

**Leadership Calgary
Four Year Summative Report
2000 - 2003**

*Leadership Calgary celebrates the completion of four years
of community leadership development.*

Calgary now enjoys
over 100 trained and committed community leaders
from all sectors,
working to sustain, enrich and transform
the Calgary community.

Leadership Calgary participants have consistently reported significant improvements in:

- ★ **confidence and “courage” to promote causes and take action**
- ★ **willingness to take responsibility for dealing with community needs**
- ★ **ability to influence community affairs**

*The capacity to see what needs to be done;
the courage to take the lead;
the ability to inspire others to action;
the willingness to break down barriers; and
the fundamental ability to collaborate with others in the community so that together,
great results are achieved, far greater than what one could do by oneself.¹*

Leadership Calgary is about exploring the **self-leadership journey**, as well as the **community’s leadership journey**. It’s about building personal leadership skills, developing a community of leaders based on cross-sectoral networks, and taking action to sustain and enrich the Calgary community. The four key components of Leadership Calgary include:



Leadership Calgary provides participants with an opportunity to

- ◆ develop their personal leadership focus and abilities,
- ◆ increase their breadth and depth of awareness and understanding of community issues, resources, systems, and opportunities
- ◆ increase their cross-sectoral networks and build a community of leaders
- ◆ increase their personal confidence and ability to take action in the community.

¹ Action Studies

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Highlights 2000

*“People who work at a systems level and who are well grounded
at the community level will add value to community
development initiatives and leadership practices.”*

The new Leadership Calgary program and curriculum created a lot of excitement among participants and steering committee members. Participants in the year 2000 had an opportunity to **pilot the new “pioneer leadership” curriculum** developed especially for Leadership Calgary. One of the primary struggles during the pilot year was in adapting traditional community leadership program structures to fit with the higher level concepts of the transformational leadership curriculum. Much of the effort of the first year was in piloting and developing Leadership Calgary program curriculum, processes and structures.

Some of the highlights of 2000 included:

- ✓ Tested and redeveloped the new pioneer leadership curriculum and Leadership Calgary program structure
- ✓ Addition of “alumni facilitators” to program structure
- ✓ Identified and celebrated “pioneer” community leaders in Calgary
- ✓ Initiated development of Leadership Calgary Alumni structure
- ✓ Almost half of the Leadership Calgary participants remain involved with Leadership Calgary committee work (recruitment, selection, curriculum development, alumni facilitators, etc.)
- ✓ Follow-up evidence of strong use of Leadership Calgary networks to enrich and extend community initiatives.
- ✓ The strongest gains were made in **personal leadership development** with 73% reporting improved scores
- ✓ The largest gain from pre to post scores was in **increased community awareness**

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Highlights of 2001

I am impacted by this program because of a call to action, to take the lead, create something meaningful and go for it.

A revised Leadership Calgary curriculum and program structure were introduced in 2001, and once again fine tuned with the assistance of participants. In the new structure, less emphasis was placed on community “projects” in the first year of the leadership journey. A new process was introduced in which participants determined their own community issue/interest themes and worked together in small groups to organize the “Learning Days”. This new process made the Leadership Calgary a much more dynamic, flexible, innovative and experiential program, as participants drew on their interests, skills, resources and community connections to create learning opportunities for themselves and their peers.

Integrating the Leadership Calgary curriculum concepts into practical application and community action continues to be a challenge. And yet, by the end of the 2001 session a number of Leadership Calgary participants have engaged in significant community initiatives.

“Leadership Calgary lacks the typical learning structure that boxes our thinking in. Like life, the process is messy, unpredictable and an amazing adventure for those who embrace it.”

- ✓ Many participants describe an **increased focus** for their community leadership efforts
- ✓ Project activity in areas of **diversity** and **arts/culture** increases
- ✓ Strong focus in working with **youth** emerges
- ✓ Increased initiative in **political scene** (Canada 25) and **economics** (social investment)
- ✓ Alumni group pilot new structure and activities, then refine and strengthen their organizational structure
- ✓ Alumni show evidence of use of networks to enhance community leadership work
- ✓ **National community leadership** influence through Leadership Calgary alumnus initiative in building a community leadership program in Newfoundland

Leadership Calgary has helped me to clarify and focus on my passions.

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Highlights of 2002

Probably the biggest impact of Leadership Calgary is the diversity of the group, enabling me to see what is possible and to recognize that even doing a little is of value. It is the collective that accomplishes a lot..

The program structure has become increasingly **dynamic** with Alumni engaged as “guides” to assist current year participants with curriculum integration. Community initiatives are becoming **bolder in their agenda and scope** with increased attention to the political arena and building “civil society”.

- ✓ Strong evidence of **alumni/current participant networking** to undertake joint community projects
- ✓ Continued focus on engaging youth in community leadership
- ✓ Continued project work in areas of diversity and arts/culture
- ✓ Evidence of some shift in leadership focus from addressing specific issue-based concerns to looking at **broader social structure and political concerns**
- ✓ Expanded interest and activity in area of **civil society, policy and political arenas** (i.e. voter apathy, Globalization Post G8, Canada 25)
- ✓ Increasing interest and exposure to media sector
- ✓ Alumni community leadership projects flourish and expand to include both local and national initiatives
- ✓ Alumni structure is revamped with co-chair concept and a variety of alumni activities are available throughout the year.

The connections I have made have led me to become more involved in the political process as well as in the area of social entrepreneurship.

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Highlights of 2003

*Exposure to a broader spectrum of community expanded not only
my sphere of awareness, but also my sphere of influence.*

The true value of Leadership Calgary’s “**community of leaders**” network is becoming increasingly evident as alumni and participants from all four years combine efforts to undertake a **broad range of bold and innovative community initiatives.**

***I am more aware of
social and
community issues
and political
mechanisms
to change what is,
to what could be.***

The Leadership Calgary program structure and curriculum are now solidly in place. Leadership Calgary Alumni are visibly involved in key roles throughout the program.

