



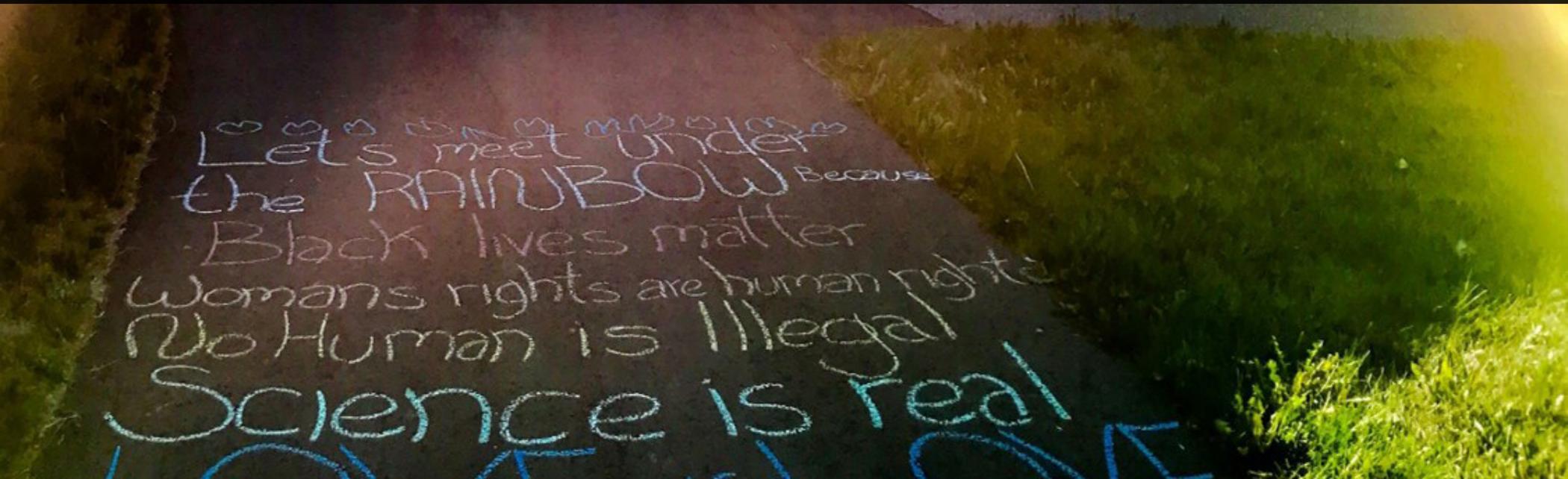
Calgary



CITY OF CALGARY TIGER TEAM

SUBMITTED IN COLLABORATION BY
THE INNOVATION LAB + LIVEABLE STREETS

Municipal World Scholarship Award Application



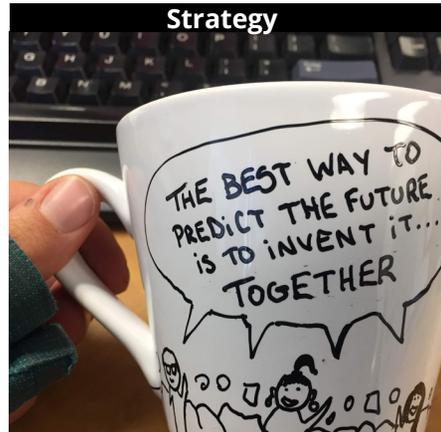
Let's meet under
the RAINBOW Because
Black lives matter
Womans rights are human rights
No Human is illegal
Science is real
LIFE IS REAL

In an organization of 15,000 people, how do you find the change makers who will collaborate and solve problems together?



Strategy

Design a system to connect people together repeatedly (Tiger Team, monthly)



Strategy

Find one very specific problem to tackle each month



Ecosystem

Convene a super team of 20-25 change makers from across the organization



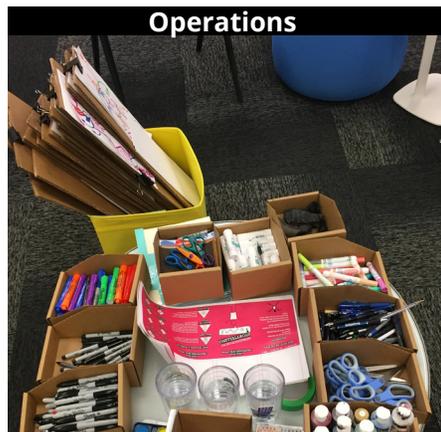
Operations

Design 2.5 hour sessions in a space that encourages thinking differently



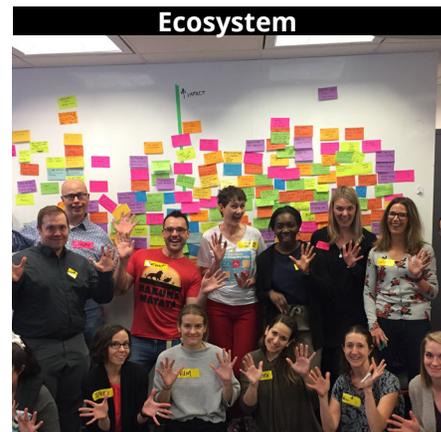
Strategy

Create permission space to explore creative problem solving



Operations

Apply innovation tools and methodologies to understand, ideate, prototype and test the solution



