



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

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Civic Innovation YYC
YEARBOOK 2016/17



Special thanks to our amazing summer students & all of the incredible staff and citizens who made this work possible.

- Civic Innovation YYC



Experiment Hours



Prototype first

Prototyping and testing first in a low-cost way (such as with duct tape and cardboard) allows you to understand whether an idea addresses a given need. Before implementing a high-cost initiative or solution, prototyping allows you test the idea in a smaller scale to discover whether it is addressing the right opportunity.



Experimentation finds missed opportunities

Experiment Hours allow us to test new ideas in a low-risk environment. In turn, we can discover missed opportunities in the city and leverage these findings in future projects.

Experimenting with ideas

One of the main pillars of Civic Innovation involves embracing experimentation. The team facilitated a series of rapid prototyping and testing sessions called "Experiment Hours". Ideas were gathered from the Civic Innovation platform. At these sessions, City employees gathered to test new ideas that could make the city better. These experiments varied from finding new ways to embrace play in everyday life to gathering missing information about sidewalk and pedestrian links. Being able to test ideas in a low cost, high fidelity way allows us to identify citizen needs to find new emerging trends and opportunities.



Using observation

Experiment Hours allow us to gather data about ideas based on our observations. Observations that emerge can be used to iterate future ideas and find new opportunities within the city.

Tiger Team

Using Tactical Urbanism as a bridge for collaboration

The Tiger team is a group that works to implement new tactical urbanism strategies. This interdisciplinary team gathers once per month to discuss temporary changes to improve 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.



Working together

Tiger Team members are from across the organization, each coming with their own unique skills. This type of group breaks down the silos to find the more impactful and holistic solutions.



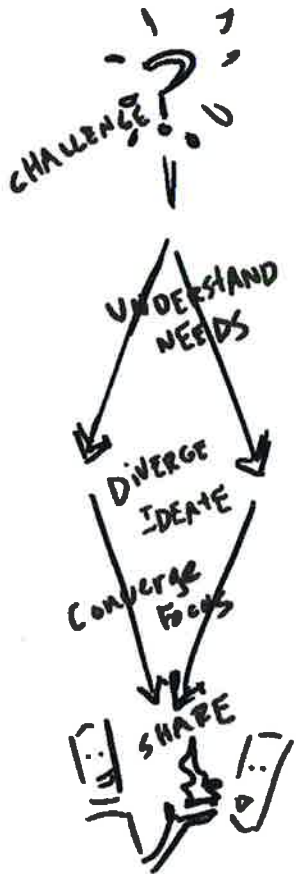
Building connections

The Tiger Team has successfully connected people from across the city. For example, the CPA is now working with local skateboarding advocates to use empty parking lots in a new way.



A goal and collaboration turns into impact 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.

Civic Innovation YYC



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Who are we?

Civic Innovation YYC is a corporate-wide initiative of the Analytics Calgary program. The program is led jointly by Corporate Analytics & Innovation (CAI), Customer Service & Communication (CSC) and Information Technology (IT).

Civic Innovation YYC works to realize elements of The City's **eGovernment & Digital Strategy**, and to operationalize the **Cut Red Tape Program** that concluded in July 2015. Civic Innovation YYC builds upon those successes and increases corporate focus on innovation. It was created in 2016 and is led by the Deputy City Manager's Office.

We advocate for:

- **Achieving better value** for money for citizens and businesses and **improving the experience** of interacting with government.
- Delivering high quality programs and services that **are responsive to emerging opportunities and threats**.
- **Leveraging crowdsourcing** as an evolving source for improved analytics and data driven decision making when necessary.
- **Creating the foundations** for employees, businesses and citizens to share, collaborate & test ideas using **human centered & strategic design approaches**.

Mug Club

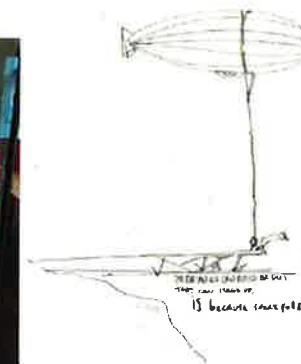


Bridging Mug Club gathers individuals from all cross the organization. This allows individuals to talk about the challenges and successes they experience in their work. As this type of environment persists we can gain mutual understanding between the silos of the organization, thus bridging the gaps of knowledge in our work.



Adaptive conversation

Mug Club starts the innovation conversation. This allows us to challenge our assumption and to think about our work in new innovative ways.



You bring the mug, we'll bring the coffee and conversation

Every Wednesday, employees from across the organization and visitors gather in the 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 community. By gathering discussing relevant topics in an open and collaborative setting, we can learn from each other's experience to enhance our thinking and our work.



Changing mindsets at the City

Mug Club challenges individuals to think in innovative ways. Discussing these mindsets is important to molding the culture our work.



60 Minute Hacks



Experimenting with technology

The 60 Minute Hack gives the City the opportunity to experiment with technology. This allows us to see if these technologies can be used and how they will be useful. The more experimentation done, the better we can understand these technologies and use them appropriately when needed.



Using technology to be more adaptive

60 Minute Hack sessions explore new possibilities as new technologies emerge. If we take advantage of these resources and the bright minds at the City we can adapt the growing needs of Calgary as a whole.

Embracing technology at the City

60 Minute Hack is a session for tech enthusiasts from across the organization to discuss ways to use technology. It's a working session focused on contributing to an idea of interest from the myCityInnovation or the calgary.ca/innovation websites or other tech ideas. From creating a repository of open-source data tools to using virtual reality to become more familiar with city spaces, 60 Minute Hacks allow us to better understand how technology can improve Calgary. This allows us to be more adaptive as the technology landscape changes.



