

# March 3, 2017 Agenda-Setting Workshop Findings

The City of Calgary



In Partnership with:



PIONEERED BY THE  
ROCKEFELLER FOUNDATION

100 RESILIENT CITIES



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# 1 100RC context

In 2016, Calgary was named as part of the final group of member cities of 100 Resilient Cities – Pioneered by the Rockefeller Foundation (100RC). 100RC was launched by the Rockefeller Foundation as a \$164 million plus commitment to help cities build their resilience to the stresses and shocks of the 21st century. Over the next few years, Calgary will receive technical support and resources from 100RC to develop and implement its resilience strategy, which will address the varied challenges facing the city.

On March 3, 2017, Calgary's 100RC initiative was officially launched with an Agenda-Setting Workshop. This workshop brought together a diverse group of stakeholders and city leaders – including those who participated via livestream within The City, the first of its kind for the 100RC network – to discuss the concept of resilience and begin to identify the city's resilience priorities.

The workshop's key objectives included:

- **Introducing the 100RC initiative and the four core offerings it provides**
  - Financial support and guidance for the Chief Resilience Officer (CRO), who will lead Calgary's resilience efforts
  - Expert support in developing a resilience strategy
  - Access to solutions, service providers, and partners from the private, public, and Non-Governmental Organization (NGO) sectors who can help develop and implement the resilience strategy
  - Membership in a global network of cities that can learn from and help one another
- **Educating and sharing knowledge.** Introducing the 100RC City Resilience Framework and other concepts to establish the fundamentals of resilience and agree to a common language
- **Documenting community resilience experiences** and ideas to kick-starting the resilience strategy process
- **Building relationships**, engaging, and connecting stakeholders
- **Establishing and maintaining momentum.** Engaging stakeholders and catalyzing political will
- **Elevating Calgary's profile.** Celebrating the city's accomplishments and recognizing existing efforts
- **Helping advance the CRO's role**

## Brad Stevens, Chief Resilience Officer Aspiration

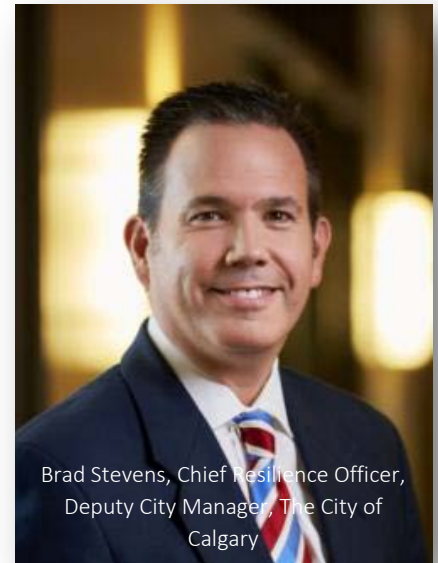
This report contains the findings from the #ResilientYYC Agenda-Setting Workshop held on March 3, 2017. The workshop brought together a wide variety of stakeholders and, through different exercises, we began the conversation around resilience in Calgary.

Resilience is about all parts of a community – it is about the social, economic and environment working together. We base our resilience work on the solid foundation of our triple bottom-line policy and sustainability goals. Resilience is our ability to withstand stresses and shocks, and we will develop a strategy to support our city's resilience into the future.

The resilience strategy will be a collaborative effort between all the parts that make a community function, including The City of Calgary, Calgary businesses, our public institutions and governments, our not-for-profit partners, and our citizens spanning every generation. It is about elevating Calgary and our people and ensuring that when we do face stresses and shocks we are able to withstand them and move forward, together.

Our membership in the 100RC Network is an incredible opportunity to have the capacity to coordinate planning efforts through a resilience lens. We will be supported with technical assistance and capacity building from global experts, as well as knowledge sharing and training through the network of peer cities.

I believe that Calgary's membership in the 100 Resilient Cities will significantly strengthen current work being done by The City of Calgary, and the Calgary community, to prepare for and recover from the stresses and shocks we collectively face.