There was a great deal of debate, especially in the first two years, as to the usefulness of a formal “project” component within the first year of Leadership Calgary experience. Many participants have suggested that the first year be devoted to personal leadership development, community awareness and network formation, with the following alumni experience focused on community action. The formal “project” appears to have become a non-issue as Leadership Calgary sees a continuous increase in the number of community initiatives undertaken over time.

- ✓ Increasing evidence of mixed alumni and participant networks working together on development and implementation of community initiatives.
- ✓ Community leadership initiatives continue to flourish and expand to include **local, national and international efforts.**
- ✓ This year Leadership Calgary is hosting a **national community leadership conference** in Calgary.

*For me it is very simple.
I want to have an impact on my community and help create strength.
I believe that I can make a difference.*

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Leadership Calgary Outcomes

Pre/post survey scores indicate that Leadership Calgary participants have reported positive improvements each year in all areas of the Leadership Calgary program - (see figures 3, 4).

Personal Leadership Journey

Continuous improvements in the area of personal leadership development (Figure 3) may be a result of increasingly stronger programming as the Leadership Calgary curriculum and program structure are refined over the first few years. Participants in 2002 reported the most positive change in their personal leadership development (Figure 4) – primarily a result of starting with lower pre test ratings (Figure 5) and then catching up to typical post test ratings reported in other program years (Figure 6).

Confidence has been a key theme in personal leadership development. In each year of the Leadership Calgary program, participants have reported significant increases in their personal confidence (survey section II). Leadership Calgary curriculum explores concepts such as working in “adaptive space”, and willingness to take “risks”. Many participants use their Leadership Calgary experience as an opportunity to take risks and push their personal limits, often resulting in phenomenal personal growth experiences.

I gained the confidence to express my opinions more and more in public (speaking out as a political activist) while I tried to listen intently to what the opposing side was saying.

Finding their passion and focusing their leadership energies has been another common theme reported by participants in the personal leadership development area. Leadership Calgary participants are encouraged to take time to explore their personal leadership journey.

Community Awareness

In the first two years of the Leadership Calgary program, participants reported their most significant improvements in the area of community awareness (Figure 4). During these years, community action outcomes were not as strong as they have become over time. In more recent years (2002, 2003) a “critical mass” of community leaders (alumni) has developed and is creating an increasingly strong culture of bold and innovative community action.

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Community of Leaders

One of the most valuable outcomes to date have been the formation of a strong network of community leaders and the application of this combined and/or complementary leadership energy in the development of innovative community initiatives. The community action initiatives (figure 2) described in more detail in the appendix demonstrate the increasing use of cross-sectoral networks in community leadership activity in Calgary.

Community Action

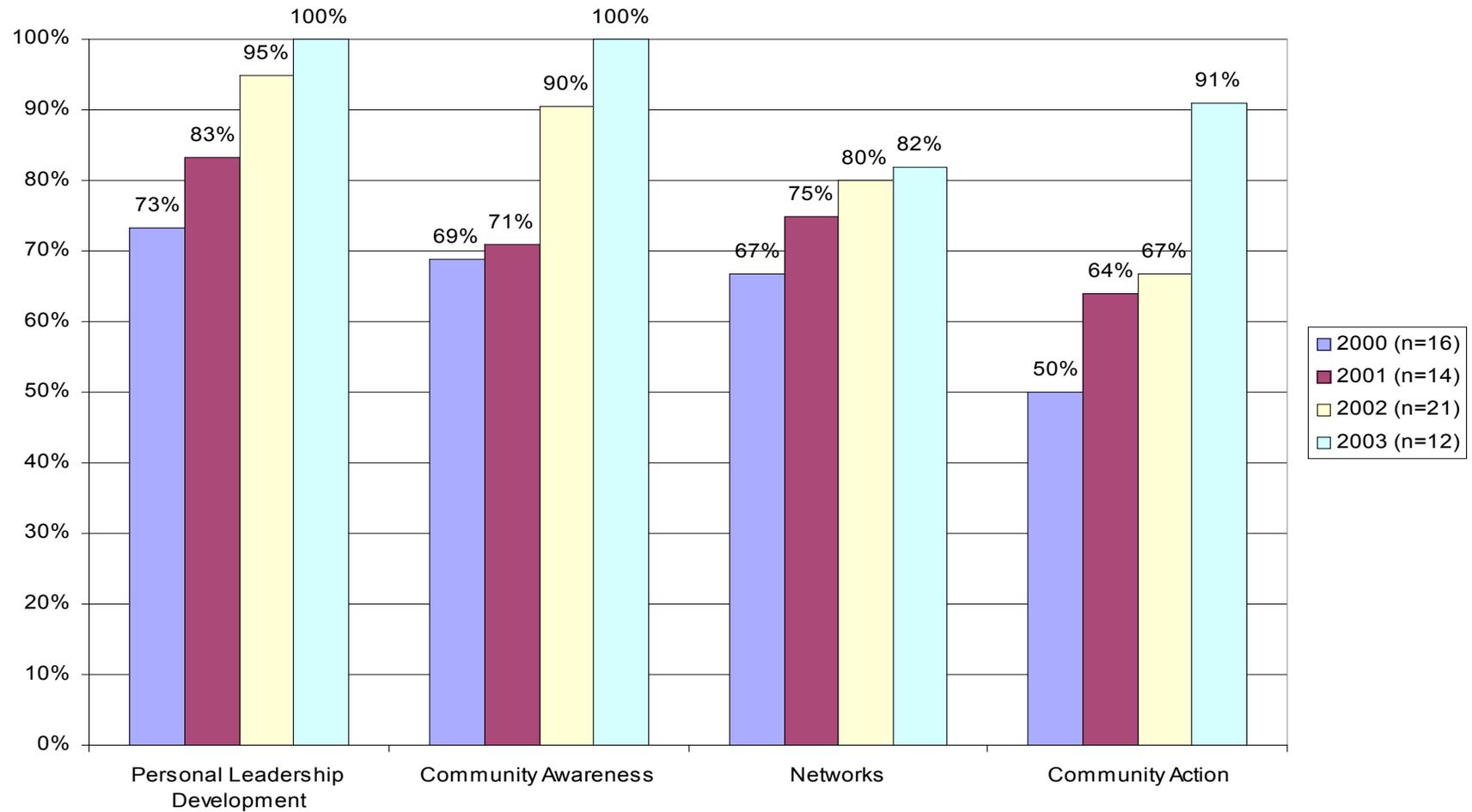
Figure 3 illustrates the **continuous gains made in the area of community action** as the program matures. This may be a result of the **synergies or “critical mass” created as the Alumni expands and increasingly works together**. Community action may also be positively impacted by the growing history of successful community action that stimulates confidence and leads to ever bolder and more innovative action on the part of Leadership Calgary participants and Alumni. The Leadership Calgary – Building Community map illustrates how community action has increased and flourished with each successive wave of Leadership Calgary participants.²