Sharing knowledge

Technology enables better knowledge sharing. Using open data and accessible tech, 60 Minute Hacks have acted as a catalyst for knowledge sharing about technology topic.

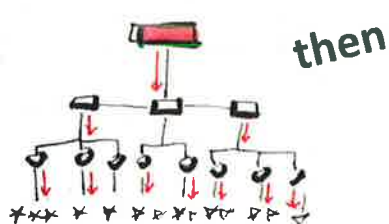
This *YEARBOOK* begins to tell the story of how we are crafting the future — for this city — for government and for the next generation.



Why does innovation matter?

We believe that government can do better. We think it can be more open, transparent and innovative. Civic Innovation YYC exists to enable collaboration and the investigation of new ideas.

Our community needs the capacity to **identify, collect, understand and act on emerging opportunities.** We support **internal** City business units and administration, and **external** groups such as citizens, businesses and civic partners as we work together to build a better city.

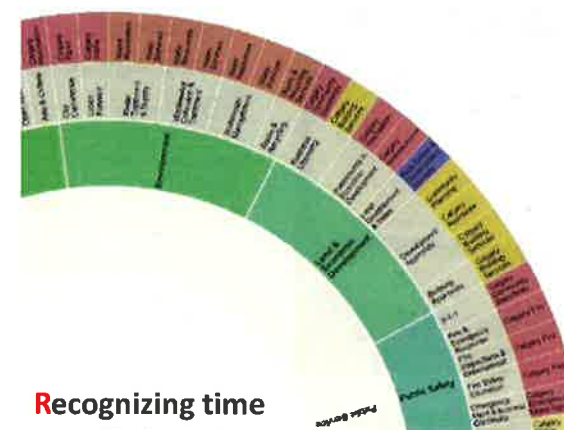


Our organizations were designed in an era when **efficiency = success.** Ideas came from predictable places and had a path to follow.



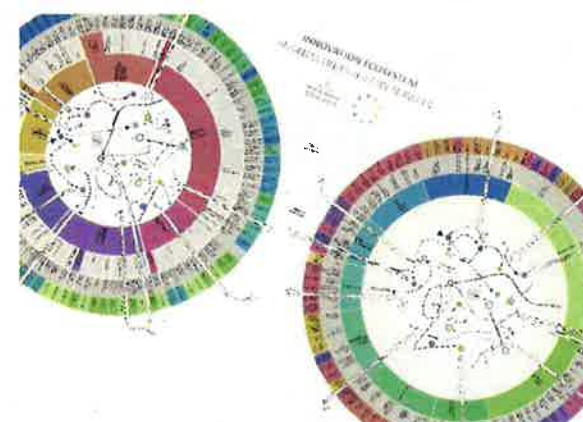
But the world is a **networked, volatile and complex ecosystem.** Now **success = adaptation.** Ideas might come from anywhere, but so can **action.**

Innovation Service Portfolio



Recognizing time and complexity

The City of Calgary is a big an intricate place, full of ever-evolving people, places and things. Although we try to understand and quantify it, a recognition of constant change and appreciation of complexity is crucial. This, like any other representation of the world, is a simplified snapshot in time.



The city is changing, the City needs to change along with it A movement towards greater recognition of city services over organizational structure.

Innovation in organizational structure The City of Calgary has traditionally been characterized by it's organizational hierarchy. A rigid format that does not reflect the variability and complexity of the city itself. This is changing through a movement towards service-based budgeting. The City perspective is transitioning to human-centered design, framing goals and budgeting around City Services. These diagrams visualize this transition and capture the complexity. This snapshot in time demonstrates the non-linear relationship between the existing business units and the service categories.

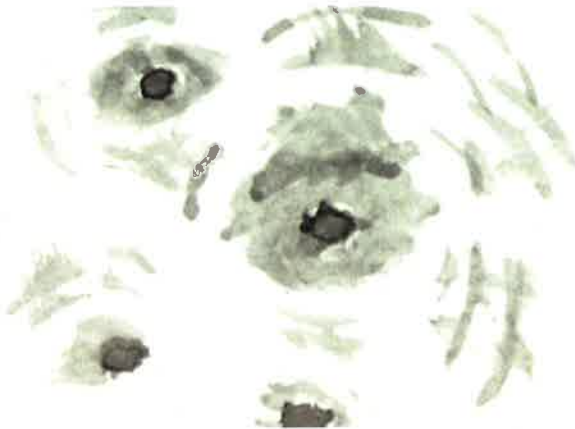


Visualizing change

Recognition of change and complexity is often difficult. This visualization is a means to facilitate conversation and understanding of that change.



TIMN Engagement Workshop



Finding opportunities

The main goal of this project was to change the way we use citizen engagement data. Rather than moving forward individual ideas, we can find trends in engagement data to discover emerging opportunities. This allows the City to find ideas that create long-lasting impact in the community.



Enabling collaboration and good risk

This project enables teams from across The City to work together to make their communities better. It allows our teams to embrace risk to try new things.

Civic Innovation YYC transforming ideas into opportunities

This summer, Civic Innovation designed a series of sessions in collaboration with This Is My Neighborhood (TIMN) and Engage. The goal of these sessions was to use engagement data in a new and creative way. This involved developing hunches and experiments to test in each of the Calgary communities. Employees from across the organization and citizens collaborated to develop new creative ideas to make Calgary neighborhoods better. This type of work enables teams to transform individual ideas into creative opportunities.



Ideas into experiments

Session participants developed experiments; from garbage art to hula-hoops in the park. Experiments allow us to try new ideas, enabling the City to think adaptively with creative solutions.

