab that would identify further opportunities for communities.
- The report was used to prevent rising issues and optimize operation data insights which means that the identified key areas that calls are received from are aligned with top issues to allow for targeted response.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Street sweep-ing	14	14	1	5	4	0	0

PARKS TRENDS RADAR

Challenge or Opportunity

There is a perception that government is slow to sense and adapt to changes in technology, environment, and society. This results in a widening gap between citizen expectations and The City's ability to deliver services that meet their needs in an efficient and effective way. An opportunity exists to be proactive rather than reactive, and to reduce the risks associated with disruptive change. Calgary Parks sought to identify and understand the trends that may impact the service in the coming years and begin to prepare for the future.

What was Done

- Services were provided in all three Civic Innovation YYC focus areas with a focus on Innovation Insights and Collaboration & Connectivity:
- Consulted with Parks to share insights and methods related to facilitation, idea generation, analysis, and reporting.
- Offered physical space to hold the workshop sessions.

Outcomes

- The Civic Innovation Lab hosted a series of 4 sessions with staff to explore trends relevant to Calgary Parks. The sessions focused on:
  - Automation
        Artificial Intelligence
        Environment
        Workforce Trends.
- Opportunities have increased for inclusiveness, connections, collaboration, and transparent dialogue by Parks staff.
- Opportunities for enhanced effectiveness and efficiency have been identified across a range of topics. Ideas relating to work assignment and tracking tasks were put forward, many leveraging existing, mainstream technology. Other ideas involved new ways to monitor park and asset usage opening up new or improved information streams.
- A 'Trends Radar' report has been prepared summarizing and categorizing these opportunities relative to the degree of mainstream adoption or emergence.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Parks Trends	**140**	**140**	**2**	**50**	**4**	**2**	**140**

Calgary

SMART CITIES CHALLENGE

Challenge or Opportunity

All too often, the concept of a 'Smart City' focuses exclusively on technology and ignores the needs and experiences of people who live within it. The resulting 'solutions' are often limited or proprietary in nature and at risk of unconsidered negative consequences or biases to citizens. Infrastructure Canada's Smart City Challenge recognized this and offered funding to municipalities with a bold vision to achieve meaningful outcomes for residents through the use of data and connected technology. Under the leadership of Information Technology, Civic Innovation YYC was a member of a multi-departmental core team and a key contributor in The City of Calgary's response to this challenge.

What was Done

Our team provided insights and methods related to facilitation, idea generation, analysis, and reporting. Compiled and synthesized findings from a series of small rapid experiments. We designed, coordinated, and supported access to the calgary.ca/innovation web platform for all citizens and facilitated the online public participation component of The City's submission. We gathered innovation insights from citizens over a six week period by hosting a multi-phase challenge on the web platform. We facilitated in-person workshops with participants from a broad range of stakeholder groups to analyze and synthesize the submissions gathered through the web platform. We submitted a summary of Civic Innovation YYC's contributions for participation in the 2018 Service Design Network Global Conference.

Outcomes

- Calgary's Smart Cities Challenge submission was successfully delivered by the application deadline. A significant opportunity was provided for increased inclusiveness, connections, collaboration, and transparent dialogue by all citizens via the online innovation platform and in-person workshops
- Although Calgary's submission was not selected as a finalist, opportunities to achieve meaningful outcomes for residents were identified across a range of topics.
- The Smart Cities Challenge submission also bolstered the City's Living Labs imitative designed to enable City resources to be used as a testbed for emerging smart city technologies.
- Recommendations were shared with Information Technology to make it easier and simpler for Calgarians to connect with online services via the myID sign-in system.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Smart Cities	**5112**	**100**	**1**	**88**	**3**	**2**	**100**

PUBLIC LIFE / PUBLIC SPACE ASSESSMENT PROTOTYPE

Challenge or Opportunity

Through the One Calgary program, the City of Calgary is moving towards an integrated service delivery approach intended to provide increased value for citizens, customers and communities. Historically, performance measures for services and infrastructure have been disaggregated and siloed. The primary focus has been on auto-oriented measures and quantitative counts. The performance and quality of the public realm remains largely unmeasured. To deliver improved service value from these assets we require improved and integrated quantitative and qualitative data that reflects their impact on public life. This will allow future investments to be more effective, efficient and impactful. (Knock on improvements in economic activity, resilience and environmental wellbeing are also expected by improving the quality of the public realm).

What was Done

Civic Innovation YYC catalyzed a rapid collaboration and prototyping initiative to test an existing methodology (Gehl Institute Tools for Measuring Public LIfe) and identify data analytics opportunities. Strategic Consulting and co-design methods were used to customize the tool to City of Calgary context. Low cost staff learning and training opportunities were delivered including Mug Clubs, film screening and free professional development workshops. An assessment tool was deployed and tested along Blue Line Train stations (before and during station activation initiatives), the Municipal Plaza Pop-Up Lab and 37th Ave Mainstreet Project. Gehl Institute representatives were hosted at The City of Calgary for a staff and leadership learning opportunity (organized by Livable Streets, supported by Civic Innovation YYC). A lessons learned workshop was held to synthesize learnings and identify future opportunities.