² Note: Initiatives illustrated on the Leadership Calgary – Building Community map include only a small sample of the work being carried out by Leadership Calgary participants and alumni.

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Figure 3

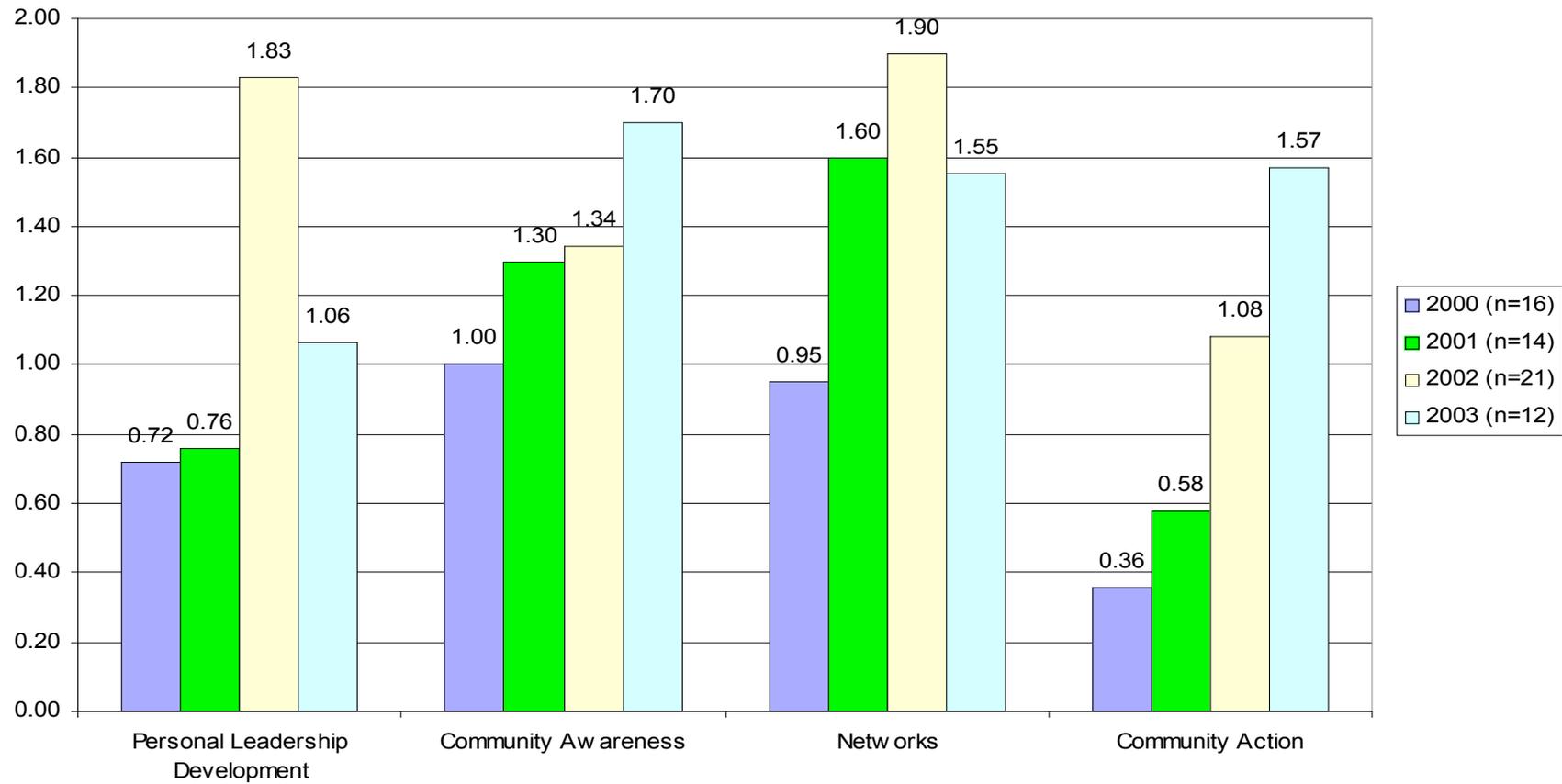
Leadership Calgary
% of Participants Reporting Improvement by Year
Sept 1999 to June 2003