We need bridge
builders and
futurists.



Living in BETA

These are our ground rules. To achieve amazing things we need amazing teams. If information flows everywhere, our understanding of problems will be richer. We are stronger when we trust and enable each other to decide and act. We can't predict the future, but we can invent it together.

Caring

We are engaged in the success of this team and creating positive impacts. We assume the best intentions whenever possible.

Empowered Execution

We have a shared understanding, focus and goal. We trust and empower everyone to decide, share, initiate and act.

Question Everything

We challenge norms as a way to move forward.

Future Focused

We work on the edge and understand that means taking risks.

Radical Transparency

We create visibility and shared understanding.

Adaptive

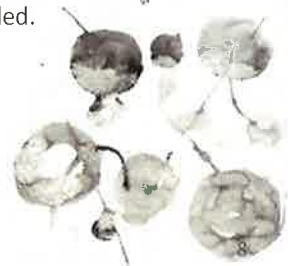
We can flex to respond to emerging opportunities while keeping an eye on our goals.

Learning & Curiosity

We share our skills and create opportunities for growth.

Accountable

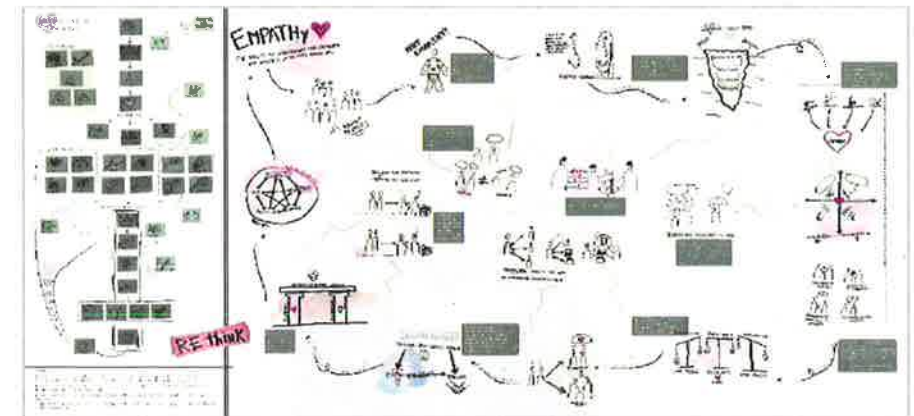
We hold each other accountable and have clear parameters when needed.



RE:think Empathy

Empathy is an emotion, a skill and a process

Empathy is a crucial part of the design process, and should be intentionally practiced early on. It comes down to understanding the end user, which for The City of Calgary is a diverse group of Calgary citizens. Empathy with these individuals and groups can be innate, but it can also be practiced and sustained over time. In the first workshop of the RE:think series, we explored what empathy is and how it can be intentionally practiced day to day.



Playing to learn

In a series of presentations, activities, videos and discussions, we explored multiple dimensions of empathy. A diverse set of experiences were crafted to mirror the diversity of empathy.

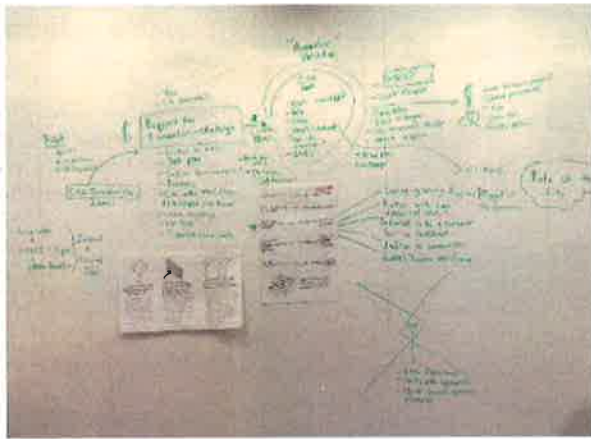


Design the right thing Quite often in the workplace decisions are driven by existing processes or financial goals, but in order to create the best result for the customer the first step is understanding through empathy.

Civic Accelerator Research

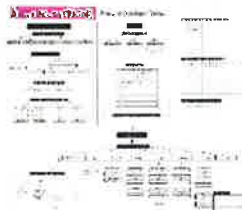
Imagine we were earlier adopters

The development of a Civic Accelerator within the City of Calgary was one of the thirteen scenarios identified in the summer 2017 Opportunity Report. Due to ideas on the online crowdsourcing platform and the prevalence of unsolicited proposals, a civic accelerator provides the opportunity to fill a gap in the current procurement model and support economic development in Calgary. Civic Innovation YYC has been working with partners to identify an ideal business model for this program.



Value propositions

With the input of various stakeholders and partners, we have worked to identify the gap to be filled, and clearly define a unique value proposition.



Designing a process

Similar programs exist in other governments and organizations, however, designing the process to uniquely fit Calgary has been a primary goal.



Allowing for agility This program is intended to open up the municipal government to change, experimentation and keeping up with the rapid change of technology.

Agile and adaptable dreamers who know how to deliver.



It's been an exciting year...

This Yearbook is a collection of the achievements and progress Civic Innovation YYC has made. Civic Innovation YYC has come a long way since its inception in the summer of 2016. We believe we can help open new ways for citizens and businesses to work with government. It will help to create a city where great ideas are recognized and explored to make Calgary a great place to make a living and a great place to make a life.



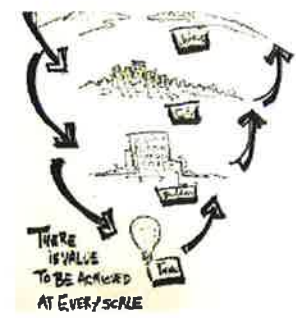
The journey so far...