Outcomes

- Opportunities have increased for inclusiveness, connections, collaboration, and transparent dialogue by City of Calgary staff.
- Innovation opportunities for a data driven approach to understanding the performance of public space have been identified.
- Staff have been efficiently trained in the application of a best-in-class tool.
- Data captured during the prototype program was used by Green Line city shaping layer team to establish baseline recommendations from green line public space design parameters.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Public Life Assessment	**150**	**150**	**4**	**20**	**20**	**3**	**50**

Calgary

ENVIRONMENTAL WELL-BEING – FORESIGHT & RESIDENCY

Challenge or Opportunity

Under the updated Municipal Government Act (MGA), cities have been granted a new and relatively undefined responsibility to "Ensure the Wellbeing of the Environment." The implications of this new responsibility are poorly understood and wide ranging. Civic Innovation YYC supported Intergovernmental Affairs to undertake an initial Strategic Foresight exercise (3 sessions) to catalog critical trends and develop future scenarios. A follow up residency (2 sessions) was designed to explore the environmental well being definition and identify examples of possible impact for reports to leaderships.

What was Done

We collaborated with Intergovernmental Affairs to share insights and methods related to facilitation, idea generation, analysis, and reporting. The lab offered physical space to hold the workshop sessions. Our team worked in a strategic consulting capacity to co-design and deliver the series of Strategic Foresight workshops, as well as follow up Impact Assessment workshops. We developed strategic assessment tools and provided support on the synthesis of the outcomes.

Outcomes

- The scenarios, signals, trends and drivers identified during the strategic foresight work provided a basis for the 2018 trends workshop hosted by Resilient YYC. Those same assets are being repurposed by the Corporate Project Management Centre to support their strategic foresight offering.
- Collaborative work resulted in efficient identification of impact areas and examples for reporting to leadership. The interactive environment and expert facilitation created environments that amplified the corporate learning and catalyzed new understanding.
- New strategic planning tools created for the workshops were well received and have been re-purposed for additional strategic consulting work, and are available for any department or service line's use.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Env. Well-Being	**150**	**150**	**4**	**0**	**20**	**3**	**390**

Calgary

CUSTOMER INSIGHTS – CALGARY TRANSIT

Challenge or Opportunity

As an organization, The City is continually seeking improvements to optimize operations and improve service levels. Public transit is one of the most important services that The City delivers, and Calgary Transit is seeking proactive ways to maintain positive customer experiences in the face of budget and resource pressures. Calgary Transit has partnered with AnalyticsCalgary (a collaborative team consisting of representatives from Advanced Analytics, Business Intelligence, Open Data, Civic Innovation YYC, and Customer Service & Communications) to look at Calgary Transit's existing quantitative and qualitative data in a new way, report on key findings, and make recommendations for targeted actions that will maintain or improve interactions between Transit riders and Operators.

What was Done

In 2018, the team completed and data discovery, with analysis getting underway for completion in early 2019. The AnalyticsCalgary process model was used to collect related data sets. Civic Innovation YYC analyzed data collected on myCityInnovation platform and provided data insights of the same data sets. During the analysis phase Civic Innovation YYC team will participate in collaboration with cross corporate data stewards to produce a recommendation report.

Outcomes

- Upon completion this project will provide a cost-effective, resource efficient means to determine the best investments in Transit operator training and other targeted improvements designed to maintain or enhance the customer experience for transit riders.
- Calgary Transit was introduced by Civic Innovation YYC to design thinking and design research methods to increase empathy, produce qualitative data insights, and provide context to existing quantitative data that can be utilized in other areas of the business.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Transit	**10**	**10**	**1**	**1**	**0**	**1**	**0**

Calgary

UNITED WAY CAMPAIGN

Challenge or Opportunity

Our friends have been challenged with a big goal of $1,000,000 for United Way. The United Way City of Calgary Employee campaign is underway & 2018 marks our 40th year of participation. The United Way is focused on doing local good to prevent and eliminate the debilitating cycle of poverty, supporting the success of our youth, and building stronger communities. While many City staff donate, we still have long ways to go to reach the goal. The lab was tasked with deciphering how might we increase the volume of people giving? How might we raise $1,000,000, and how might we generate empathy and curiosity?

What lessons can we pull from the realm of psychology that can help us in our quest? What parallels can we draw between caring about work and caring about charity? Are there insights we can draw that can help both our campaign and our own work?

