

## **RESILIENT CALGARY: AGENDA-SETTING WORKSHOP FINDINGS AND UPDATE**

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### **EXECUTIVE SUMMARY**

In 2016 May Calgary was selected to be a part of 100 Resilient Cities (100RC) – Pioneered by the Rockefeller Foundation. Over the next few years, Calgary will receive technical support and resources from 100RC to develop and implement a resilience strategy for Calgary, which will intentionally address the varied challenges facing the city. On 2017 March 3, Calgary's 100RC initiative was officially launched with the naming of a Chief Resilience Officer (CRO) and a workshop that brought together a diverse group of stakeholders and city leaders to discuss the concept of resilience and begin to identify the city's resilience priorities. Attachment 1 provides the findings from the Resilient Calgary Agenda-Setting Workshop (ASW). This report includes highlights from the workshop and an overview of the next steps in the resilience program.

### **ADMINISTRATION RECOMMENDATION(S)**

That Council receive this report on the results of the Resilient Calgary Agenda-Setting Workshop and next steps in the development of Calgary's Resilience Strategy for information.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

*C2013-0742 Flood Recovery Task Force: 2014 Business Plan and Budget Adjustments Companion Report.* Following the 2013 flood event, a recovery office was established to support the oversight and delivery of flood recovery efforts and organizational resilience toward future disruptive events.

In Action Plan 2015-2018 Council approved the establishment of a resilience program to continue the efforts toward flood mitigation and overall resiliency.

### **BACKGROUND**

The 100 Resilient Cities (100RC) initiative, Pioneered by the Rockefeller Foundation, is a global network of one hundred cities working to address some of the biggest challenges facing cities in the 21<sup>st</sup> century. 100RC supports the adoption and incorporation of a view of resilience that includes not just the acute shocks such as earthquakes, floods, disease outbreaks, and other sudden occurrences, but also the stresses that weaken the fabric of a city on a day-to-day or recurring basis. Examples of these chronic stresses include high unemployment; an overtaxed or inefficient public transportation system; endemic violence; or chronic food and water shortages. As such, urban resilience, as defined by 100RC, is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kind of chronic stresses and acute shocks they experience. A city's resilience is linked to learning, adapting and continually improving.

From over 1000 global applicants, The City of Calgary was selected to be a part of the 100RC network in 2016 May. Membership in this network will strengthen current work being done by The City of Calgary and partners to prepare for and recover from shocks, such as Calgary's experience with the 2013 flood and 2014 September snow event, and chronic stresses, including a lack of affordable housing and the impacts of large cyclical economic swings. By addressing both the shocks and the stresses, Calgary will be able to better respond to adverse events and be more capable of delivering services to all populations.

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Through the 100RC network, Calgary will learn from other cities, and have the opportunity to share the Calgary experience with others. This is a unique and exciting opportunity to elevate Calgary on the world stage. Membership in this network will focus on current work being done by The City of Calgary and community partners to prepare for and recover from stresses and shocks stemming from social, economic and environmental challenges. It will enable The City to have the capacity to coordinate resilience planning efforts within The Corporation, with community stakeholders and partners, and regionally, through a resiliency lens. As a member of the 100RC network, The City of Calgary is provided with:

- Two years of grant funding to support the hiring of a CRO and/or a resilience office/team with a mandate to work across departments to improve internal communication and identify new collaboration; bring together an array of stakeholders to build city resilience; lead the development of the city's resilience strategy; and ensure The City applies the resilience lens to holistically leverage resources;
- An Associate Director from 100RC to work with Calgary in building a resilience strategy;
- A Strategy Partner (local consultant(s)) to support the planning and development of a city resilience strategy;
- Access to Platform Partners (more than 250 consultants) to support issue exploration and objective planning;
- Resources to support the strategy implementation and to help move resilience projects forward; and
- An opportunity share and exchange resilience issues and experiences with the other 99 global network cities and potentially host CRO network exchanges to discuss common urban resilience challenges.