Brad Stevens, Chief Resilience Officer,  
Deputy City Manager, The City of  
Calgary

## 2 The Agenda-Setting Workshop

### 2.1 Background and agenda

Calgary's 100RC Agenda-Setting Workshop took place on March 3, 2017, convening leaders from across Calgary's civic and community organizations, business 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 Agenda-Setting Workshop is the first step to create a resilience strategy as part of the 100 Resilient Cities 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 also built upon the Downtown Economic Summit, hosted by the Calgary Economic Development in partnership with The City of Calgary and Calgary Municipal Land Corporation, which occurred on March 2, 2017. Grant Ervin, Pittsburgh's Chief Resilience Officer, and Pittsburgh Mayor Tom Murphy (January 1994 – January 2006) both spoke of Pittsburgh's economic revitalization efforts. Pittsburgh, a city that had been undergoing economic contraction for decades, has in recent years revitalized the downtown core and created a new and more diverse economic foundation.



The Agenda-Setting Workshop 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 does resilience mean to Calgary?
- Interdependencies and opportunities
- Calgary's resilience diagnostic
- Leveraging this opportunity together



This created collaborative dialogue among diverse participants. Each conversation consisted of two parts. First, groups of 6 to 10 people – including various stakeholders from the public, private, and non-profit sectors – engaged in facilitated conversations at their tables. Then groups and individuals had an opportunity to present the results of their conversations to the full plenary.

Approximately, 150 stakeholders and 50 support staff, including facilitators, participated in these conversations at the Calgary Stampede BMO centre venue, and approximately 20 additional participants (including facilitators) took part remotely at The City of Calgary Civic Innovation YYC Lab. A further 425 people were able to take part virtually via livestream of the Agenda-Setting Workshop throughout the day.

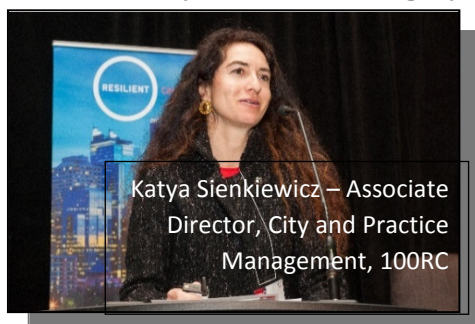
## RESILIENT CALGARY: AGENDA-SETTING WORKSHOP AGENDA

7:30 AM	<b>REGISTRATION AND BREAKFAST</b>
8:15 AM	<b>WELCOME AND BLESSING</b> Chris Arthurs, Director, Resilience and Infrastructure Calgary, The City of Calgary, Opening Remarks Stewart Breaker, Traditional Knowledge Keeper, Siksika Nation, Event Blessing
8:30 AM	<b>WELCOME TO THE NETWORK!</b> Otis Rolley, Regional Director, City and Practice Management, Africa and North America, 100RC Katya Sienkiewicz, Associate Director, City and Practice Management, 100RC Video Greetings from Mike Mendonca, Chief Resilience Officer, Wellington, NZ
9:10 AM	<b>OPENING REMARKS FROM CITY LEADERSHIP</b> His Worship, Mayor Naheed Nenshi, The City of Calgary Jeff Fielding, City Manager, The City of Calgary
9:30 AM	<b>#ResilientYYC and NETWORKING BREAK</b> An opportunity to meet fellow Calgarians who share an interest in our city's resilience and to participate in the #ResilientYYC launch.
10:00 AM	<b>WHAT DOES RESILIENCE MEAN TO CALGARY?</b> Build an understanding of resilience based on our shared experiences in the Calgary region and prioritize which challenges Calgary needs to be prepared for in the future.
11:00 AM	<b>INTERDEPENDENCIES AND OPPORTUNITIES</b> Examine how our resilience challenges interact and identify creative ways to build a more resilient Calgary.
12:00 PM	<b>LUNCH and #ResilientYYC PANEL</b>  <b>Theme: How to be a better ancestor; building a resilient city through diversity and inclusivity.</b> <b>Panel Moderator – Brad Stevens, Deputy City Manager, The City of Calgary</b> <b>Grant Ervin</b> , Chief Resilience Officer, Pittsburgh, PA <b>Chief Joseph Weasel Child</b> , Siksika Nation <b>Mary Moran</b> , Chief Executive Officer, Calgary Economic Development <b>Shane Monte</b> , 100 Resilient Cities Platform Partner, Ernst and Young <b>Otis Rolley</b> , Regional Director, City and Practice Management, Africa and North America, 100RC
1:30 PM	<b>CALGARY'S RESILIENCE DIAGNOSTIC</b> Assess Calgary's resilience by discussing areas of strength and vulnerability using the City Resilience Framework as a diagnostic tool.
2:15 PM	<b>LEVERAGING THIS OPPORTUNITY TOGETHER</b> Share ideas to help shape a more resilient Calgary by reflecting on insights from the day, network opportunities and intentions for the future.
3:00 PM	<b>CLOSING REMARKS AND PARTICIPANT DRAW</b> Closing remarks from Calgary's newly appointed Chief Resilience Officer.
3:15PM	<b>End of Day</b>

## 2.2 Workshop introduction

The day began with opening presentations and an introduction to the workshop's purpose. Christine Arthurs (Director, Resilience and Infrastructure Calgary, The City of Calgary) welcomed the participants and live-streamed audience and Stewart Breaker (Traditional Knowledge Keeper, Siksika Nation) shared a blessing of the event.