What was Done

We first hosted a Mug Club to think about how we might change someone's mind to help change the world. The lab offered a safe space to openly talk about the parallels that we draw between caring about work and caring about charity. We then facilitated an ideation session with employees and the United Way Campaign coordinator to develop some tangible ideas on the City can tackle this big important goal as a team.

Outcomes

- Insights into why or why not people choose to donate and the mindsets, attitudes and feelings that are generated when employees are encouraged to donate.
- A spectrum of motivation that City staff are facing that determines how likely they might be to donate.
- 63 different ideas to implement to get people to donate, share stories, and empathize with the cause.
- 6 attitudes and plays that the Campaign might adopt to continue raising funds and empathize with City staff.
- A United Way artifact containing all ideas generation that the campaign refer to.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
United Way	**335**	**16**	**1**	**87**	**2**	**1**	**40**

INNOVATION TRAINING + PROFESSIONAL DEVELOPMENT

Challenge or Opportunity

The Well Run City Council Directive states: "We need to create a culture, including City Council, that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve." With this in mind, Civic Innovation YYC is well positioned to foster a culture of innovation by providing unique professional development experiences for City staff in innovation tools, skills, and mindsets.

What was Done

The Civic Innovation YYC team hosted a series of pilot workshops 2-3 times per week over the summer months to explore how we can apply experimental mindsets, innovation skills and tools to foster a City-wide innovation culture. The workshops were made available to all City staff on MyLearning. After a successful run of the pilot projects, an elaborate training menu was composed inclusive of 3 streams of workshops to build staff creative capacity and innovation skills and foster an innovation culture within the city of Calgary. Workshops are 1.5 – 2 hour long active, collaborative learning adventures.

Outcomes

- The Lab hosted workshops on 17 topics delivered to 154 participants from 21 different business units.
- A total of 247 training hours were delivered through this pilot. Equivalent training available online through providers such at IDEO cost approximately $130.00 / hour/participant.
- 80% of participants rated their sessions an 8/10 or above for usefulness, and 87% rated the sessions as an 8/10 or above for likelihood to recommend to a colleague.
- Course topics included: Experimenting for innovation, Innovation Foundations, Human Centred Design, Growth Mindsets, Visual Storytelling, Experimental Mindsets, and Systems Thinking.
- The Lab used the content developed from the pilot trainings to inform the Innovation Training and Professional Development program. These training modules will continue to increase the savings incurred as more staff are trained internally going forward.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Training	200	200	6	17	22	60	337

Calgary

INTERNAL PARTNERSHIPS

Challenge or Opportunity

As the Civic Innovation YYC program has focused on the 'upstream investment' of collaboration and relationship building it has cultivated an extensive network of internal partners throughout The City. The bigger, the more diverse, and the more robust the network the greater the value that can be created through connecting them together to focus on cross-cutting problems and opportunities. As a result of this network-building, Civic Innovation YYC has answered the call on numerous occasions from groups who are looking for inspiration or advice without requiring the full involvement of an internal consultancy model. These small contributions have resulted in many downstream benefits throughout the corporation.

What was Done

- Participated in Planning & Development's Technical Advisory Committee for Generational/Evolutionary/Interim Uses
- Participation in the Digital Strategy Working Group (an advisory committee to the Digital Governance Committee)
- Membership and support to existing and emerging communities of practice
- Facilitation to Leadership and Staff Engagement Sessions
- Facilitation design and planning to groups who wish to convene ideation/brainstorming sessions and other forms of compelling/non-traditional group work
- SharePoint portal created to share raw data and opportunity reporting from internal and external crowdsourcing platforms
- Direct to door training piloted with several teams looking to expand their innovation capacity including Information Technology and Urban Forestry teams

Outcomes

- Increased connectivity and collaboration among City Staff
- Innovation insights shared in cross-disciplinary forums, extending the reach of the lab to environments where Civic Innovation YYC is not the host
- Broader utilization of Civic Innovation YYC tools and templates
- Greater awareness of corporate strategies and directives related to innovation
- Fresh perspective and examples brought to various businesses and subject matter experts leading to better engagement and more inclusive decision making
- Collaboration workshop delivered to IT rated as 9.2/10 for usefulness and reported by participants as an opportunity to "strengthen our team unity," create "more connections between us," reflect on "how to create and contribute to high performance teams."

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Internal Partners	240	143	2	4	3	2	0

EXTERNAL PARTNERSHIPS

Challenge or Opportunity

While it is important to break down silos within our organization it is also important to understand the complex environment in which government is being challenged to adapt. To do this we need to look outward to build stronger relationships with groups that were formerly considered merely as 'stakeholders.' In this way we can harness the energy of external experts and volunteers, identify emerging opportunities and creating solutions together, rather than merely inform or consult.