Ecosystem

Leverage skills, experiences and resources of the innovation network through the process



Culture

Implement the impactful solutions boldly

we believe this is repeatable in any municipality challenged with silos...

Who we are

Calgary

Calgary is a city in the western Canadian province of Alberta. It is situated at the confluence of the Bow River and the Elbow River in the south of the province. Calgary is the third largest municipality in Canada, with 1.2 million people.

Calgarians are, on average:

- + Young (average age of 36),
- + Diverse (28% visible minorities)
- + Growing — we have thousands of new people arriving annually from across Canada and the world.

In 2019, For the 10th year in a row, Calgary has ranked in the top five of The Economist Intelligence Unit's Global Livability Index. For the second consecutive year, Calgary was named the most livable city in North America.

The City of Calgary is part of that success story; we're thousands of Calgarians proudly serving the city we live in, the city we love. We're building Calgary's future by making smart changes today.

The Innovation Lab

The Innovation Lab consults through challenges, builds capacity through professional learning and strengthens the innovation network at The City of Calgary.

Consulting

Lead project teams through challenges by using innovation tools and methodologies, design research and data synthesis.

Professional learning

Offer professional learning opportunities to strengthen skills in collaboration, design and innovation.

Innovation network

Accelerate innovation at The City by designing opportunities to connect people, projects and citizen groups.

Liveable Streets

The Liveable Streets Division works to create a happy and healthy city by enabling participation in community through active, inclusive mobility choices.

Policy

Liveable Streets creates and prototypes policy language for all active mobility options; helping partners see the role they play in enhancing streets as places.

Experiments

Liveable Streets prototypes street change in a way that lends to rapid acceptance through lived experience and a better understanding of our projects.

Empowers

Liveable Streets team is pioneering for inclusive communities by establishing toolkits that encourage joint decision making and building capacity with community.



Calgary



We live in an organization full of silos...

The City of Calgary has 36 different business units all working towards one common goal -

making life better every day.

But due to the size and breadth of services offered, we don't always talk to each other efficiently.



**We recognized that we needed
a new working model
that enables us to collaborate
and solve critical problems
for the citizens of Calgary.**



25 heads are better than 1...

Enter the Tiger Team -

A cross-corporate super team that meets once a month to boldly tackle problems that no one mind can overcome alone.

Anyone interested throughout the organization is always welcome to come to Tiger Team!

In just 2.5 hours the Tiger Team co-creates together to:

- + **Understand** the problem
- + Generate as many **ideas** as possible for a solution
- + **Prototype** potential solutions a reality in a low-cost, quick and scrappy way
- + Get users to **test** and interact with the prototype to gather feedback and learn fast
- + Build critical **relationships** for the future

The Innovation Lab and Liveable Streets run Tiger Team together at The City of Calgary.



1 problem

+

20-25 diverse change makers

(internal and external stakeholders + community)

+

2.5 hours

+

creative space

+

permission space

+

innovation tools and methods



High-impact creative solutions

&

An innovation network

&

Cross-corporate collaboration

&

Courage to take on risks

&

Organizations efficiencies

Putting the team to the test...

Tiger Team tackled -

How might we support citizens to create meaningful spaces in their communities?

And from the Tiger Team, ActivateYYC was born in May 2017 -

ActivateYYC, a program under Transportation Planning, offers micro-grants to community members for projects that encourage citizens to “walk, play and be neighbourly”.

The community of Bridgeland applied to ActivateYYC to curb traffic speed and create a safer environment for all road users at their busiest intersection.

In the summer of 2018, 30 Bridgeland community members painted brightly coloured polka-dots onto the shoulder of the road and installed plastic traffic delineators.

This helped shorten the walking distance of the crosswalks and force vehicles to slow down.

ActivateYYC funded \$750 that went towards painting supplies, signage and a street use permit.

Cars now drive six to 7 km/h slower (which is a lot in traffic engineering). With the new lower speeds, any potential accident would result in less severe injuries.

Due to the success of this experiment, The City of Calgary will look at applying this to other intersections throughout Calgary.



Surprisingly...