## **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

There are four phases of work for the development and implementation of Calgary's resilience strategy. A work plan has been developed in alignment with The City of Calgary corporate calendar (i.e. service based plans and budget) over the next 18 months:

Phase	Completion Timeline	Activities	Output(s)
1	2017 Q3	Conduct Initial Orientation, Identify a Chief Resilience Officer (CRO) develop a Stakeholder Engagement Plan, Form a Steering Committee, Working Groups and a Resilience Team.	<ul style="list-style-type: none"> <li>• Agenda-Setting Workshop Report (Attachment 1)</li> <li>• Preliminary Resilience Assessment (PRA)</li> <li>• Scope of Work plan</li> </ul>
2	2017 Q4	Discovery and Planning, where specific issues are explored in depth and a diagnostic will be completed that identifies significant opportunities for resilience building.	<ul style="list-style-type: none"> <li>• Draft resilience strategy</li> </ul>
3	2018 Q3	Resilience Strategy Development and Approval.	<ul style="list-style-type: none"> <li>• Council approval and public release of the resilience strategy</li> </ul>
4	2019 Q1	Implementation and maturity of the	<ul style="list-style-type: none"> <li>• Where possible, alignment</li> </ul>

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		Resilience Strategy.	of the resilience strategy actions with the service based plans and budget process.
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On 2017 March 03, Calgary's 100RC initiative was officially launched with an ASW. As the first step in Calgary's journey to create a resilience strategy, this workshop brought together a diverse group of stakeholders, including City leadership, leaders from across Calgary's civic and community organizations, business and foundations, academic institutions, and government agencies. The purpose of this workshop was to engage a diverse group of stakeholders and discuss the concept of resilience, begin to identify the city's resilience priorities, identify existing efforts in Calgary and set the foundation for the resilience strategy work ahead.

The findings from the ASW were consistent with those The City identified in its application to join the 100RC network in the fall of 2015. This was also the case during the network membership vetting process when 100RC representatives interviewed the Mayor, City Manager and Deputy City Manager in the spring of 2016. The top stresses and shocks identified at the ASW are as follows.

Stresses	Shocks
1. Economic uncertainty	1. Financial and economic crisis
2. Climate change	2. Extreme weather incidents: severe storms and riverine/rainfall flooding
3. Poverty/access to housing and homelessness	3. Cyber attack
4. Inequality and lack of social cohesion	4. Drought
5. Lack of economic diversification	5. Fentanyl crisis
6. Increased unemployment and poverty rates	

The stresses and shocks identified will contribute to the Preliminary Resilience Assessment (PRA) to be completed as part of Phase 1 of the resilience strategy development. The 100RC membership by Calgary includes access to a series of tools used during Phase 1 that are used to provide baseline data for the network cities and the program. A PRA is the compilation of stakeholder engagement, shocks and stresses (findings from ASW), 100RC Assets and Risk Assessment tool, 100RC Perceptions Assessment tool, 100RC Actions Inventory tool and the unique city context/analysis. The Strategy Partner assigned to Calgary for phase 1 helps with the administration of the tools and the development and analysis of the information gathered through the tool application.

The next steps in engagement include the identification of a steering committee to support the Chief Resilience Officer on the resilience strategy development. This committee may include internal and external membership. Additional engagement may include public survey of

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perceptions using an online survey, focus group sessions with community stakeholders, and the inclusion of subject matter experts in working group sessions.

Administration is working collaboratively to align this engagement to support the upcoming service based plans and budget process, including support for quality of life indicators and the development of Council direction. Every effort is being taken to maximize the resources offered through the 100RC membership and to align the timing of the resilience strategy development to the overall business planning process. The resilience strategy will chart a course for Calgary to address the identified resilience challenges and leverage work already underway at The City and in the community such as the Climate Program for The City of Calgary, the Sustainability Direction 2020, Infrastructure Calgary, the Municipal Development Plan and the Calgary Transportation Plan.

The result of the work with 100RC is to develop a resilient strategy unique to Calgary. The resilience strategy will be developed adopting a coordinated, “One City, One Voice” approach that will result in effective management practices, business and budget prioritization, and strategic oversight. It will also provide guidance to align with provincial and federal efforts and build local resilience within Calgary. It is intended to increase The City’s capacity to protect against and respond to shocks and stresses in a co-ordinated and timely manner. It will ensure that The City complies with current legislation, is positioned to qualify for funding (i.e., resilience funding from other orders of government, grants and 100RC network funding and access to consulting services from over 250 Platform Partners), regulatory changes, and where possible build resilience considerations into existing and new plans, policies and projects.

### **Stakeholder Engagement, Research and Communication**

As part of phase one, the Resilient Calgary ASW took place on 2017 March 3 convening leaders from across Calgary’s civic and community organizations, businesses and foundations, academic institutions, and government agencies to review Calgary’s resilience and set the agenda for the next stage of Calgary’s resilience journey. The ASW is the first step to create a resilience strategy as part of the 100RC global network. The intention of this workshop was to build upon and tie together existing efforts in Calgary and set the foundation for the resilience strategy work ahead.