What was Done

- Continued to support CivicTechYYC, a local, grassroots incubator focused on leveraging technology for public good, and helped launch new initiatives/projects focused on public art, volunteerism, and blockchain
- Expanded and strengthened relationships with groups like Calgary Economic Development, Calgary Public Library, and CMLC including connections with new graduates, and industry leaders.
- Provided Subject Matter Panelist for roundtable discussion on emerging technology.
- Provided organizational support and subject matter mentorship to a hackathon focused on enhancing pedestrian comfort through The City's Open Data Portal.

Outcomes

- An increased awareness and participation in volunteer and industry collaborations such as CivicTechYYC and Alberta Blockchain Consortium
- Broader utilization of The City's Open Data Catalogue
- New applications launched for citizens (that were created by citizens themselves, including open data from The City's Open Data Catalogue)
- Increased connectivity and collaboration with students, volunteers, and industry consortia
- Broader awareness by students of public innovation labs and possible career paths within public service innovation
- The concepts produced during the pedestrian comfort hackathon led to an 8-month savings in research time by the Livable Streets program. Two of the winning projects have been co-recipients of a $25,000 provincial grant from Alberta Transportation. These projects are open-source are now being utilized by number of Alberta municipalities including Edmonton and the Calgary region.

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Partnerships	**390**	**390**	**0**	**13**	**12**	**0**	**0**

EDUCATIONAL PARTNERSHIPS

Challenge or Opportunity

Students represent a key partnership opportunity borne of two-way dialogue – we learn us much from the students as they learn from us. Students bring positivity, energy, enthusiasm, fresh perspective, open minds, and a long career runway ahead of them. Connecting with students at an early stage builds innovation capacities for a collaborative workforce and will help recruit the next generation of public servants.

What was Done

- Partnered with City Hall School to develop and deliver three lab sessions for elementary school students participating in the City Hall School program with a focus on innovation methods and skill building in questioning and observation
- Partnered with the Mount Royal University (MRU) Facilitation for Social Innovation class (SINV 3203) to design and deliver focus group sessions to gain public feedback under two main focus questions (how to establish a more innovative culture between City of Calgary employees, motivating City of Calgary staff to participate in learning and training programs offered by Civic Innovation YYC).
- Partnered with MRU Civic Innovation class (SINV 4401) to design two student sessions (covering design thinking, systems thinking, strategic foresight, and experimentation) to be delivered in early 2019
- Advised and provided supporting information to Mount Royal University student projects.
- Contributed and advised Mount Royal University faculty on innovation roles/responsibilities for students seeking career paths upon graduation.

Outcomes

- Increased connectivity and collaboration with students, volunteers, and industry consortia
- Broader awareness by students of public innovation labs and possible career paths within public service innovation
- New innovation training offering developed for City Staff from sessions developed for SINV 4401
- Actionable recommendations from SINV 3203 summary report

Measures

Title	Collaboration & Connectivity		Innovation Insights		Skills & Learning		
	Reach	Participation	Opportunity Reporting	Ideas & Experiments	Events	New Tools	Hours of Training
Educational Partnership	**68**	**68**	**0**	**0**	**4**	**3**	**103**

REFLECTIONS IN THEIR OWN WORDS

City Hall School has the great fortune of living next-door to Civic Innovation YYC. We love any opportunity to experience their energy and environment for rich ideation. It is valuable for children to see how adults solve challenges and brainstorm new ideas. Sometimes they are surprised that adults wrestle with tough problems, teamwork, hearing all voices, and sticking to a budget. It is also inspiring to explore what the City of Calgary is currently pondering.

- City Hall School

Pulling together a cross corporate group of individuals all working on placemaking was an important first step. It allowed us to be collaborative and leverage the work we were doing separately towards a common goal of developing great public spaces for Calgarians. It allowed us to create the permission space to undertake small scrappy experiments. Creating the permission space and the knowledge generated from those experiments is adding value as we move forward. Additionally, generating actual experiments meant that leadership was looped in and is able to see the value added of our approach. the civic innovation lab is a large resource that adds the value of collaboration and the horsepower we have at the City. This is only the beginning, there is a lot of potential to continue this great work.

- Public Life / Public Space Assessment

Creating networks of staff who are in the practice of working across business units and towards creative solutions. Each experiment tells a story of an approach. I see myself, my colleagues and others being more comfortable to explore those experiment areas and replicate ideas that work.

- Tiger Team

REFLECTIONS IN THEIR OWN WORDS

The creative seed sessions your team supported with the design and implementations of supported the Neighbourhood Action Team members to think big in a risk free environment. This gave them the permission space to take "just and idea" into a tangible experiment or initiative. Moving forward, the team sees an even bigger opportunity to connect the resources and data management support with the Civic Innovation group. This is only the beginning of innovation yyc's influence.