Civic Innovation YYC allows employees and citizens to share their stories and experiences. It creates a community of collaboration and an opportunity to explore what might be possible. This is the journey of Civic Innovation YYC so far – A review of where we've come from and what we have achieved!

BIM Residency

Gathering insight for better use of BIM

The challenge with wicked problems, like implementing Building Information Modelling (BIM) technologies and processes into The City of Calgary, is the diversity of definitions of BIM and how it should be used. Civic Innovation YYC hosted a workshop over four mornings to start tackling this wicked problem. We gathered City of Calgary and industry experts, enthusiasts and interested parties into the Innovation Lab. The residency expanded understanding of BIM currently, and the possibilities it opens in the future.



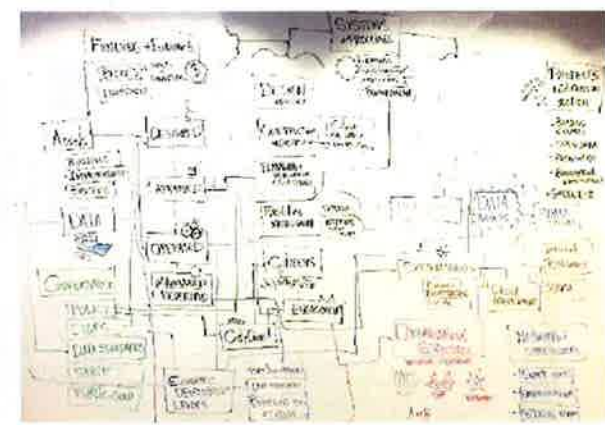
Scalable solutions

Definitions and implementations were explored over multiple scales. From one thing, to one building, to the city, to the world. The possibilities are endless.



Rapid prototyping

The residency concluded with two presentations outlining rapid prototypes for initial testing and implementation of BIM in The City of Calgary.



Lifecycle information management

Effective implementation of this technology and process could result in significant cost reduction through more efficient and effective design, construction, maintenance and redevelopment of buildings throughout Calgary.

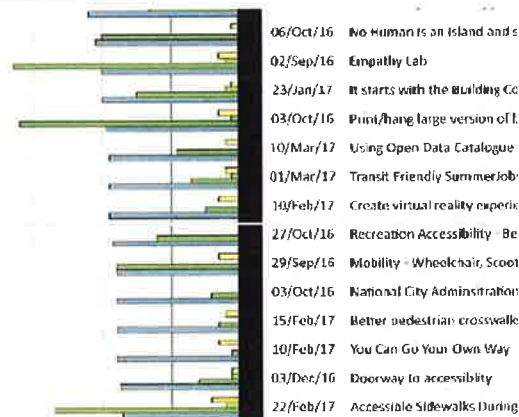
Accessibility Challenge

How might we improve Calgary's accessibility? To answer this question the scope of brainstorming was opened up beyond the typical project teams. Utilizing the Civic Innovation YYC crowdsourcing platform employees and citizens were asked "How might we make Calgary the most accessible city in the world?" From this question we received 39 ideas, many of which challenged the definition of "accessibility" and with impacts ranging from small initiatives to lasting policy change.

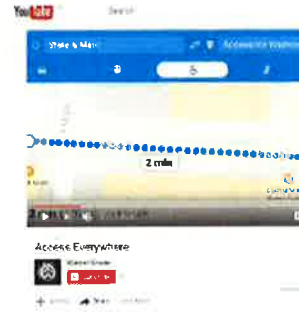


Under Consideration

Work on how to explore these ideas further, what business units to share them with and how to take action is currently underway.



BETA
LAB_



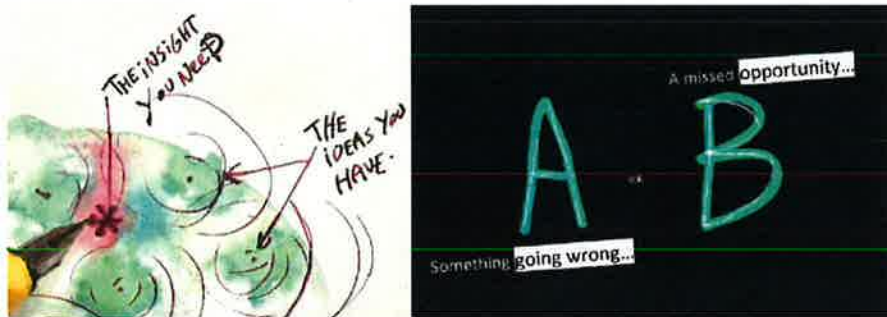
Diverse definitions

The interpretation of "accessibility" among many of the ideas shared was broad. Ideas ranged from mobility, to communication to inclusiveness.

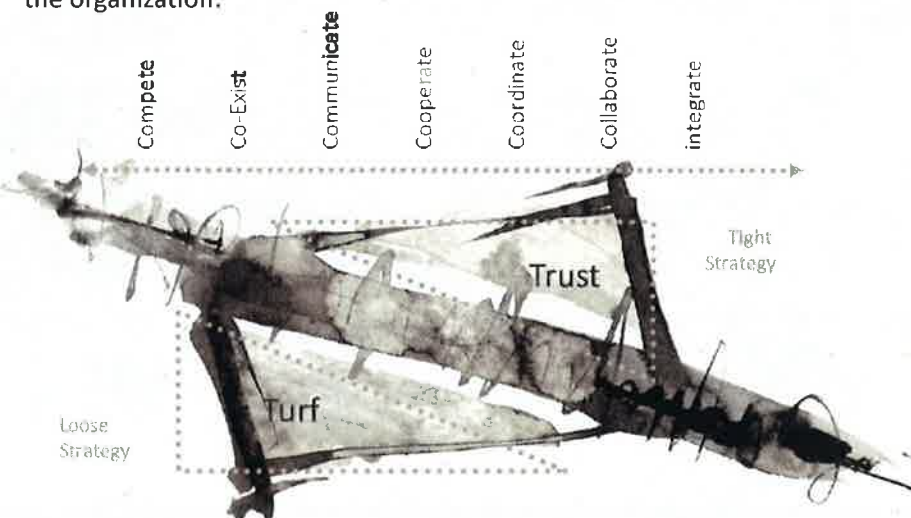
Lifelong learners who lean into complexity.

