

Practice Name:**Date Created:** 26-May-09**Author:****Last Updated:****Abstract:****GENERAL INFORMATION**

Name of Practice	Establishing the imagineCALGARY Partnership
Date	3-July-08
Name of Municipality	City of Calgary
Your Name and Title	Hugo Haley, Community Systems Strategist
Phone Number	403 268-1955
Fax Number	403 537-3079
E-mail for Practice Contact(s)	hugo.haley@calgary.ca
Mailing Address	P.O.Box 2100, Stn.M, #8145 Calgary, AB T2P 2M5

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THE ISSUE**Abstract:**

What is the practice you developed or are developing (brief abstract)?

Please briefly describe the final practice developed. (e.g. if you developed a new Council agenda, list the agenda items, or if a new communications plan was created, provide a summary of the plan's goals, objectives and

highlights.)

Establishing a Partnership of community organizations to implement the imagineCALGARY Plan for Long Range Urban Sustainability is the practice that has been developed. Partners come from public, private and non-profit sectors and are committed to the implementation of the community sustainability plan.

In 2007, the imagineCALGARY Transition Team at The City of Calgary developed a governance framework for the imagineCALGARY Partnership. Three Committees were created to provide direction for the imagineCALGARY Partnership, and to ensure the vision, goals and targets of the Plan are realized throughout the community.

The Steering Committee, Communications and Awareness Committee and the Collaborative Action Committee have representation from a wide array of imagineCALGARY Partners, and are responsible for making the vision of imagineCALGARY a reality.

Several key Partner organizations provide resources to the three Committees. The Calgary Health Region supports the Steering Committee, The City of Calgary resources the Communications and Awareness Committee, and the Collaborative Action Committee is resourced by The Calgary Public Library and Sage Theatre.

Need:

Please describe (just a couple of sentences or bullet points) why you needed to create this practice (policy or process).

What issue made it necessary? (e.g. “We needed a comprehensive plan to deal with...”, or “We needed an annual forecasting tool because...”)

The Partnership is needed in order to implement the wide-ranging vision and goals of the Plan. While development of the Plan was led by The City of Calgary, its implementation is a community responsibility. Bringing the vision of the imagineCALGARY Sustainability Plan to life essentially rests with all Calgarians. Each of the partner organizations is responsible for developing its own strategy for achieving imagineCALGARY sustainability goals. The Partnership is needed in order to inspire and catalyse the individual and collaborative efforts of the partners.

CREATING YOUR PRACTICE

Research:

How did you obtain information to help design your practice (including consultation with stakeholders, formal and informal research)?

Please include any research documentation you can share, or give us a source reference (e.g. Web site, literature, “We reviewed the bylaws from other municipalities in the area...”).

There were two primary methods of obtaining the necessary information to design the imagineCALGARY Partnership:

1. Best Practices review

This included gaining an understanding of key materials such as Leading Change Toward Sustainability by Bob Doppelt and The Fifth Discipline by Peter Senge. Additionally, the imagineCALGARY Transition Team went to Oregon to talk to municipalities that were working on similar initiatives. The Team met representatives from Eugene, Portland and Hillsboro to discuss strategies for community action. Finally, a peer review was conducted on the draft Partnership structures. This review brought in a variety of experts from across North America to contribute their knowledge and expertise to the proposed imagineCALGARY Partnership structures.

2. Consultation with imagineCALGARY partner organizations

Over a period of seven months, imagineCALGARY partners were consulted throughout the development of the Partnership structures. This was an essential step so partners could develop structures that would work for their needs while moving towards the imagineCALGARY Plan.

Process:

How did you go about designing your practice? For instance, did you create a team, hire a consultant, borrow something ready-made from another jurisdiction?

Describe briefly who did the design work and what process they followed.

The imagineCALGARY Transition Team at the City of Calgary led the development of the imagineCALGARY Partnership. Acting as the convenor and facilitator, the City brought in partners to develop an approach to partnership that would work most effectively for the organizations involved. Merging an understanding of best practices, historical background on imagineCALGARY and an understanding of partner needs allowed the Partnership structures to be the most effective for this stage of the evolution of imagineCALGARY.

GETTING APPROVAL FOR YOUR PRACTICE

Authority:

Whose/what approval did you need to create and

implement the practice?

The partner organizations were required to approve the structures. Based on the process of involvement from the partners who contributed to the development of the structures, attending partners voted unanimously to move ahead with the imagineCALGARY structures in June 2007.

Reporting:

How did you inform the decision-maker(s) about the practice and your need for their approval?

From the outset of the process, it was made clear that in order to achieve community ownership of the imagineCALGARY structures, it would be necessary for partners to be in agreement with the recommendations. By involving partners in the development of the structures, this was achieved.

Please note the name of any documents provided to the decision-makers that you would be willing to share.