Leadership Calgary
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Figure 4

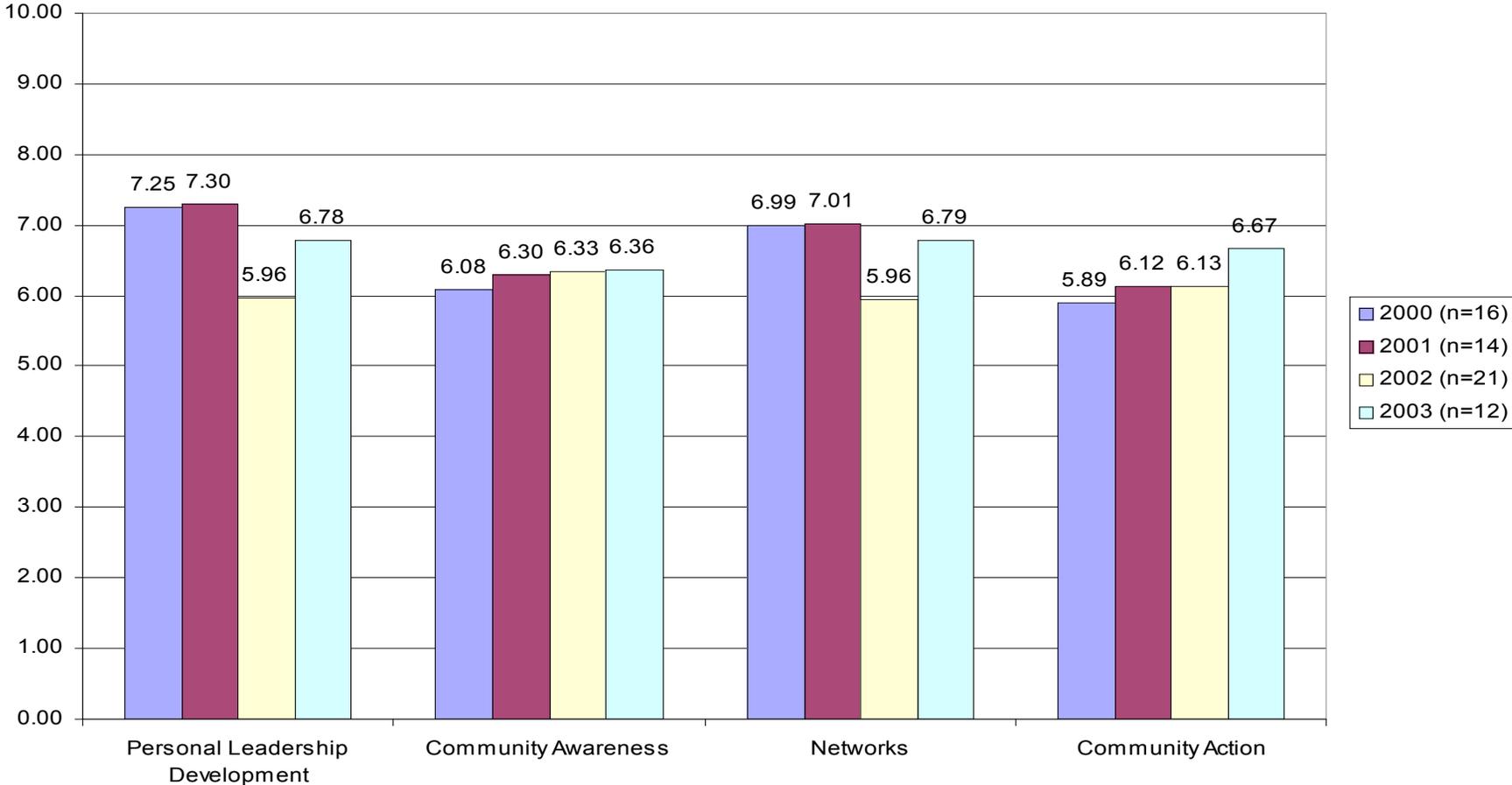
Leadership Calgary
Average Pre/Post Score Improvements by Year
Sept. 1999 to June 2003