- This Is My Neighbourhood

I think we were able to successfully challenge some assumptions around how we operate in Parks currently and started asking questions and thinking about "are there other/better ways we could be doing this". One of the hurdles I see us facing is how to continue the conversation and move these ideas forward; I think a big win for this would be getting management buy-in and support and creating a culture of constant innovation.

- Parks Trends

The facilitation techniques and the lab environment helped to get participants out of their regular mindsets and thinking differently. The planning sessions we were guided through really helped to clarify what we were trying to achieve, and how we might design exercises for the participants. I especially appreciated the practice session we held to fine-tune our approach. Although the Lab feels exploratory and spontaneous, a lot of thoughtful planning and design goes in to figuring out how to get the most out of participants. I found the workshop design process helped me plan other sessions I have since facilitated.

- Environmental Well Being

In water, we achieved clarity in the meaning of innovation for us (can more easily move forward with a shared understanding of what we're striving toward). Created energy around the possibilities of what **we can be** in Water. We had a shared experience that we can now refer to foster our innovation thinking and programs into everyday work in the Utility. I now have a program plan ready to go! Working with what came out of the workshops, my experience at the MIC conference and research into other municipalities experiences, I can move forward on programs to support innovation in the Water Utility.

- Water

APPENDIX

A showcase of a fraction of the work that has been produced in the Civic Innovation Lab over 2018.

1. **Mug Club**
2. **Municipal Innovators Conference**
3. **Civic Innovation YYC at MiC**
4. **Tiger Teams**
5. **Gender Based Analysis+**
6. **The Water Playbook**
7. **Smart Cities Playbook**
8. **United Way Campaign**
9. **Innovation Training and Professional Development**
10. **External Partnerships (Hackathon)**
11. **Tools and Methods Used in the Lab**
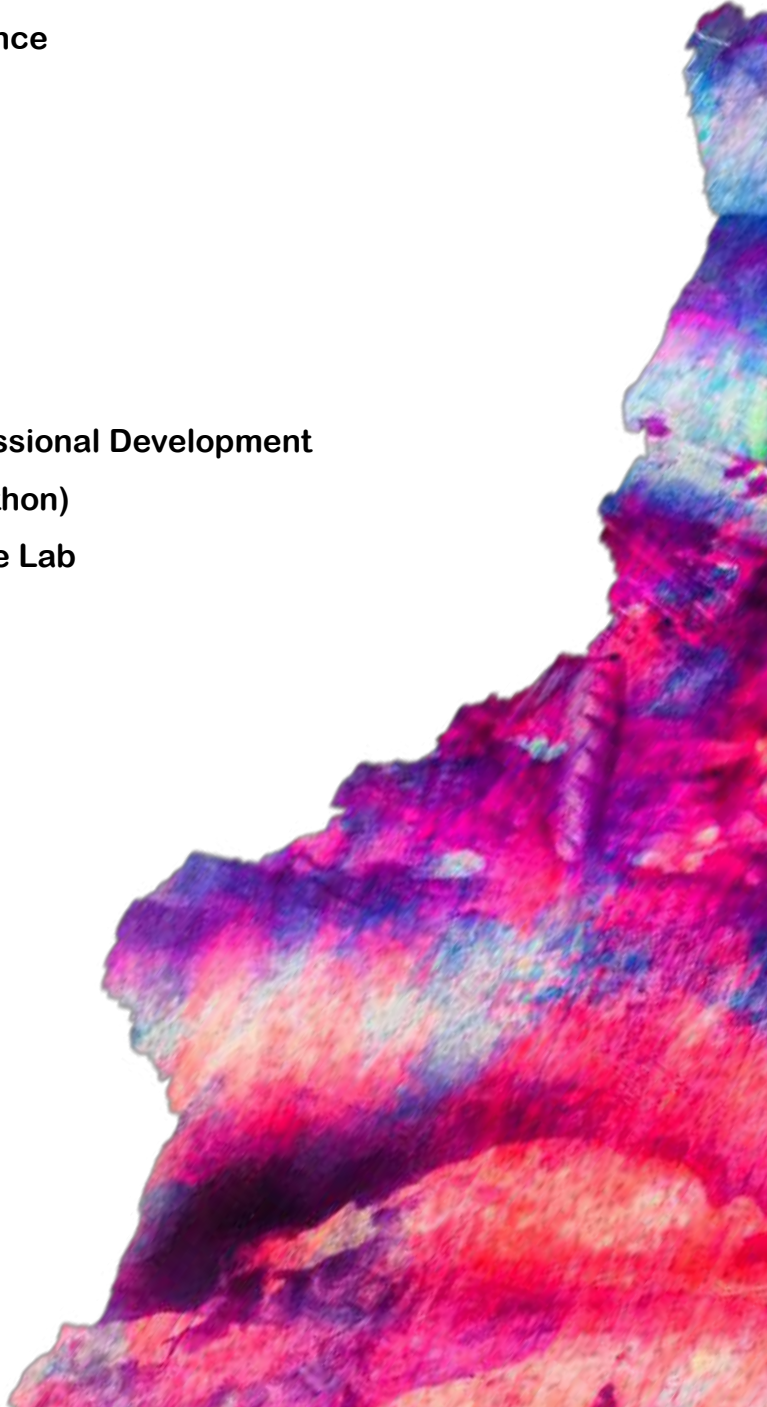
Appendix 1: MUG CLUB

MUG CLUB 2.0

BETA LAB_

Mug Club helps staff **grapple with the complexities of an uncertain future.**

Weekly, we explore emerging topics in one of 4 different session formats.