Consultation:

Did you consult with stakeholders as part of your approval process?

The imagineCALGARY partner organizations were consulted throughout the entire process and provided the majority of the inputs. Acting as the facilitator, the City was able to integrate the ideas of the partners to create the Partnership structures.

If so, how? If possible, attach a copy of templates, surveys or other documents you used as part of your consultation.

IMPLEMENTING YOUR PRACTICE

Plan:

Describe the process you went through to implement the practice. If you used an implementation plan, please note it here.

Upon approval of the structures, the imagineCALGARY Transition Team proceeded with preparing the structures through the following steps:

1. Recruit Committee members. Using the network of imagineCALGARY partners, a call was put out for partners to participate as Committee members.
2. Obtain resources. With the structures in place, key partner organizations were approached to provide the supporting resources for each Committee. Rather than financial contributions, in-kind resources were provided. As the current stage of imagineCALGARY is about establishing ways to act individually and collectively, this was seen as the most effective type of resource at this point. Based on areas of interest and alignment, The City of Calgary, Calgary Health Region, and Calgary Public Library agreed to provide the initial resources.
3. Committee orientation. With the structures, membership and resources in place, the imagineCALGARY Transition Team developed an orientation program that would ensure that all Committee members were beginning their work with a shared understanding of the history of imagineCALGARY and the direction that it is heading.

Policy:

What changes to bylaws, regulations or procedures were needed to implement this practice and how did you deal with them?

Please attach a copy of the change in bylaw, policy or procedure.

There were no changes to bylaws, regulations or procedures required to implement the imagineCALGARY Partnership. The strategic benefit of this Partnership's structure is that it provides the opportunity for partner organizations to participate and align their work with the imagineCALGARY Partnership, thus creating a framework that adds value to partner's efforts, rather than creating new work that distracts these organizations from their core mandates.

When:

When did your municipality begin to use the practice?
Was it implemented all at once or in stages?

The City, along with the 46 other partner organizations, began operating within the new imagineCALGARY structures in October of 2007. This step occurred at all at once, but is recognized as the first stage in the evolution of the Partnership.

Who:

Who was responsible for implementing the practice?

If someone else is responsible for ongoing management, who is it?

The partners that are involved in the Committees - over 40 individuals representing 28 organizations - are responsible for the implementation of the imagineCALGARY structures. Of special note are the four imagineCALGARY Committee Coordinators - the individuals who are the resources provided by imagineCALGARY partner organizations. These individuals are working to ensure that each Committee's workplan is being met and are collaborating to ensure that the work of each Committee occurs in a way that is coordinated across the Partnership.

RESOURCES REQUIRED

Budget:

How much did it cost you to design and implement your practice (i.e. We saved/spent \$XX per year)?

What are your ongoing operational and capital costs, if any?

The design of the imagineCALGARY structures required one full time staff for 11 months, plus in-kind contribution of time from partner organizations. With the structures in place, the operation of the Partnership occurs with in-kind resourcing from all of the participating organizations. It is this dispersed model that creates widespread ownership of the process and allows for such extensive contributions from a wide variety of organizations.

Staff:

What human resources did you need to design, implement and manage your practice? (e.g. "It took X staff member (s) X months on this" or "This is part of normal staff duties.")

One staff person from the imagineCALGARY Transition Team was responsible for conducting the research and developing the structure of the Partnership over an 11 month period.

Infrastructure:

What "capital costs" (such as information technology, other equipment or building assets) did you need to design, implement, manage, and/or evaluate your practice?

The Partnership is provided with part-time staff resources by three of the Partners: The City of Calgary, the Calgary Health Region, and the Calgary Public Library. These resource people serve as the coordinators for each of the three Partnership committees. Equipment, meeting space and other organizational requirements are contributed by the resourcing partners or various other partners, as they are able.

EVALUATING YOUR PRACTICE

Formal:

If you did a formal evaluation (e.g. user satisfaction survey, analysis of annual expenditures or number of rate

payers served) for your practice, please describe the evaluation tool and the process used.

Tell us who was involved.

Informal:

If you did an informal evaluation, describe what you did (such as discussing the practice with people in the office or on the street, or letters/comments received).

Performance measures:

Please list the performance measures for this practice (i.e. reduced number of complaints, money saved, or change in equipment life expectancy.)

Please list the process you used for measuring performance, (i.e. We do annual surveys on...) examples include:

- collecting data
- establishing a baseline
- applying the measures
- results
- follow up

Changes:

(a) Based on the evaluation (formal or informal), describe any changes you have made, or would like to make, to your practice as a result. (e.g. "After implementing this practice, we decided that it would be better if...")

-or-

(b) Has your practice met your expectations and if so, how?

A peer review of the governance structure was conducted by several experts in the field of sustainability planning. The results of this methodology are attached to this document.