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Figure 5

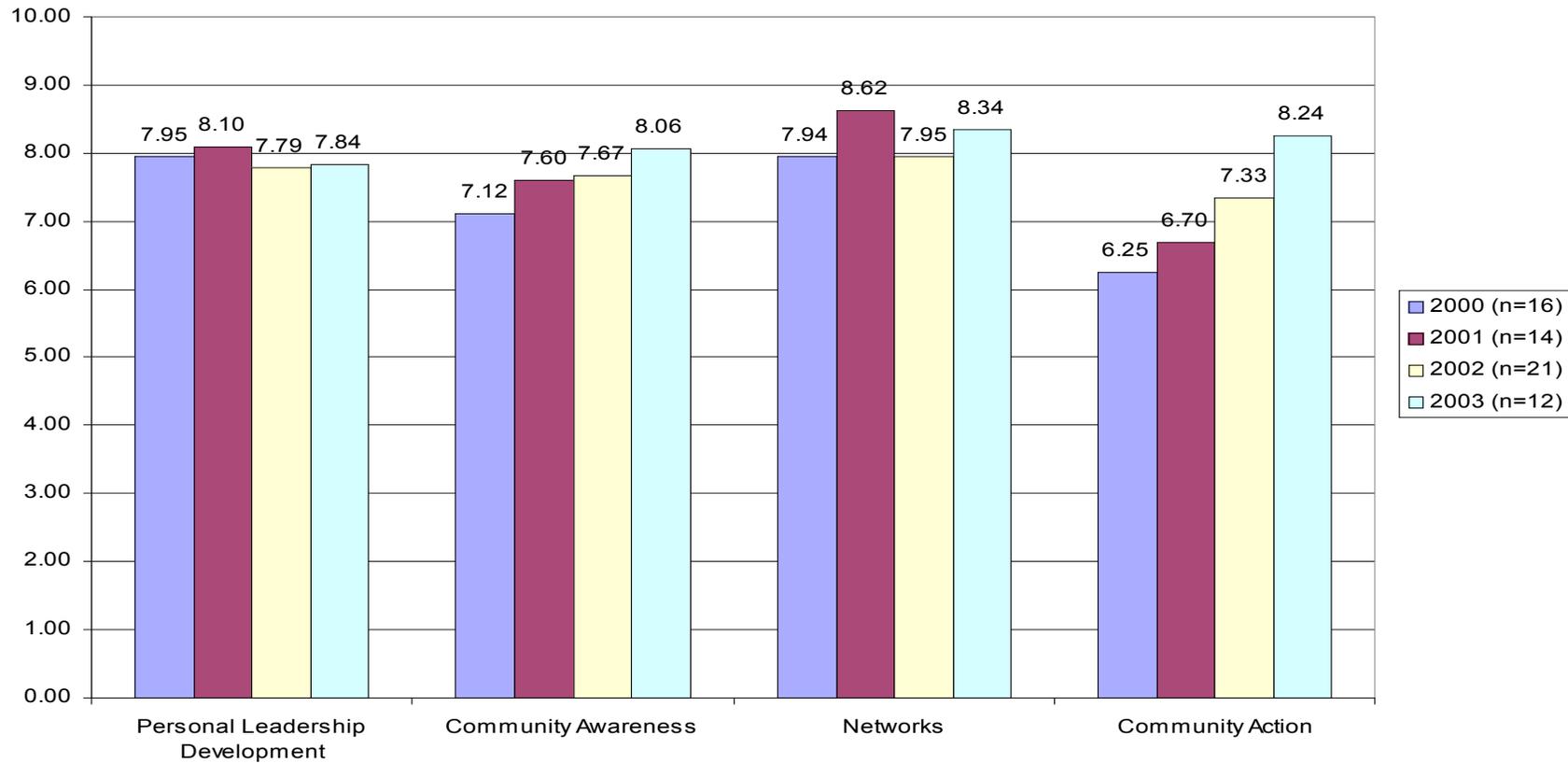
**Leadership Calgary
Average Pre Score by Year
Sept. 1999 to June 2003**



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Figure 6

Leadership Calgary
Average Post Score by Year
Sept. 1999 to June 2003



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APPENDIX

A Sample of Community Leadership Activity – 2000 to 2003

Leadership Calgary 2000

- ✓ **Pioneer Leader Awards Celebration** – conceived and initiated by leaders from the 1999/2000 class to recognize and celebrate pioneer leaders in Calgary. This year recognition was awarded to Jim Grey, Bonnie Laing, and Dermot Baldwin.

- **Women In Motion** – a new community initiative conceived and launched by Sue Chambers, who was able to inspire 30 friends and acquaintances to community action. The group organized a fundraiser that in its first year contributed \$15,000 for the Calgary Women’s Shelter with matching dollars from a private donor. Women In Motion continues to raise significant funds every year (2001, 2002, 2003) with the proceeds donated to a different community organization each year.

- ✓ **Families In Transition** – a cross-sectoral initiative spearheaded by a corporate sector leader working with 20 different community organizations to address the root causes of homeless families by providing access to stable subsidized living environments within our neighborhoods.

- ✓ **Pioneer Learning Group** – many leaders from the 1999/2000 class joined with the Leadership Calgary program staff to review, revise and improve the Leadership Calgary program structure and curriculum for the 2000/2001 class. Improvements have been integrated and implemented with early indications of success.

- ✓ **Leadership Calgary Alumni** – leaders from the 1999/2000 class have joined together to continue to strengthen Calgary’s Community of Leaders by organizing an active Alumni Association. Some alumni are providing support in facilitation and mentoring roles with the class of 2000/2001.

Leadership Calgary 2001

- **Innovation in Education - Calgary Arts Academy:** Application for a charter school in Calgary serving kindergarten to grade nine with the aims of infusing the arts into education in a democratic school setting that would include elders and care-givers in its teaching and learning opportunities. The application was approved in 2002 and the new charter school initiated in 2003.

- **Enhancing Theatre Arts in Calgary:** A project to restructure, develop and solidify Sage Theatre’s contribution in the Calgary community. In addition Sage

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Theatre has extended support to the Calgary Arts Academy, Calgary Youth in Action leadership involving a student playwriting initiative, development of a Youth Mentorship Program for high school students interested in theatre arts, and a Director's Lab to support emerging director talents in Calgary.

- ✓ **Youth Mentoring:** Leadership Calgary participants facilitated the planning process for a 2001 Prairie Youth Mentoring Roundtable with participation from government, corporations, not-for-profit and individuals.

- **Youth Leadership Program:** Involvement with youth leadership through presentation of pioneer leadership concepts at the Merit Conference sponsored by the Ismaili community (establishing Leadership Calgary as a community resource), support for expansion of the **Youth Leadership Program** developed at Lord Beaverbrook High School. In 2002 Leadership Calgary alumni Amanda Affonso (2001) and Sharon Mulligan (2001) continued their involvement in support of this program with the intention of creating a sustainable foundation that would allow this program to expand across the city, province and country. In 2003 the program was successfully expanded to several other schools in Calgary and Airdre.

- **Aboriginal Leadership:** A group of Leadership Calgary participants explored the differences and similarities between Aboriginal leadership styles and the style of leadership presented through Leadership Calgary. The intent was to open the concept of leadership to cross cultural scrutiny, to increase awareness of different leadership styles and appreciation for how Aboriginal leadership can contribute. A report on Aboriginal Leadership was released in 2002.