Thinking about risk & working in BETA

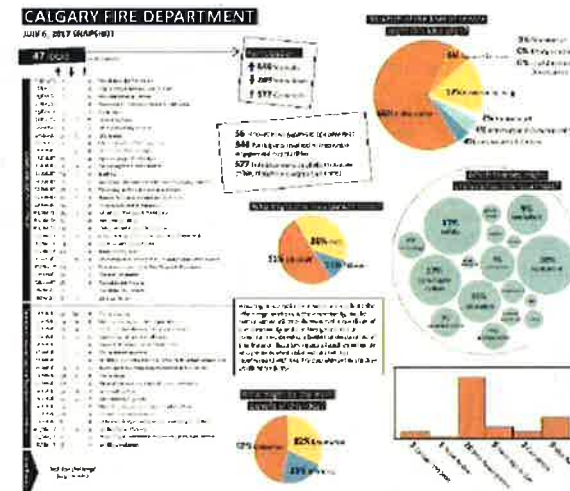
Civic Innovation YYC is about looking at risk in a new way. Finding the opportunities to acknowledge the Alpha risk of something going wrong. And simultaneously living in BETA where we work to avoid missing great opportunities. **We learn by doing.**



Moving From Turf to Trust: This work has created new opportunities and silo-busting collaboration by bringing together change makers from across the organization.

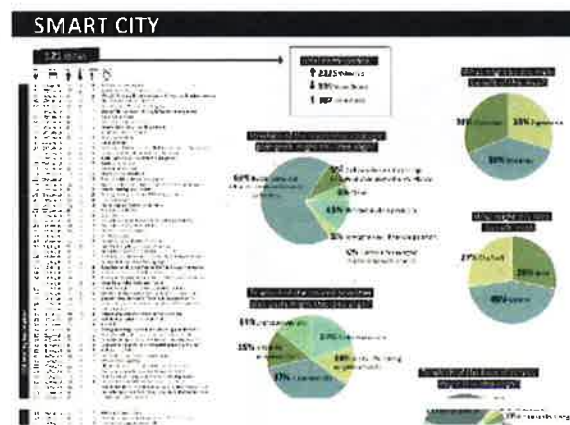


Challenge Idea Analytics



Asking questions

Understanding starts with asking the right questions. Each idea submitted on the platform was tagged with identifiers such as “who would benefit most from this idea?” or “what themes best characterize this idea?”



What does it all mean? The ideas obtained through crowdsourcing provide an opportunity to learn from our community and create a picture of the city we want to see.

Understanding

ideas With two online crowdsourcing platforms, for employees and the public, hosted by Civic Innovation YYC, we are receiving a lot of ideas. Accepting ideas is one thing, but implementing and understanding them is another. Additionally, implementing one of six hundred ideas is not the way to lasting change. By categorizing, tagging and grouping ideas we can find a way to understand trends and patterns. These trends and patterns lead to opportunities for initiatives resulting in lasting change and sustainable processes. This helps us to create the channel for multiple ideas in one go!



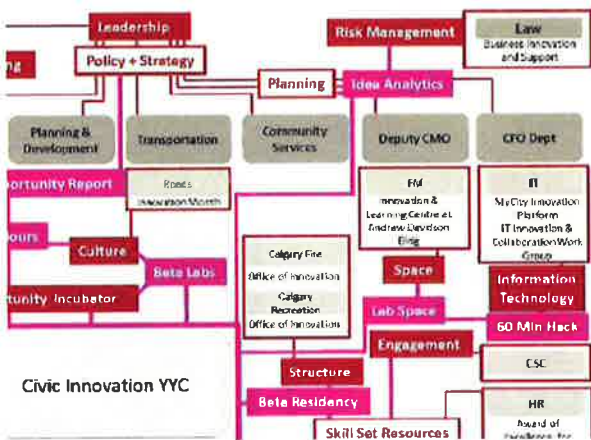
Common patterns

The questions asked then led to identification of trends, both expected and unexpected. From these trends we were able to draw conclusions about what areas people are talking about or request improvement in. And from these conclusions we were able to identify opportunities, and imagine scenarios of the future.

Mapping Innovation

Innovation is happening throughout the corporation...and we tried to map it

The mapping innovation sub-committee of the Internal Advisory took on the daunting task of mapping innovation at The City of Calgary. In a corporation of substantial size, innovation exists in pockets and silos, business units and project teams. It is something we know exists in vague form but has not yet been pinpointed. The diagrams generated an attempt to start a conversation about innovation in our organization.



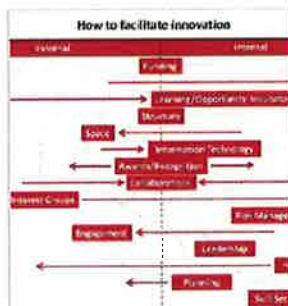
We can't show it all

Innovation can occur in many forms, shapes and sizes, and constantly changes over time. Therefore, it is impossible to accurately map it all, but the Civic Innovation team made a good start!