The workshop occurred in alignment with the 2017 March 2 Downtown Economic Summit, hosted by Calgary Economic Development in partnership with The City of Calgary and Calgary Municipal Land Corporation. The 100RC helped support the summit by sponsoring Grant Ervin, Pittsburgh’s CRO, and Pittsburgh Mayor Tom Murphy (January 1994 – January 2006) to both speak of Pittsburgh’s economic revitalization efforts. Pittsburgh, a city that has been undergoing economic contraction for decades, has in recent years revitalized the downtown core and created a new and more diverse economic foundation.

The ASW itself included a number of presentations and comments on urban resilience globally, and Calgary’s own resilience journey. Much of the day was dedicated to four interactive conversations:

- What resilience means to Calgary
- Interdependencies and opportunities

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- Calgary's resilience diagnostic
- Leveraging this opportunity together

The workshop's key objectives included introducing the 100RC initiative and the core offerings it provides, educating and sharing knowledge, documenting community resilience experiences, building relationships, establishing and maintaining momentum, elevating Calgary's profile, and helping advance the CRO's role.

### **Strategic Alignment**

The resilience strategy development aligns with Council Priorities for 2015-2018 and the geographic, targeted and community themes in the Council approved the Capital Investment Plan recommended through Infrastructure Calgary. There is also strong alignment with Calgary Economic Development's Focus Areas as set out in the *Building on Our Energy; An Economic Strategy for Calgary (November, 2014)*, Climate Program, and several other Calgary initiatives and programs align with the 4 dimensions and 12 drivers found in the 100RC Cities Resilience Framework. The drivers as set out in the Framework have the potential to align with results based accountability and quality of life indicators.

### **Alignment with Sustainability Direction 2020**

Program leaders and peers from sustainability and climate programs have formed a collaborative working relationship with a view to align the resilience strategy development with their respective programs. The resilience strategy program is aligned with the 2020 Sustainability Direction, specifically through:

- Economy
- Financial capacity
- Community wellbeing
- Safety & resilience

### **Social, Environmental, Economic (External)**

The 100RC Cities Resilience Framework is the foundation of the 100 Resilient Cities efforts and offers member municipalities a common reference to build their resilience strategies upon. The framework itself is inherent to triple bottom line focus and contains 4 dimensions of Health and Well Being (social), Economy and Society (economic), Environment and Infrastructure (environment) and Leadership and Strategy. These dimensions are not independent, and it is the interrelationship between them and their 12 drivers that supports a community's resilience. Calgary will benefit from a review of this interdependence through the resilience strategy development process.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

The resilience work leadership resides within the Resilience & Infrastructure Calgary business unit of the Deputy City Manager's Office. During Action Plan, Council approved the support of resources to undertake the resilience strategy development. A grant agreement with 100RC is in place and any grant funds received will directly support the salary and benefits of staff supporting resilience strategy development.

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### **Current and Future Capital Budget:**

Recommendations for implementing the resilience strategy are intended to be embedded within the next service-based plan and budget.

### **Risk Assessment**

The City's development of a resilience strategy and actions may provide an opportunity to align resources and leverage the resilience lens to view corporate programs and priorities such as Infrastructure Calgary, Climate resilience, etc. This approach may contribute focus and actions and in turn mitigate some of the reputational, corporate and financial risks faced by The City given the current state of the economy, infrastructure requirements, GHG emissions targets, and severe weather events (according to the Prairie Climate Centre and the most recent City of Calgary Climate Change Risk and Vulnerability Assessment). The resilience strategy and actions might provide a lens to identify opportunities to strategic align resources to focus and leverage resources and funding resulting in a tangible resilience dividend.

Risk management considerations that need to be addressed include an understanding of The City's vulnerabilities including the effects of climate change; economic/financial risks, social risks and uncoordinated or insufficient planning for and reaction to risks caused by a changing economic, social and natural environment; and/or insufficient or unbalanced resources being assigned to priority areas. The development of the resilience strategy will better equip The Corporation to address risks through the development of targets that may support the quality of life indicators, Council Direction and the development of the service based plans and budgets. The alignment of the resilience work with corporate calendar is being determined. To mitigate reputational risk, the program will adhere to the Engage Policy and principles. It has also has commissioned the expertise, resources (i.e. Engage Portal) and consultant support of the engagement professionals.

As observed after the 2013 flood, demonstrated examples of resilience planning, initiatives and actions will mitigate risk and influence rates and insurability of City and community assets.

### **REASON(S) FOR RECOMMENDATION(S):**

Provide this report as an update to Council on the activities regarding resilience, information regarding our membership in the 100 Resilient Cities global network, share our first engagement highlights following the Agenda Setting Workshop, and outline the resilience strategy development workplan and alignment to the upcoming service plans and budgets process for 2019-2022.

### **ATTACHMENT(S)**

March 3, 2017 Agenda-Setting Workshop Findings