You **bring the mug and the mindset to discover new things.** We'll provide the **coffee.**

Wednesdays @ 7:45 - 8:45 AM
Civic Innovation Lab (Municipal Building)
Skype option Available

[1] **Discover** New Topics

[2] **Dig Deeper** Into the issues

[3] **Build Skills** With Workshops And new tools.

[4] **Brain Trust** Bring your challenges. Find support.

CITY PERSPECTIVES: Next Generation

NOV 14 | 2018
20 adults
8 youth

"Dynamic", "Connected", "Inventive". These are some of the terms used to describe cities where young people thrive. Are we, in municipal government, supporting a youthful culture as we plan our city? Are we listening to the perspective of the next generation? What aspects of city life are most important to them? How do we best engage with our youth?

As told by the youth in the room...

There is not much to do in the winter. Some people ski and skate, but some of us also want to just be indoors.

We want outdoor places to hang out. Places with food we can buy, jumps for skaters and bikers, and places to just hang out.

When we're just sitting that's when trouble starts. Keep us busy with programs.

I'm scared of busses. Transit is not so easy to understand

We're constantly moving. My friends and I will ride our bikes to places 40 minutes away to do things. But we cant take our bikes on the busses.

My friends and I always look for new people to meet and talk to.

Programs that train us to develop applicable skillsets that might get us a entry-level jobs are valuable.

Consider the people who do not want to go to the rec centers. Where else could they go to play?

We are confined by accessibility of places from our homes without a car.

As realized by the adults in the room...

We don't ask the youth what they really want. We just assume. Let's do a better job of working with youth.

Because of a few who may have vandalized City properties, we restrict access to the rest of the kids.

We don't program for youth younger than university students.

Let's give youth ownership of public places

"We go to areas that are simply accessible to us and make something happen there. Just because there is a pre-determined thing planned somewhere, doesn't mean we can get there on transit, bikes or on foot."
- Youth of Calgary
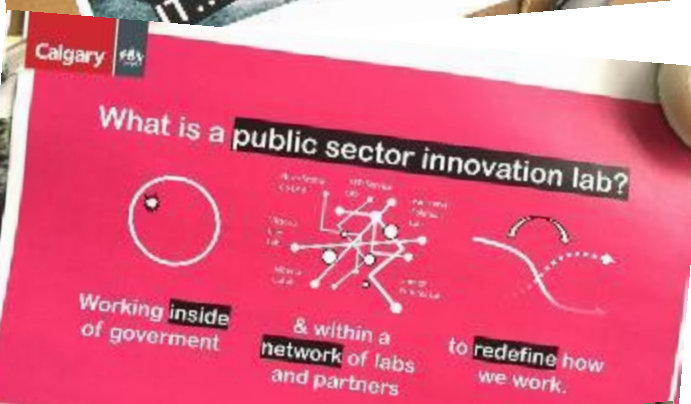
Appendix 4: TIGER TEAMS
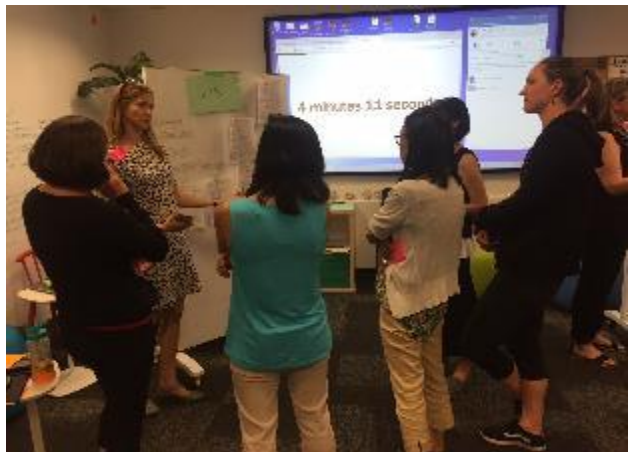
TIGER TEAM
DESIGN WARM-UPS

Stoke activities loosen up and energise teams–both mentally and physically. Use stoke activities to wake up in the morning, launch a meeting, or begin a brainstorm. They should be brief and highly active.
— From d.School Design Thinking Bootleg Deck

USE DESIGN WARM-UPS TO…

Shift Gears

All your participants have been doing business as usual all day. Sitting at their desk or attending meetings that weren't as well designed as yours. Give them a signal that it's time to switch gears.