Where do we need more? The exercise of recognizing and mapping innovation is a useful starting point to the identify areas where we need to collaborate and gain more insights into the work the City is doing.

BETA
LAB_



Innovation takes many forms and this must be acknowledged in order to map it. Innovation is found in processes, teams, funding, and even in organizational culture. It is never just one thing.



Lets be agents of change who are not afraid to question the status quo or the potential of an idea.



The Culture Scan

Culture is the ground at which action

grows Culture affects our internal mindsets, patterns, structures and events. Understanding these things is critical to create positive impact in our culture of decision-making. The Civic Innovation team used the Culture Scan developed by the Moment to gain an understanding of the innovation culture within the City. This involved discovering our desired culture then assessing how our processes meet this desired culture. By gaining a better understanding of our culture, we can create meaningful changes in the way we do our work.



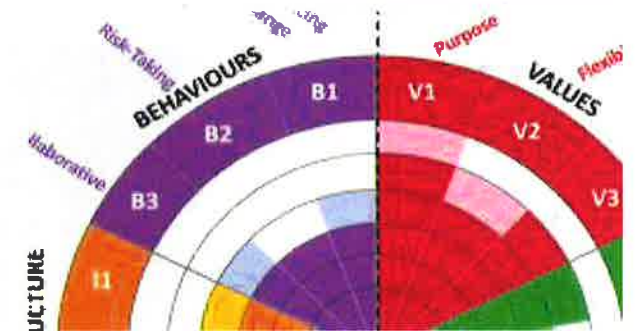
Working together

The culture at the City is different depending on the team. Understanding another team's culture helps to develop trust and works across the organization's silos.



Assessing culture

After these sessions, we were able to assess the City's culture and innovation culture through 18 different lenses. Each of these assessments provide new insights into improving City culture.



Culture eats strategy for breakfast

The better we understand our culture, the more we can understand the organization's strengths and limitations. This allows for aspects of culture to change based on the needs of the City.

Mayor's Environmental Expo

BETA
LAB_

Engaging with youth about resilience

The Civic Innovation Lab is an open and creative space that is utilized by the Civic Innovation team and other internal and external groups upon request. During this summer's Environmental Expo, the resilience team used the space to teach and learn from local elementary and junior high students. The topic of resilience was explored through multiple methods throughout the morning, including the many forms it takes in the city of Calgary and in their own lives day to day.



What is resilience?

The concept of resilience was explored through discussion, photography, drawing and random word pairing. This approach helped to broaden traditional definitions.



