

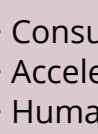
# Innovation Lab Review

# 2022

The Innovation Lab is a part of The City of Calgary's Collaboration, Analytics & Innovation Business Unit. We help The City solve complex challenges that impact Calgarians through innovation and collaboration.

We are a team of innovation experts who partner with City staff to improve government services every day. We connect diverse perspectives, build innovation skills and capacity, and find new ways to solve problems to create a more liveable, resilient City together.

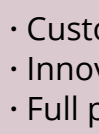
## 76 total service requests, which were:



### 33

**Project Requests**

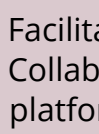
- Consultations
- Accelerators
- Human-centred design cycles



### 18

**Learning Requests**

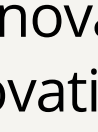
- Custom learning
- Innovation moments
- Full professional learning sessions



### 24

**Other Requests**

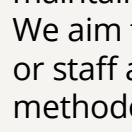
- Facilitation
- Collaborative platform support



### 79%

of service requests were taken on by the lab

The Innovation Lab supports City staff to build and sustain innovation. In 2022, we achieved the following results:

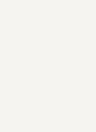


## Catalyze projects to help modernize government through better services

The Innovation Lab partners with City teams to maintain, build or sustain innovation in their work. We aim to put people - whether Calgarians or staff at the center of our problem-solving methodologies. To do this, we offer City teams a variety of options, from quick consults and accelerator workshops to full design cycles to improve City of Calgary services.

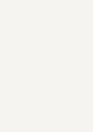
### 100%

of project partners said that working with The Lab was a value add by...



**Saving Time**

- Implementing a more efficient process
- Ensuring the focus is on the right problem



**Saving Capacity**

- Prototyping a solution before full launch
- Using Lab resources instead of hiring an external consultant

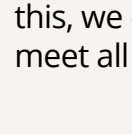
Two examples of accelerators that helped City staff are:

### Business and Local Economy

The Innovation Lab helped restart the Business and Local Network that was stopped during COVID-19. Innovation methodologies were used to co-create and brainstorm how the partnership can best serve businesses.

### Trends Event 2022

The Innovation Lab helped gather organizers to co-design an engaging virtual event, to support 2023-26 service plans and budget preparation for a more future-focused and nimble organization.

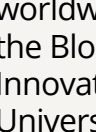


## Strengthen our relationship with Calgarians by understanding and responding to their needs

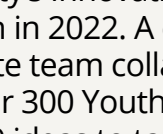
The Innovation Lab uses human-centred design to build people-focused solutions. The Lab methodology drives innovation by helping us narrow in on the problems that people actually face, rather than what we might assume. By doing this, we ensure The City provides services that meet all Calgarians' needs.

### 100%

of Calgarians reported that their needs were met

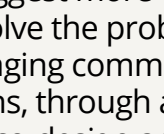


Three examples of projects that demonstrate how we can build better City services are:



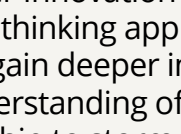
### The Calgary Youth Project

Calgary was one of 13 cities worldwide chosen to take part in the Bloomberg Centre for Public Innovation at Johns Hopkins University's Innovation Training Program in 2022. A cross-corporate team collaborated with over 300 Youth to generate over 700 ideas to tackle the issues youth social and cultural vibrancy in Calgary's downtown. Two prototypes were run to improve transit safety and activation of underutilized downtown spaces to promote youth artists. One pilot is underway with Transit and a second is under discussion.



### Slow and Safe Neighbourhood Streets

By changing the intake focus from solution-based requests (e.g., speed bumps) to problem-based requests (e.g., speeding), The City can suggest more options to better solve the problem, while managing community expectations, through an innovative co-design approach with Calgarians and City staff. Insights from 48 interviews, including City staff from six departments, Calgarians from all four quadrants, and 11 subject matter experts, were used to create a new intake process that can help The City save time and resources, and increase process transparency for Calgarians.



### Safer Stormponds

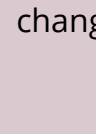
Following a 2021 Notice of Motion from Council, an internal risk review of storm ponds was conducted. In partnership with the Water Innovation Program, a design thinking approach was used to gain deeper insight and understanding of citizens' relationship to storm ponds. The project team gathered data through storm pond site observations, interviews with 130 Calgarians, and held cross-corporate workshops. Prototypes were developed for high-priority storm ponds to educate and shift Calgarians' unsafe behaviors around storm ponds.