**Otis Rolley (Regional Director, City and Practice Management, Africa and North America, 100RC) and Katya Sienkiewicz (Associate Director, City and Practice Management, 100RC) then officially welcomed Calgary to the 100RC network.**



Sharing examples of resilience efforts in other cities, they highlighted the importance of approaching resilience in an integrated manner. Katya offered the example of Medellin, Columbia, explaining how its resilience challenges were addressed by concerted efforts across multiple disciplines, perspectives, and stakeholders within the city.

### **The Medellin example: The value of understanding interdependencies in developing an integrated approach**

Medellin had struggled with typical stresses of a developing city: a lack of social cohesion, high crime rates, and unemployment.

In 2004, Medellin launched a gondola system to purposefully connect communities – which had positive impacts on safety, mobility, economics, and crime.

Areas served by the gondola network saw a drop of approximately 80% in homicides. In addition, the residents' commute downtown was reduced significantly, enabling greater social interactions and encouraging employment.



Mike Mendonca (Chief Resilience Officer, Wellington, New Zealand) also welcomed Calgary to the network via a video greeting from his city. Mike discussed how the multiple narratives of Wellington's origins – Maori and settler – provided unique and complementary perspectives on the meaning of resilience for their city. Wellington's inclusion of the Maori perspective reflected the purposeful inclusion of First Nation communities and perspectives in the Calgary workshop. Themes shared included considering a much longer time span when thinking about resilience, as well as better understanding the nature of our relationship with the natural environment.

**“It's about the people, the people, the people.”**

**Mike Mendonca**

City Manager Jeff Fielding then related his story of seeing the impact of Calgary's 2013 flood in the Bowness neighbourhood. Describing Calgary's growth from a young city to a larger, more complex, and more mature city, Jeff argued that Calgary has an ever growing awareness of what resilience looks like and how the characteristics of a resilient city can help Calgary become a stronger city over time.



He welcomed the opportunity for Calgary to learn from and share ideas and lessons with peer cities in the 100RC network over the coming months and years.



Jeff also introduced Brad Stevens, the Deputy City Manager, as Calgary's first Chief Resilience Officer who will lead Calgary's resilience work.

**"Jane Jacobs said that Calgary is the only city that will go from adolescence to adulthood in her lifetime."**

**Jeff Fielding**

Mayor Naheed Nenshi highlighted Calgary's resilience in overcoming serious challenges of all kinds throughout its history. The city has – and is showing – admirable strength and connections as a community in responding to stresses and shocks.

**"Never mistake the desire for compassion, kindness, mercy, love, and humanity for weakness. It is strength."**

**Mayor Nenshi**

In recent years, for example, Calgary has faced serious economic stress, going from Canada's lowest unemployment rate to its highest in 18 months, and from near 0 percent downtown vacancy to 30 percent vacancy in the same period.

The Mayor also cited Calgary's severe fentanyl crisis, with deaths from opioid overdoses outstripping other causes of accidental death. But the city's core strength, he said, is the opportunity it offers to all its residents to live a great Canadian life. Mayor Nenshi then asked the participants how Calgary could extend its prosperity to every citizen and challenged them to participate in "Three Acts for Canada", encouraging every Canadian to undertake three acts of community service. This challenge has been extended to all Canadian cities as part of Canada's sesquicentennial (150<sup>th</sup>) anniversary community celebrations.







## 2.3 What does resilience mean to Calgary?

### Part I – Shared stories of resilience

The workshop's first session after the initial welcome and comments consisted of two components. First, the participants explored the meaning of resilience by sharing their experiences of Calgary's resilience at its best, using examples such as how the Calgary community faced stresses and shocks such as the 2013 flood, the economic downturn, and immigrant communities' integration. Second, the participants prioritized the specific stresses and shocks that Calgary should focus on in its resilience work.