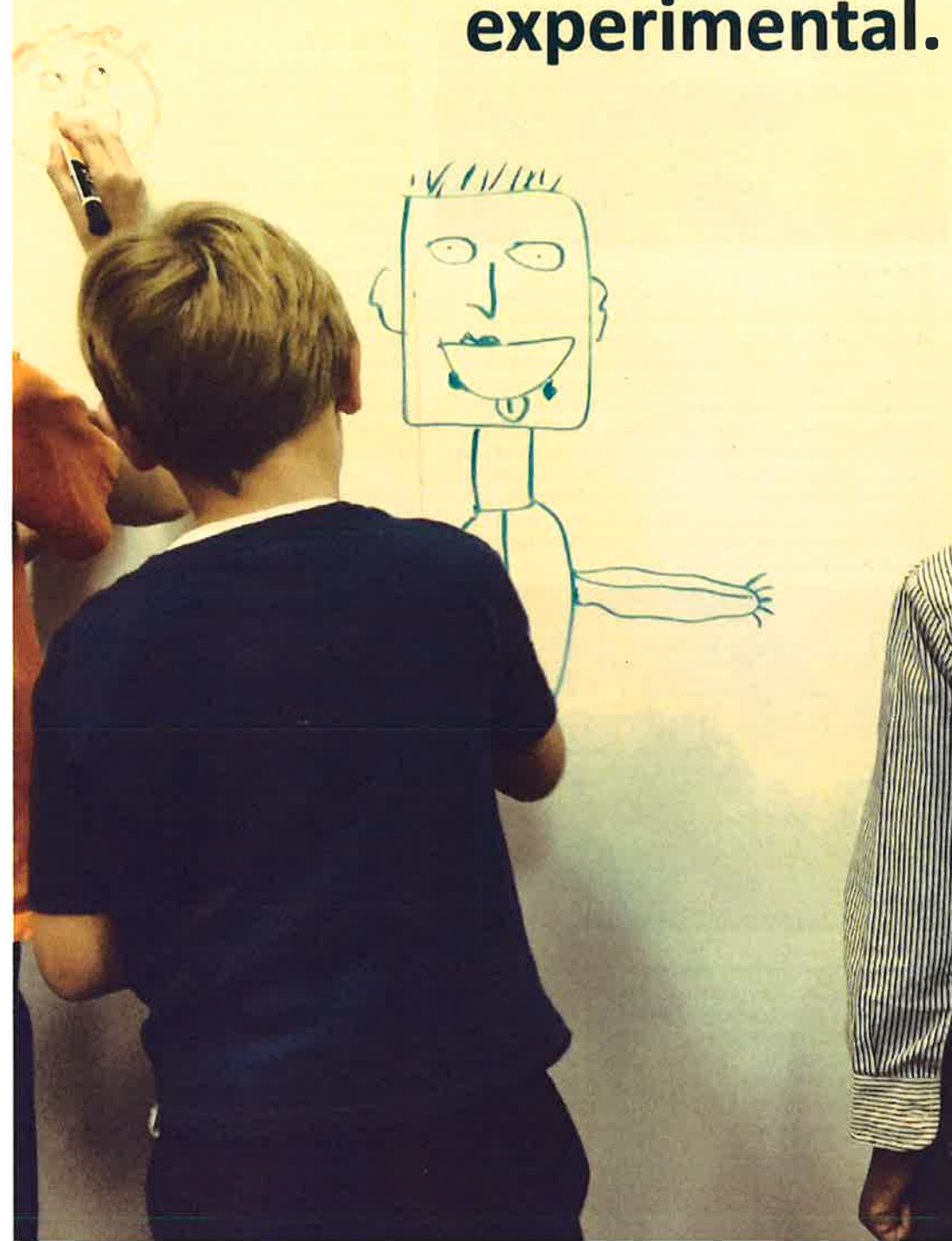
Picture it

The method of exploring the area and photographing examples of resilience particularly appealed to the students. The active and interactive approach encouraged a totally different way to think and learn.



Learning through play The Civic Innovation team helped to provide a playful learning environment with access to the lab.

Get a little
experimental.





Platform Launch at UofC



Power panel

Civic Innovation YYC is all about working with our external partners, many of whom were invited to the event, along with citizens, students, faculty members and City staff. Andrew Phung moderated an animated chat between panel members. (from L to R) City Manager Jeff Fielding, Suncor's Lori Hewson, Jim Dewald from the University of Calgary's Haskayne School of Business, Jennifer Martin from TELUS Spark, and ATB's James Gamage. The panel were asked a series of questions about how Calgary might look in the future if it were more open to new ideas and whether government can be more transparent. Questions were also taken from audience members asking about innovation for small businesses and how more people can get involved with innovation at The City.



Takeaway They came, they participated, they innovated! Many thoughts were shared and explored at the event and the whole program was summed up nicely by Jeff Fielding, City Manager "The City realizes that Calgarians want to do more to contribute to local government than just vote. Civic Innovation YYC has been designed to make it easier for creative and talented innovators to share their ideas and work alongside The City to turn those ideas into something we can action."

February 9, 2017 marked the external launch of Civic Innovation YYC, held at the University of Calgary's Taylor Institute of Teaching and Learning. The event kicked off with a lively entrance and welcome from comic actor and TV personality Andrew Phung. Andrew got the audience and Twittersphere going throughout the event, asking participants to post images, comments and questions using the hashtag #civicinnovationyyc which gathered an impressive 212.42K total impressions, 154 total posts and was a trending hashtag in Calgary that day! Audience members were able to see their posts in real time on the large screens at the event – this was innovation and interaction at it's best!



Design, create + ideate!

The second part of the event was a design led workshop. Each table was asked to get creative and come up with ideas for improving City services by building a prototype using fun and quirky materials. Teams were asked to upload their ideas directly to calgary.ca/innovation.

excite Youth Summit

Sharing the power of observation in design

The Civic Innovation lab partnered with the excite Youth Summit to demonstrate the power of design. excite gives youth the opportunity to learn and contribute to the transportation industry. During the conference, the innovation team introduced the participants to the skill of observation. They participated in a design project to re-think transportation infrastructure in Bridgeland. This type of work introduces youth to new tools which challenge them to think in an empathetic and adaptive way.



Observing in context

Participants went outside to observe the city. Observation allows us to see how citizens interact with their city and it takes a human-centered approach to our work.



Observation into design

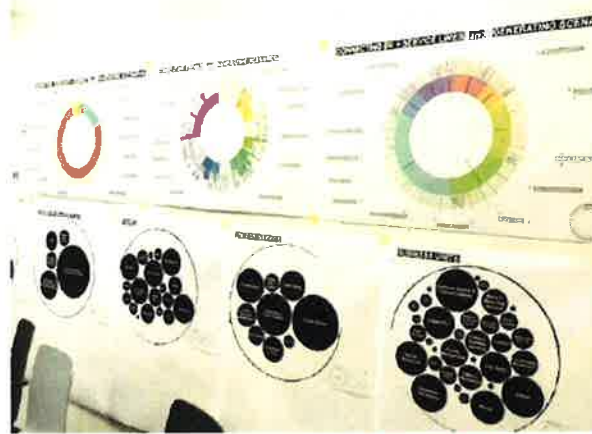
The end of the summit involved suggesting changes to Bridgeland transportation. The groups used design principles and observation to inform their decisions.



Using context as a tool in our work

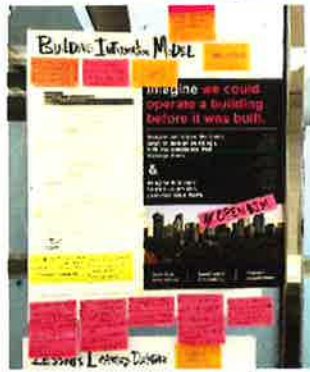
This work encourages individuals to think differently when designing. By understanding the context through observation, we can better understand our citizens when implementing change.

Opportunity Report



Understanding ideas

This project allowed the team to see beyond looking at single ideas. By finding emerging opportunities in the data and presenting them to a diverse group, we can see them in a more holistic way. This allows for the City to see how these opportunities affect the organization as a whole.



Learning to adapt to new trends This project allows us to identify the emerging opportunities that benefit our citizens and staff. This in turn allows us to be more adaptive to emerging trends as they arise.

Transforming ideas into opportunities

The Civic Innovation Lab presented an opportunity report to their advisory and leaders. The ideas from the internal and external platforms were analyzed and presented through different lenses including our lines of service, and overall themes. Based on the trends in the data, the team identified thirteen opportunities to improve City services. All of this information was shared during an open house, where individuals from across the organization gathered to share their feedback. This type of work allows us to find emerging opportunities that make adaptive and long-lasting impact in Calgary.