- ✓ **Improving Conditions for the Working Poor:** Development of a position paper encouraging an action framework for assistance to low-income parents with ongoing/chronic health concerns who are currently unable to access financial assistance to meet medical needs (prescriptions, supplies).

- ✓ **Community Economic Development:** Work with the PATCH program (low income housing project) to develop a business plan for community based (grass roots) property management.

- ✓ **Alternative Economies:** A project to enhance the Bow Chinook Barter community through creation of micro marketing circles and increased circulation of barter bucks.

- ✓ **Building Community Financial Capacity:** through promotion of social investment, development of long term endowment funds, consultation with non-profits to enhance financial capacity.

- ✓ **Technology Access:** Creation of a technology centre making computers, Internet access and training available to under privileged citizens of Calgary.

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- ✓ **Environment:** a “Waste Watchers” program to inform citizens and city officials about the amount of household waste sent to landfills and to plan future waste reduction and diversion programs.

- **The Voice of Young Canadians:** Participation in **CANADA 25** consultations intended to revitalize the role of young Canadians in the Canadian political debate. In 2002 Leadership Calgary alumni established a CANADA 25 chapter in Calgary, and in 2003 produced a report outlining a vision for the Calgary community.

Leadership Calgary 2002

Voter Apathy Forum

Concern regarding increasingly low voter turnout inspired several members of the Leadership Calgary class of 2002 in collaboration with several alumni to organize a community forum. Michele Stanners and Sue Chambers (LC Class of 2000), along with Bruce Anderson, Erich Mende, Janet Arnold, and Jude Udedibia from the Class of 2002 all contributed their expertise and enthusiastic participation this hugely successful forum. The event was hosted by the Council for Canadian Unity, Winning Women and the Canada West Foundation, and fully sponsored by the Calgary Foundation's Neighbourhood Grants Program with support from EnCana Corporation and the Calgary Herald.

The event drew **125 participants** from every walk of political life - ex-senators and senators in waiting, community and environmental activists, high school students and seniors, ex-candidates and candidates to be, those immersed in local politics and those with their sights fixed on Ottawa. “Above all else, the evening illustrated the rich mix of political talent that animates the city, a mix that draws from all corners of the community, from all points on the political spectrum, and from some points on their own unique spectrums. It was democratic politics in its most raw and chaotic form, and at its best.”

Globalization Post G8 – What Happens Now

A lunch hour forum with guest speaker Preston Manning was organized with the assistance of Leadership Calgary alumni Michelle Stanners, Joel Tennison and David Magnian, and 2002 LC participant Eric Mende. The forum was sponsored by the Council for Canadian Unity and Canada West Foundation. This post G8 discussion encouraged Calgarians to think about what we can do as a community to address global issues.

Canada 25

Canada25 is a non-partisan organization dedicated to engaging the perspectives of young Canadians living around the world in our country's public policy issues. Led by Leadership Calgary alumnus Joel Tennison, a number of Leadership Calgary alumni and 2001/2002 participants were involved in the Calgary forum. The event brought together **75 outstanding Calgarians** between the ages of 20-35 to discuss how we should support our cities - as economic development hubs and as vibrant places to live. View the full report on the Leadership Calgary website.

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Vietnamese Youth Forum

Spearheaded by a Leadership Calgary participant and alumnus with personal connections to the Vietnamese community, the Vietnamese Youth Forum attracted **240 Vietnamese youth and parents**. “I was able to apply many of the transformational and pioneer leadership concepts and tools when Duyen and I created the Calgary Vietnamese Youth Group this year. We identified a need to help young, economically disadvantaged, culturally and linguistically different people to “be their best”. We successfully created a youth group that promotes career planning, wise decision making, networking and community building. We worked collaboratively with several other organizations and groups in Calgary to make this happen and to date we have over 200 Calgarians who have already benefited from this new initiative. **It is only the beginning!**” (Anne Marie Pham, LC class of 2002, Duyen Nguyen, LC class of 2001)

Y100 Project at Calgary Young Offenders Centre

In a project initiated by a Leadership Calgary participant and sponsored by the YMCA, Leadership Calgary participants engaged with youth at the Calgary Young Offenders Centre in a highly successful event to discuss and encourage youth leadership and contribution to community.

Celebrating Diversity In Calgary

Leadership Calgary 2002 participants were actively involved in a number of diversity initiatives in the Calgary community this year. A number of participants credited Leadership Calgary with making them “*more aware of cultural issues in Calgary*”. The initiatives included:

- **Celebration of Understanding between Muslims and Non-Muslims**
A post September 11th opportunity to promote open discussion and understanding among people of different faiths in Calgary.
- **City of Calgary Cultural and Diversity Task Force**
A community consultation to identify and explore strategies to reduce and remove cultural and racial barriers that exist in Calgary.
- **Aboriginal Leadership Discussion Paper**
A study conducted by Leadership Calgary alumni Joanne Pinnow, Sharon Small and Lynne Hatley (2001) explores Aboriginal leadership philosophy and styles. See Leadership Calgary website.

Community Investment

Leadership Calgary alumni organized a workshop on “**socially responsible investing**” sponsored by Social Venture Partners Calgary to discuss how ethical and socially responsible investing can be a powerful tool, combining your financial goals with your social values.

Arts and Culture

Arts and culture continue to be an important theme in Leadership Calgary community action, as participants share their creativity and talents. This year participants created a wonderful film “**Run Jennifer Run**” to illustrate some of the principles of pioneer

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leadership. Many Leadership Calgary alumni continue to be actively involved as Board members of fellow Leadership Calgary participant, Rob Moffat's (2001) Sage Theatre.

