

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

Name of Practice	Think Responsibly: Animal & Bylaw Services
Date	26-June-08
Name of Municipality	<a href="#">The City of Calgary</a>
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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.)

An interactive injury prevention website that highlights key safety messages for youth in grades 4-7. Development, implementation, and distribution of this inquiry-based educational website is managed in partnership with six City of Calgary partners and the Calgary Board of Education.

The website teaches responsible citizenship and injury prevention to youth in areas that the City of Calgary partners are currently delivering services. Responsible citizenship is also a key learning objective for the Calgary Board of Education. The partnership was a logical approach to accommodate these goals.

**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...”)

- In 2005, six City of Calgary business units were independently delivering safety messaging classes at local schools.
- Each had an interest in improving their individual programs (cater to more learning types, promote information retention, develop assessment tools) and ensuring overall sustainability (funding, local support).
- The City of Calgary wanted to educate future generations about injury prevention .

## 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...”).

- Development of the site in conjunction with Calgary Board of Education representatives (to align our information with their curriculum and our delivery style with their best practices.
- Piloted the website with several classes in order to obtain feedback.
- As far as information to support continuous improvement, we 1) regularly meet with Calgary Board of Education representatives to identify opportunities for improvement and 2) monitor Google search engine statistics to ascertain popular content, primary referral sources (municipal partners), and overall site traffic.

**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.

- Began as a partnership of six public education representatives from various City of Calgary business units.
- Calgary Board of Education representatives were engaged.
- The City and Calgary Board of Education each appointed a manager to oversee the project.

## GETTING APPROVAL FOR YOUR PRACTICE

### Authority:

Whose/what approval did you need to create and implement the practice?

- Commitment on both sides (City of Calgary and Calgary Board of Education) was needed.
- Budgetary approval was needed by the City service providers.

### Reporting:

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

- Prior successful relationships between Calgary Fire Department and the CBE were paramount to the dialogue between the two parties that helped to shape this project.

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

- Decision makers are primarily informed of the success of the project by a) website hits, b) new and re-developed content, and c) number of classrooms/students that receive school presentations. City of Calgary Directors and Chiefs receive annual presentations to communicate program updates.

### Consultation:

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

- Before, during, and after, our stakeholders have been involved the whole way. The success of this initiative can be largely attributed to the continuous dedication that each party has provided.

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.

- A teacher was hired to take content from City experts and marry it with the learning objectives for CBE students.
- The information contained on the website was then piloted with several classes to ensure suitability.
- A large media launch was conducted to introduce the program.
- In terms of ongoing changes, the website has been highlighted on Shaw TV and stakeholders are consulted each time new information topics are added to the site.

### 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.

**When:**

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

**Who:**

Who was responsible for implementing the practice?

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

One identified challenge has been to keep website messaging consistent with public education messaging. One example has been the City approach to move away from identifying art vs. graffiti to more of a permission vs. lack of permission distinction. Website content that hinted towards the former example had to be removed.

In 2008-2009, existing module information will be evaluated to ensure that it remain consistent with the needs of Calgary.

www.thinkresponsibly.ca was introduced in 2006. Large scale adoption (because of the prior stakeholder engagement) was almost instantaneous. As a) recommendations between teachers increase and b) bilingual updates are made, overall use of this educational tool continues to increase as well.

A combination of all of the stakeholders:  
a) City of Calgary groups provides funding and content experts,  
b) Calgary Board of Education host the website on their server, market it in their schools, and provide technical expertise,  
c) Municipal stakeholders review content and are responsible for external communication.

**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?

**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.")

**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?

- Start up costs of \$110,000.
- Approximately \$80,000/year on average for ongoing costs.
- Costs are shared equally between the City and CBE, either as financial or in-kind costs.

- Part of regular staff duties of the six City representatives and CBE partners.
- If specific technical expertise is required, partners use budget funds to hire a teacher.
- Stakeholder engagement as part of regular meetings.

The \$110,000 in start up costs mentioned above is primarily comprised of the technology licensing and implementation needed to inaugurate this initiative. Some of these funds were used to provide substitute teaching resources when we engaged teachers to obtain their feedback during developmental stages. Fortunately, the Calgary Board of Education had the infrastructure and server in place to host the website.

## 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?

Students and their teachers were encouraged to complete a user satisfaction survey. Prior to going live with a safety module, we pilot it in the schools. Based on this information, a genuine appreciation of the project was identified.

- Internal stakeholders meet regularly to discuss improvements and feedback that they have received.

- The CBE monitors website traffic, student/teacher use, and user feedback.

- Monitoring number of classrooms/children that receive this information.

- Monitor City involvement with the types of things that [www.thinkresponsibly.ca](http://www.thinkresponsibly.ca) tries to prevent (head injuries, graffiti, etc.)

- In terms of long-term monitoring, we want to know if we're teaching students to make responsible decisions in order to reduce injuries. This will highly impact the service we provide.

The website has been extremely effective in promoting safety information by utilizing leading-edge technology in order to encourage information retention. As partners, we have assessed further needs and are creating a water safety module. Presently in the pilot stage, it will be launched in October of 2008.

## 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.)

- Increased information regarding these safety topics and reduced likelihood of injury in the areas where we provide the service.

**Key Lessons:**

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

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

- This project would not have been successful without the initial, and continued, involvement by all identified parties. For example, the guidance of the Calgary Board of Education was extremely important in determining appropriate avenues of communicating with the children. The strength of this partnership has helped ensure the project's success.

Include any problems, surprises, and unanticipated benefits. (e.g. "We realized that we needed to spend more time...")

**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?

Ensure that you engage all parties appropriately. In this case, while it was extremely important to have the support of upper management (in order to provide project sustainability), we also needed the grass roots support of the teachers and children that utilized this information. A balanced approach to stakeholder engagement is advised.

**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.

Additional safety topics have been identified. One of the new topics, in light of a growing public awareness, is developing information related to water safety.

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:**

[www.thinkresponsibly.ca](http://www.thinkresponsibly.ca)

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

Award Application Overview  
PowerPoint Overview of the Program (History/Budget/etc.)  
Think Responsibly Brochure

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](mailto:menet@gov.ab.ca) and let us know about a municipal colleague that has a really good way of doing things.

**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?