Administration had initially said “no” to the Polka Dots project because they thought it would be risky as cars would not yield to pedestrians.

Council and the media ultimately pushed administration into approving the project.

ActivateYYC is a partnership between

The City of Calgary + Sustainable Calgary + The Calgary Foundation + The Federation of Calgary Communities.

We learned...we need to find ways to say "yes"!

The City of Calgary had initially said no to the Polka Dots project because we thought it would be a risky project.

...and the completed project was extremely successful!

The City of Calgary recognized that we continue to live in a culture of risk avoidance.

We needed to transform our approach to service delivery and find ways to say "yes" to the great ideas coming from communities.

We took this problem to Tiger Team and tackled -

How might we encourage our organization to embrace the right risks, at appropriate levels and at the right time?



Seeing risk doesn't mean something bad will happen. In fact, it helps everyone be prepared.

Now we are tackling the risk culture...

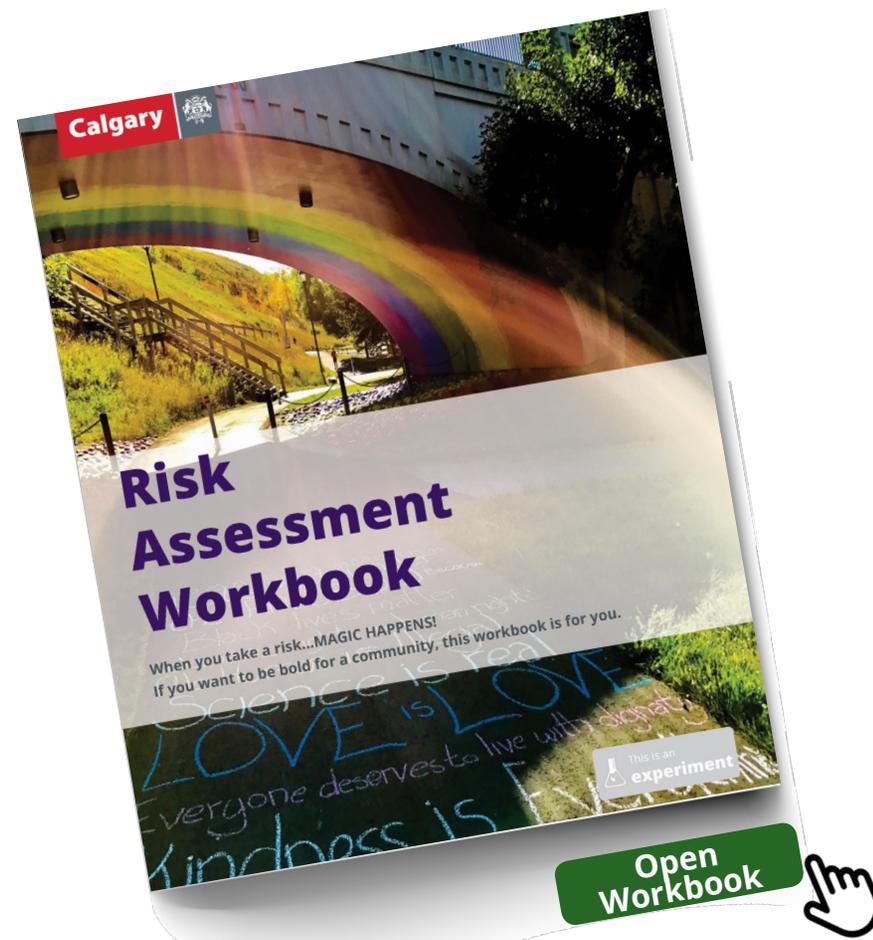
The **Tiger Team structure** fostered a combination of people to get together which otherwise would not have happened. For this round we partnered up with the Integrated Risk Management Team.

We used empathy and innovation tools to empower everyone and learned that:

- + **Risk is scary, uncomfortable and assessment tools are complicated.**
- + By approving some 'risky projects' staff felt that they were taking on the responsibility should something go wrong. They felt burdened.
- + There needed to be a mindset shift on risk within our organization.

And a fun, easy-to-use risk assessment tool was born.

The **Risk Assessment Workbook** is a tool created to encourage City staff to embrace appropriate levels of risk.



The workbook is currently being prototyped with several business units internally and is publically (and freely) available through Outdoor Play Canada.

AND...!

It will be used for ActivateYYC 3.0 to say "YES" to even more riskier (and impactful) projects!

The Risk Workbook is a partnership between

The Innovation Lab + Liveable Streets + Integrated Risk Management

Oh, you have a problem that could benefit from diverse brilliant minds colliding together?
Let's TIGER TEAM that!



Watch Jen and Erin chat about Tiger Team!

[Watch](#)