Practice Behaviours

Different types of work require different behaviours and norms. Set your team up for success by helping them practice the behaviours that they're gonna need for the work.

Shift Culture

This work can be uncomfortable and that's ok. Pushing comfort zones builds capacity for taking risks and being vulnerable together. Be the change you wanna see in your team culture.

USEFUL ATTITUDES!

Assume positive intentions

Comfort with discomfort

Just try it!

Understand what others do

Treat people like people

Big picture thinking

Be supportive

Be curious, ask more questions

Be brave

Be open minded

Question the status quo

Bring your whole self

Appendix 5: GENDER BASED ANALYSIS +
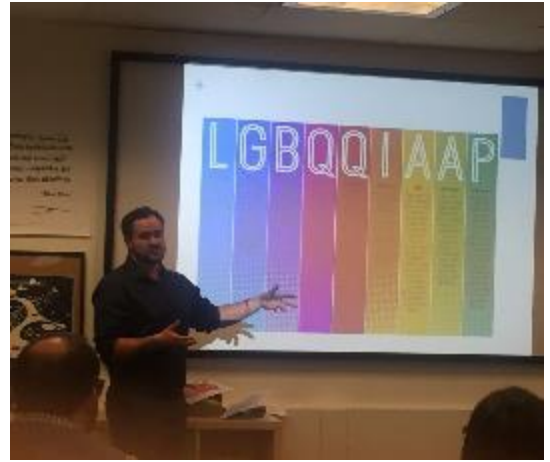
Appendix 6: INNOVATION IN WATER

The Water Innovation Playbook

Attitude = A lens to understand

Play = A way to start

Plays that lead to innovation

Attitudes that lead to transformation

Turn customers into best friends.
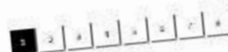
Practice thinking about futures.
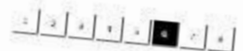
Make permission space mean something.

Shrink our blind-spots

Smarter Cities Made Human.
A playbook for Calgary.

What's a Smart City?

"A smart city is an urban area that uses different types of electronic data collection sensors to supply information which is used to manage assets and resources efficiently." [source]

A smart cities approach means achieving meaningful outcomes for residents through the use of data and connected technology. This approach can be employed by any community, big or small." [source]

We think these definitions only scratch the surface of the opportunities & the risks presented by technology change. **We wanted to know what these risks and opportunities meant for HUMANS.**

Are we up to the challenge? >>>>

How & Why?

[link] was a two month design sprint with the goal of learning what a Smart City Made Human might look like, and what principles would inform us in that work.

We started with experiments. Small, rapid & in the community that would teach us more about how technology could create humanizing, accessible and inclusive cities.

From those experiments we developed **mindsets** and **plays** that we propose as the frame for Smart Cities Made Human Calgary.

Mindset
—
A lense to understand

A mindset helps you decide what to pay attention to and how to make sense of it. It might be a set of assumptions, notions, philosophies or values.

Play
—
A way to start

A play suggests a path forward when it may feel like there is not one. They are actions when the context is unsure and the territory is unknown. A play is unfinished — it includes wiggle room for improvisation.

The Plays

1. Design engagement around **immersive and tangible experiences**.
2. Make your tools small and scrappy — **unlock the living labs you have**.
3. Cultivate a city filled with **everyday delights**.
4. Coordinate initiatives with **a common purpose**.
5. Prioritize **experience over efficiency**.
6. Grow communities, networks & relationships in pursuit of free learning money.

List of Experiments

Co-Creators

-The City of Calgary
-Mount Royal University
-SAIT Drone Lab
-City of Edmonton Waterville Team
-Civic Tech Calgary Community
-university

Design engagement around immersive & tangible experiences.

checklist

□ Hack new testing grounds
□ Invite everyone to the party
□ Sweat the experience details
□ Deputize the crowd for data

The Pattern...

Only 6.7% of the employee give 70% of the money. The amount of people donating to charities is decreasing. But the amount of money that each person gives is increasing.
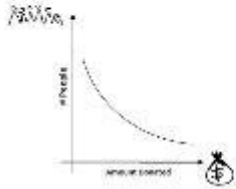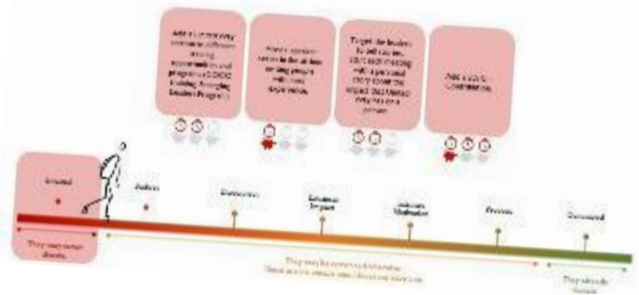

"You're not throwing money in something, you're investing in your community."