At the end of 2008, a Partner Survey will be conducted to evaluate the successes and challenges of this new form of collaboration. This will allow for an effective understanding of the structures and will highlight opportunities to increase their effectiveness.

Through the Committee Coordinators, informal evaluation of the structures occurs monthly. The imagineCALGARY structures allow for a high level of responsiveness to new opportunities and challenges. This monthly review allows for constant evaluation of strategic changes to workplans to maximize the effectiveness of partner activities.

Performance measures are currently being created to evaluate the effectiveness of the imagineCALGARY structures. Led by the Steering Committee, the key areas include:

- engaged partners,
- increased awareness amongst partners,
- demonstrated support for the imagineCALGARY Partnership.

The imagineCALGARY Partnership structures have been exactly what is required to create both an understanding of action and opportunities, from an individual organization and collective perspective. The flat, distributed nature of the structures is a new way of working for many of the partner organizations, but it is demonstrating new and innovative ways of communicating, working and collaborating around imagineCALGARY.

While the dispersed nature of the structures is necessary, it is not without risks. The primary risk is lack of coordination across three autonomous Committees. Through the Committee Coordinators and information sharing, this risk has been greatly mitigated. Nevertheless, this is an area that requires constant monitoring and feedback in order to ensure that key messages, actions and opportunities are not missed. Finding new ways to ensure coordination is, and will continue to be, an ongoing process.

LESSONS LEARNED / BENEFITS RECEIVED

Benefits:

What are the benefits of this practice to your municipality? (eg. Preparation of Council agenda packages now requires less time, etc.)

The major benefit is that the imagineCALGARY Partnership's structures allow for a continued transition from City-led to community-owned. From the collaborative design of the structures, to establishing a diverse set of resources, to the development of new collaborative initiatives, the structures are creating increased ownership and responsibility across a growing number of organizations. This allows every partner organization - including the City of Calgary - to focus on the actions that can help instigate the greatest amount of change towards a more sustainable future for the community.

Key Lessons:

What key lessons have you/your municipality learned through the process of:

- designing;
- obtaining approval;
- implementing; and
- evaluating your practice?

Include any problems, surprises, and unanticipated

benefits. (e.g. “We realized that we needed to spend more time...”)

The key lesson learned is around collaboration. If you truly want collaborative effort, then you need to make the shift from stakeholders to partners. This change in focus makes a dramatic difference in both the process you use and the end results. Ultimately, this allows for an increased sense of ownership and responsibility for the areas of the community that each organization can influence. Essentially, it has allowed the discussion to change from you should to we can. When shooting for large scale community action, this is a vital shift. In making this change, the major attributes that participants need is the ability to continuously learn and to build on this learning and adapt. Sharing responsibility means giving up a level of control, but the end result is a more active and engaged community.

Advice to Municipal Peers:

What advice would you give to another municipality that is considering adopting your practice? Is there anything you might have done differently?

As a municipality, you are likely best suited to bring together the most diverse set of community actors. Utilize this role to build networks of action to create more meaningful work than if these organizations were working on their own. If undertaking a community-level initiative, try to build in the ideas of ownership and accountability as early as possible in the process. This will pay dividends once your community starts to act.

PRACTICE UPDATES

New Information:

There may be some new information to add since this practice was first posted. This is especially true if:

- a new process has been implemented in your municipality;
- there are new practice evaluation results; or
- there has been a change affecting organizational direction. For example, explain how new economic conditions or a new vision/strategy affect the practice.

Please indicate those changes here. Don't forget to list any new documents that may be useful to your peers. Then go to "Other Information" to attach the new documents.

OTHER INFORMATION

Suggestions:

Please list relevant information sources that others might use or you would be willing to share (courses, Web sites, literature, experts).

Documents & Attachments:

Please attach (using the "Browse" button below) any documents you would be willing to share with others interested in your practice (e.g. a bylaw, a policy, approval documents, templates).

* Note: If you do not have an electronic copy of a document, please send Municipal Excellence a paper copy for scanning to:

Alberta Municipal Affairs
Municipal Excellence Network
17th Floor, Commerce Place
10155-102 Street
Edmonton, AB
T5J 4L4

Nominations:

Do you have any suggestions of other individuals or municipalities with municipal practices that we should add to the Municipal Excellence network? Please list their practice, municipality, and contact information.

Or, e-mail menet@gov.ab.ca and let us know about a municipal colleague that has a really good way of doing things.

To find out about what is currently happening with the imagineCALGARY Partnership, please visit our website at: www.imaginecalgary.ca.

Provides details of the 2007 activities to establish the imagineCALGARY Partnership

Provides details of research and interviews conducted in Oregon regarding sustainability planning.

Provides details of the peer review conducted to evaluate the governance model for the imagineCALGARY Partnership.

COMMENTS

Have we missed something; anything you'd like to add to the areas we have touched on, or an area we have not mentioned?