Creating opportunity

This project has inspired many new projects in the lab. From opportunity residencies to identifying Smart City trends, the it acts as inspiration for new innovations within organization.

MRU Innovation Students

Innovation from the next generation

2017 saw the innovation program host a series of events with internal City staff and external partners and citizens. January kicked off with a Mount Royal University (MRU) event, attend by students and faculty from the Social Innovation program and it was opened by Mayor Nenshi. Mayor Nenshi is currently on a leave from his MRU role as Associate Professor.



Sharing innovation experiences

Students were given an overview of the program from the innovation team, with lots of questions and lively chat about how things can be done differently in Calgary and what the future might look like.

What might be possible...

Next up was a workshop where students were asked to ideate on how to make services better within Calgary. Each team presented back to the group with many different ideas including an idea to make transit more friendly for pets!



Future and Foresight

The session wrapped with students forming a panel, was their chance to go forward and explain what they would change in Calgary to make one of the most innovative cities in the world to live.

100 Resilient Cities

Calgary named part of 100RC!

May 2016 was when Calgary was named part of 100 Resilient Cities and March 3, 2017 marked the date of the 100RC Agenda Setting Workshop. The workshop live streamed from the Civic Innovation Lab which enabled City employees to attend at another location.

It was a unique opportunity to identify, prioritize and plan the critical social, environmental and economic stresses and potential shocks facing Calgary. Brad Stevens, Deputy City Manager was named the Chief Resilience Officer and the event was opened by Chris Arthurs, Director of Resilience and Infrastructure Calgary, along with a 'Welcome to the network' from Otis Rolley, Regional Director for 100RC.

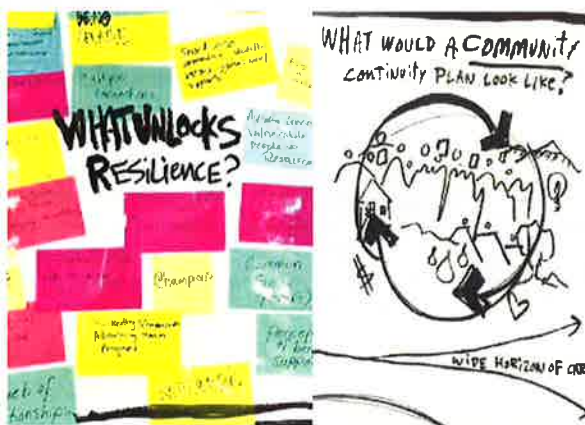


What was the goal?

The aim of the event was to introduce the 100RC initiative, educate and share knowledge, document community resiliency experiences, build relationships, maintain momentum for 100RC and elevate Calgary's profile. Participants explored the meaning of resilience by sharing experiences and using examples such as how the Calgary community faces stresses and shocks like the 2013 flood, the economic downturn and immigrant community integration. The second part of the workshop asked participants to prioritize the specific shocks and stresses Calgary should focus on in its resiliency work.

Community building

Similarly to the innovation launch event, participants were encouraged to share their experiences during the event on social media. On the day, #ResilientYYC received 2,232 Tweets (containing 655 mentions, 41 replies, 1,536 retweets) and earned 11,535,628 total impressions! #civicinnovationyc also saw lots of activity with over 260,000 total impressions during 100RC!



What Does a Resilient Future Look Like?

Teams were asked about the future and it was a good opportunity to really think about what exactly it means to be resilient. Thoughts generated from the Civic Innovation Lab included giving more community support and making data driven decisions¹⁸. The input gathered from the Agenda Setting Workshop will help to shape the development of the City's resiliency strategy. Throughout the process the City will be looking to engage a diverse range of stakeholders and learn from other cities in 100RC.

Voter Experience Challenge



It starts with a problem and a question

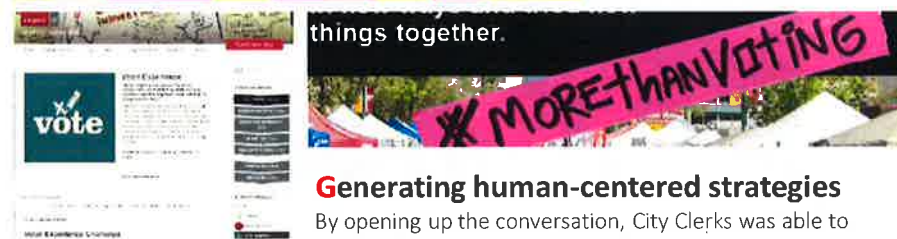
Over the years the voter turnout rates have been less than ideal. With the launch of the Civic Innovation YYC crowdsourcing platform, we had the opportunity to ask City of Calgary employees and citizens what their ideas would be to change this. We asked "How might we improve the voter experience so that the next municipal election has the highest voter turnout in Calgary's history?" We received many responses and ideas which led to the formation of scenarios imagining possibilities for the future.

Scenarios about the future In order to make sense of, and communicate the 40+ ideas proposed, we grouped related ideas into six "imagine statements" outlining six opportunities. These acted as a framework for generating strategic plans to achieve the original goal of increasing voter turnout.



Collaboration

The activity broke down silos and facilitated cooperation and idea sharing from City Clerks, Civic Innovation YYC and the wider community, which meant divergent thinking was allowed to flourish; new ideas were captured and explored further.



Generating human-centered strategies

By opening up the conversation, City Clerks was able to gain insight and discover ideas that might not have otherwise been considered in achieving this goal.