Celebrating Community Leadership in Calgary

Eric Mendes (class of 2002) has collected case studies of Calgary community leaders in action for the Leadership Calgary website.

Leadership Calgary 2003

Global Youth Summit 2003

Three hundred Calgary Youth attended the a two day forum organized with the assistance of Leadership Calgary participants Val Nishi (2003), Shalini Gupta (2003) and alumni Michelle Stanners (2000) and Amanda Affonso (2001) and sponsored by the FGL Society (building corporate responsibility).

Youth In Motion

Val Nishi of the LC class of 2002/03 has embarked on a mission to promote mentoring relationships between Calgary's youth and professionals in the corporate sector. Youth In Motion is a dynamic organization that designs and implements innovative career development programs that put youth in direct contact with positive role models from the world of work. Val left behind a significant corporate salary, benefits and her known world to start a non profit organization in Calgary with no non-profit background or seed funding – only a vision and passion.

Youth Mentoring Youth

The "Building Student Capacity and Resiliency" project headed by Eric Perrault (2003) teaches mentoring skills to high school students at Ernest Manning High School. Through this program, twenty high school students are engaged in mentoring high-risk children in the elementary school system.

Cops for Kids

Dave Harty (2003) has expanded the successful **Cops for Kids** police/youth mentoring program to include a **Junior Police Academy** summer program and more recently the **About Face** restorative justice diversion program for youth.

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Young Leaders Luncheon Series

This project in its second year of operation continues to expose young leaders in Calgary to new information, ideas and challenges. The program is sponsored by the Canadian Unity Council, Enbridge and TransAlta and supported by Leadership Calgary alumni Michelle Stanners (2000), Joel Tennison (2001), Amanda Affonso (2001), David Magnian (2001).

Vietnamese Youth Forum

In a continuation of last year's work, Anne Marie Pham (2002) and Duyen Nguyen (2001) have developed an active core group of Vietnamese Youth with plans to facilitate linkages between the Vietnamese community and the general Calgary community.

Inn From The Cold Fundraiser

Jenny Krabbe (2003) used her Leadership Calgary inspiration to move beyond ideas and into action, by organizing a fund-raising dinner for Inn from the Cold that raised \$5,000.

Moving Assistance Program

Shirley Purvis (2003) joined with alumnus Colin Penman to develop an alternative approach to supporting marginalized families (including seniors, Aboriginal families, new immigrants, abused women and the poor) by providing moving assistance so families don't lose their possessions and as an additional safety precaution for abused women.

Taking Action

A Non-Partisan Citizen Forum Addressing Voter Apathy

Concern regarding increasingly low voter turnout inspired several members of the Leadership Calgary class of 2002 in collaboration with several alumni to organize a community forum. This year the efforts were continued as Leadership Calgary members from all four classes took part in organizing the initiative. This year's forum focused the development of specific action plans for the suggestions generated from last year's event. The event this year drew 250 participants, double the attendance of last year.

Arts and Culture

Arts and culture continue to be an important theme in Leadership Calgary community action. Laurie Leier (2003) is taking an active role in the development of a **public art policy** for Calgary and is supporting development of an **Arts Stabilization Fund**. Chris Wuerscher (2003) is engaged in a process for organizational renewal within the **Calgary Philharmonic Chorus**. Kevin Allen (2003) is planning a project with NUTV to help bring **video technology resources** to the non-profit sector. Licia Hassanali (2003) celebrates the multi-cultural Canadian experience in her radio documentary, **My Bollywood Family Reunion**, which has aired on both CBC and BBC radio.

Celebrating Community Leadership in Calgary

Once again Leadership Calgary participants helped to celebrate community leadership in Calgary by identifying a diverse group of twenty "transformational leaders" and inviting fellow participants to hear their stories. The group of leaders including high-level

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corporate executives, a grocery store owner, a former homeless individual and politicians all discussed their personal desire to change their surroundings.

Community Leadership in the International Arena

Some Leadership Calgary members are extending their leadership to the international community. This year, Tanis Houck (2003) has been assisting with the formation of Servants Anonymous World Services – **Serve Nepal** Volunteer Committee, a project dedicated to providing solutions to address the sexual exploitation of Nepalese women and children. Eric Mendes(2002) has accepted an assignment with the UN to assist with social policy and civil rights research in **South Africa**.

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Evaluation Methods

The Leadership Calgary evaluation uses a combination of qualitative and quantitative data methods. These include direct observation, individual and group feedback, personal assessments, stories of community projects, pre/post tests at the beginning and end of the year, and mid term assessments that help to guide program development and evolution.

Pre/post surveys have been revised each year to reflect significant program changes and to improve targeted data collection. There have been two key components in the pre/post surveys.

Section I of the pre/post survey asked participants to identify themes/issues of importance to them, and then rate their level of awareness, connectedness (partnerships/networks), and active involvement in these issue areas both before and after the Leadership Calgary session. The number of issues was reduced from 5 issues in the first year, to 3 issues in subsequent years rated on a 5 point scale. In year three, Section I was revised to a survey more targeted to the specific outcome areas identified in the Leadership Calgary logic model.

Section II was a self-rated pre/post survey of personal leadership skills and abilities, beginning with a 10 item leadership survey adapted from the University of Georgia, changed to a 15 item leadership survey from Seattle and finally revised as 20 item leadership survey representing a combination of the survey items from the first two surveys.

In order to provide comparative data across the four year period, all scores were recalculated into 10 point scales. The graphs in this report show both the % of participants with improved post test scores, and the average pre and post test scores across participants for each year.