The Spectrum of Motivation...

For those who are simply not interested, these ideas attempt to speak to the **value of giving...**

For those who are unsure of the impact their money has on United Way, these ideas are all about **what stories are being shared, and how they are being shared...**

For those who do not feel fulfilled or motivated to give to United Way, these ideas are for people to **participate in and feel the impact...**
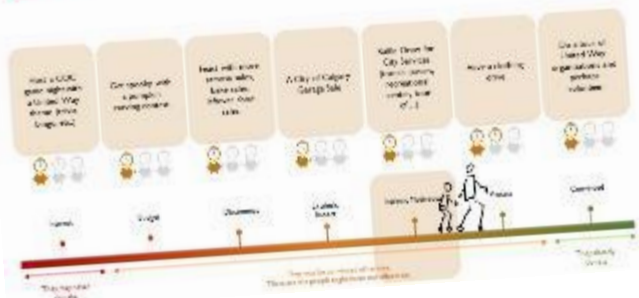
For those who find the process of giving too sophisticated, these ideas are to **make the process of giving easier or more valuable to someone...**

Continue to...

1. Foster empathy for the community that we live in and within ourselves.
2. Share powerful stories about the impact and tap into people's emotions.
3. Lay down the plan we want and unlock the power of value.
4. Create a process that is easy and enjoyable.
5. Celebrate our culture of giving and the people who have contributed.
6. Encourage newcomers to join the culture of contribution.

INNOVATION TRAINING + PROFESSIONAL DEVELOPMENT

The Civic Innovation YYC team exists within the City of Calgary to catalyze hope, innovation and massive system change. We believe government can do better by being more innovative. This series of professional development and learning opportunities is designed to support City of Calgary individuals and teams to foster new mindsets and skills in collaboration, creativity and innovation.

(1) Innovation Toolbox Series

Explore a variety of different tools and mindsets that help build creative confidence, enable innovative work and out-of-the-box thinking.

Introduction to Systems Thinking

Introduction to Storytelling

Telling a good story can make all the difference getting the right people onboard to get the job done. Let's spend some time investigating what makes a great story and honing our craft as civic storytellers.

Introduction to Design Thinking

Introduction to Strategic Foresight

Strategic foresight is the craft of exploring possible futures to assist in making intentional decisions today so that we are prepared for tomorrow. We will frame the future and get a primer in understanding the basics of strategic foresight.

(2) Facilitation for Innovation Series

In this series we will explore a variety of off-the-beaten path facilitation tools and methods to help participants scaffold innovative and creative work within their teams.

Visual Communication and Sketching

Creative Ideation and Brainstorming

Idea generation is a central component of creative problem solving. But where do ideas come from? Come try your hand at idea generation and leave with a variety of tools that you can bring back to your team.

Design Warm-ups and Icebreakers

Lego Serious Play

LEGO® SERIOUS PLAY® is a facilitated meeting, communication, and innovation thinking tool. It has some serious (and playful) potential to benefit our work. Let's explore this tool together and uncover its potential to change the way we work.

(3) Individual Innovators Series

This training will explore each of the 5 Discovery Skills that the most innovative people in the world share.

Discovery Skill #1: Associating

Discovery Skill #2: Questioning

A big part of our work day is spent asking questions, but we rarely take time to think about questioning as a skill that can be honed — or consider how our conversations to questions could make conversations more productive. Let's try some activities to hone our skills as great questioners.

Discovery Skill #3: Observing

You can't solve a problem that you don't understand. In this workshop we will step out of the box and out of the building to hone our observation skills.

Discovery Skill #4: Networking

Thinking outside the box often requires linking ideas in your sphere of knowledge to those who play in different areas. In this session, we will explore the concept of "Idea Networking." I spend some time covering our networks, and try some new tools for becoming better networkers.

Discovery Skill #5: Experimenting

Experimenting is human nature. Working in experiments and learning from observing them is the best way to get better at what we do. Let's get together to practice this mindset with a series of rapid experiments!

AWAKEN YOUR INNER INNOVATOR!

Sign up on   myLearning > Course Catalogue > Civic Innovation YYC

Open to all City of Calgary staff members looking to boost their creative capacity and innovation culture within themselves and their teams.

Courses offered starting in November 2018

Civic Innovation YYC

Appendix 10: EXTERNAL PARTNERSHIP

Calgary

Hackathon 2018: Pedestrian Comfort

A two-day competition to develop and pitch solutions, using open data from The City of Calgary, to improve pedestrian comfort in our city.

CIVIC TECH YYC

THE BEST WAY TO PREDICT THE FUTURE IS TO INVENT IT ... *TOGETHER.*