## Improve City culture of collaboration, knowledge and skill sharing to enable innovation

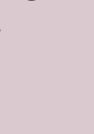
The Innovation Lab seeks to build a network to connect people from across The City to break down barriers to innovation by learning new skills or tackling complex problems together. In 2022, we did this mainly through three networking spaces: Mug Club, Tiger Team and the newly formed Innovation Action Network.

Mug Club and Tiger Team attendees reported that the sessions helped them:



### 79%

Apply the shared innovation practices, tools, approaches, and perspectives



### 85%

Contribute to strengthening their collaborative relationships



### 85%

Try to understand Calgarians and other City employees needs more

### MUG CLUB

Mug Club is an innovation reading group where employees from across The City come together to discuss topics that impact our organization and our city. The groups aim to create an open space to share and inspire each other to use innovation to make small and large changes in our day to day work-life.

### 100%

of participants reported that the sessions were helpful



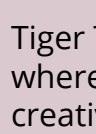
Select 2022 Mug Club Topics include:



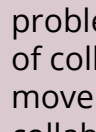
Exploring intersectionality and social justice conversations



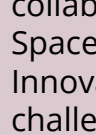
How to design Calgary services focused on meeting Calgarians needs and expectations



Exploring the barriers to innovation



The importance of empathy in conversations about mental health



Acknowledging and understanding a natural bias towards extrovert work styles and how this influences work collaboration



How great teams are made

### 1163

City staff attended a Mug Club

### 360

unique participants

### 34

business units represented

### 36

total business units

Mug Club attendees reported that they:

### 90%

found the topics timely

### 81%

felt an increase in collaboration

### 93%

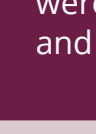
found value in attending

### TIGER TEAM

Tiger Team is a monthly workshop where a cross-corporate team of creative thinkers gather to solve problems. It's a space for new ways of collaboration and a chance to move work forward. Tiger Team is a collaborative effort between Public Spaces Project Development, The Innovation Lab and the owner of the challenge owner.

### 100%

of participants reported that the sessions were helpful



Tiger Team 2022 outputs:

- Over 150 unique ideas for parking lot activations
- 43 staff perspectives on the future of remote work
- 4 prototypes for cycling education and how to choose the right bicycle
- Over 250 ideas for ways to safely be outside and connect with each other that were shared with community associations and the Federation of Calgary Communities

Tiger Team calls for being open beyond one's preconceptions and historical ways of making sense. It helps with letting go of old identities, beliefs, stories, conceptions, and control

Attendees reported that Tiger Team increased their confidence in the critical innovation skillsets:

### 88%

Courage

### 88%

Creativity

### 89%

Collaboration

### 88%

Experimentation

### INNOVATION ACTION NETWORK (IAN)

IAN was created out of research conducted by the Innovation Lab, to address challenges facing City staff innovating in their work.

Guided by our experts, this peer-network helps staff overcome identified barriers to innovation:



Skills, knowledge, and tools



Time and / or funding



Legacy processes, silos, and turf wars



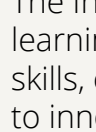
Structures and systems



Leadership



Fear of failure / risk aversion



Psychological safety

### 139

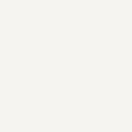
City staff signed up to be part of IAN in 2022



32 business units represented



36 total business units



## Increase City employees' skills, capacity and knowledge to innovate in their own work

The Innovation Lab offers professional learning to City employees to develop skills, capacity and knowledge in order to innovate in their own work. Training ranges from innovation basics, creating psychologically safe meetings, better brainstorming, and the role of leadership in innovation.

### 100%

of participants reported that the sessions were helpful

I thought [the session] did a great job of distilling the main concept into a digestible format and then providing some time to put it into practice - all within a three-hour session.

### 33

trainings offered

### 825

people attended

### 19

Business units attended

Most popular: *Storytelling for Impact, Leading for Innovation, Innovation 101*

Following a survey, participants reported the following:

### 100%

reported useful

### 86%

reported a mindset shift

### 88%

reported a skillset shift

## What to expect in 2023



Focus on projects that align with Council's foundations on economic, social and climate resilience



Build on human-centred design innovation methodologies to consider the interconnectedness of systems for effective service delivery



Recruit staff to meet demand and innovation goals for The City of Calgary



Continue to embed equity in innovation methodology to ensure we are designing for all Calgarians

For more information, connect online or with us by email at [innovationlab@calgary.ca](mailto:innovationlab@calgary.ca)