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Survey Samples

Section I

1. What are the **top five community needs** that concern you most? (The following listing of one to five **does not indicate** relative importance or priority.)
2. For each of your five community needs listed above, please **rate your current level of understanding/knowledge of the situation and the contributing factors.**

Not Very Informed	2	Somewhat Informed	4	Very Informed
1		3		5

3. Please indicate **how involved you are** currently in attempts to deal with the community needs listed above as your top five. Check appropriate box.

Theme: Community Action	Not Currently Motivated to Get Involved	Willing To Get Involved	Somewhat Involved or Intermittent Activity	Actively Involved in Support Role	Actively Involved in Leadership Role
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4. For each of your choices, are you currently **connected with others** who are interested in taking action on this need?

Theme: Network S	Not Currently Aware of Others Interested in This Area	Aware of Others Who Are Interested But Not Connected With Them	Connected with Others Interested in Taking Action	Connected With Others Who Are Taking Action in this Area of Interest	Actively Involved and Using Networks to Enhance or Further Community Action
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Section II (2000 & 2001)

	Very Poor (1)	Poor (2)	Fair (3)	Good (4)	Very Good (5)
1) Your confidence to openly promote causes about which you feel strongly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Your willingness to take responsibility for dealing with a community need you see	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Your ability to motivate and inspire people to work together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Your knowledge of resources to use in solving community problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Your ability to study and gather facts necessary to make informed decisions on community issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Your ability to influence community affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Your ability to work with other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Your ability to lead a group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Your knowledge of municipal and provincial political and decision making processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) Your ability to deal effectively with local authorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adapted from the "Leadership Participant Survey" developed by Richard Rohs, University of Georgia, Athens, GA.

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Section II (2002 & 2003)

Personal Leadership Development	Highly Skilled	Moderately Skilled	Somewhat Skilled	Basic Skills
Understanding personal leadership passions & focus	4	3	2	1
Ability to motive/inspire people to work together	4	3	2	1
Evaluating personal ethics and values	4	3	2	1
Creating community partnerships	4	3	2	1
Confidence to openly promote causes you feel strongly about	4	3	2	1

Community Awareness	Highly Skilled	Moderately Skilled	Somewhat Skilled	Basic Skills
Understanding and valuing diversity	4	3	2	1
Identifying and analyzing community issues	4	3	2	1
Identifying and understanding community values	4	3	2	1
Identifying centres of power and influence	4	3	2	1
Identifying and accessing community resources	4	3	2	1

Building a Community of Leaders	Highly Skilled	Moderately Skilled	Somewhat Skilled	Basic Skills
Organizing people and constituencies	4	3	2	1
Promoting effective use of power and influence	4	3	2	1
Resolving conflict constructively	4	3	2	1
Accessing and linking diverse people and groups	4	3	2	1
Developing cross sectoral networks	4	3	2	1

Community Action	Highly Skilled	Moderately Skilled	Somewhat Skilled	Basic Skills
Willingness to take responsibility for dealing with a community need/issue	4	3	2	1
Examining the political process	4	3	2	1
Developing public awareness	4	3	2	1
Understanding the media	4	3	2	1
Ability to influence community affairs	4	3	2	1

Adapted from Seattle Leadership Program and University of Georgia Leadership Survey
Sept 2002

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Alternate Post Test Survey used in 2002 – (replaces old Section I)

Theme I: Personal Leadership Development – Characteristics and Skills

Outcomes

- ❖ Participants report increased clarity and focus in their personal leadership journey.
- ❖ Participants are more aware of the leadership skills they want to develop.
- ❖ Participants are working to further develop their own leadership skills.

1. To what extent has your personal leadership development been enhanced as a result of your Leadership Calgary experience?

Not at All				Somewhat					A Great Deal
1	2	3	4	5	6	7	8	9	10

2. Following are some common leadership development themes identified in previous years. Have you experienced any of these? (check all that apply)

- Increased confidence – self authorization
- Increased willingness to take risks – move into adaptive space
- Increased clarity or focus
- Increased use of strategic and foundational levels of awareness and analysis
- Other _____

3. Describe how Leadership Calgary has impacted your personal leadership development. Give a practical example of what this has meant to your community work/leadership.

**Leadership Calgary
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Theme II: Community Awareness – “Seeing What Most Needs To Be Done”

Outcomes

- ❖ Participants report increased awareness of the particular challenges facing the Calgary community.
- ❖ Participants report an increased ability to identify and analyze issues at a strategic and foundational level.

1. To what extent has your community awareness been enhanced as a result of your Leadership Calgary experience?

Not at All				Somewhat				A Great Deal	
1	2	3	4	5	6	7	8	9	10

2. Give an example of how your awareness has increased.

3. Were you able to take advantage of some of the supplementary learning opportunities/activities provided by Leadership Calgary this year?

Yes No Comments:

4. Did you take the opportunity to connect with any existing community initiatives or projects currently active in Calgary?

Yes No Comments:

5. Describe how increased community awareness has made a difference in your work in the community.

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Section III: Community of Leaders – Building Cross-Sectoral Networks

Outcomes

- ❖ Participants demonstrate a strong sense of community among group members
- ❖ Participants increase their personal network diversity
- ❖ Community initiatives are positively impacted as result of applied cross-sectoral networks/contacts.

1. To what extent has your Leadership Calgary experience helped you to build cross-sectoral networks?

Not at All				Somewhat					A Great Deal
1	2	3	4	5	6	7	8	9	10

2. Building a “community of leaders” happens in a number of ways. Which of the following network connections have been most helpful to you. Check all that apply.

- Connections made with other class participants
- Connections made with Alumni
- Cross sectoral networks or connections
- Connections made through exposure to community leaders in Calgary
- Opportunity to build a “critical mass of leadership” to influence change
- Other _____

3. Give an example of how networks or connections made through Leadership Calgary have made a difference in your work in the community?

Figure 2

Leadership Calgary - Building Community