The participants' stories included not only shared experiences such as the flood and the economic downturn, but also highlighted those of a variety of groups within the city. One participant told of seeking to integrate immigrant communities into Calgary's social fabric, and the challenges involved. Another expressed his view of resilience shifting from thinking as taxpayers to thinking as citizens.

Throughout these conversations, a few themes emerged that described Calgarians' understanding of what resilience means to them.

### Connected communities

Participants noted that successful responses to shocks are frequently driven by grassroots efforts and rely on cohesive and connected communities that can assemble quickly.

Digital literacy (the ability to use digital technology, communication tools, or networks to locate, evaluate, use, and create information) was seen as a key component of resilience. Several participants shared anecdotes from Calgary's flood, during which social media enabled community mobilization, connected otherwise disparate communities, and provided a source of rapid information and coordination. This was demonstrated by the workshop participants engaging in social media, and #ResilientYYC trending as a top 5 twitter conversation in Canada.

#### SOUTHERN ALBERTA FLOOD TWITTER STATISTICS BETWEEN JUNE 20 AND JUNE 30, 2013

#YYCFLOOD: 324,322 POSTS

#ABFLOOD: 209,266 POSTS

32 TWEETS WITH A HASHTAG  
RELATED TO THE FLOOD WERE  
MADE EVERY MINUTE



Trends5Canada @Trends5Canada · 7m

Top 5:

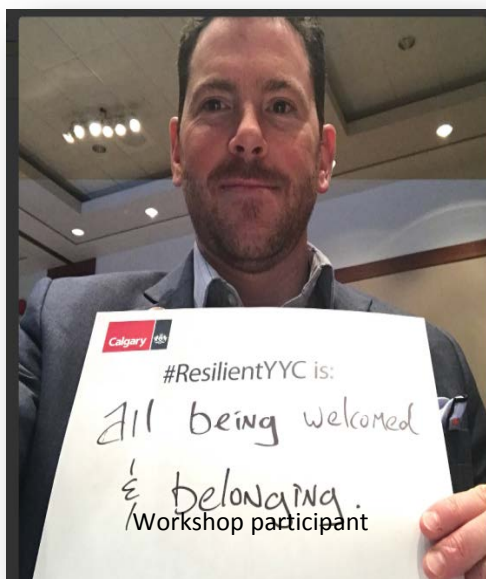
- 1: #resilienttyc +2
- 2: #WorldWildlifeDay -1
- 3: #FridayFeeling -1
- 4: Chris Terry
- 5: #MompConf

**"We are at our best when we come together, but day to day we stick to our silos."**

**"Many of the people in Calgary originally came from these resilient cities. We should leverage the stories and experiences from our uniquely diverse background, have the right people at the table to write the strategy, and listen to the voices of our youth."**

**"We need to think not as taxpayers but as citizens."**

## Empathy, support, and kindness



“Kindness and empathy are our greatest strengths.”

“The theme today is crystal clear: resilience is about people. People! We need to include everyone in conversation and solutions.”

“Sometimes compassionate people are called ‘delicate snowflakes’. Well, as my colleagues in The City know, there is nothing delicate about a ton of snowflakes.”

Mayor Nenshi

Understanding that stresses and shocks tend to affect certain groups disproportionately, the importance of empathy and kindness was central in the conversations. To be resilient as a city, citizens need to be able to make united decisions that value the needs of all. This conversation echoed Mayor Nenshi’s opening remarks – that kindness and empathy should be seen as strong, powerful forces in a community. Participants often referenced the broad community response during the flood, with thousands of people showing up at McMahon Stadium in response to a call to the community.

## Purposeful planning for the future

“We should have the courage to think outside the box, while respecting the past.”

Otis Rolley

Participants identified that resilience is enabled by thoughtful planning that takes into account past experiences and multiple perspectives. This concept included topics of inclusion, ensuring people from all backgrounds are involved in planning, decision making, and preparedness. It also addressed the importance of using evidence based decisions to truly understand risks and being proactive in developing mitigation and response plans with a long-term vision in mind.

“Learning from our past, and the experiences and cycles of people within this community will help us best prepare for our future.”

“Resilience is social, environmental, and energy endurance – being able to endure all kinds of economic events.”

“Resistance to environmental, economic, and social change inhibits our ability to adapt – acceptance is the only way forward.”



## 2.4 What does resilience mean to Calgary? Part II – Calgary’s stresses and shocks

Participants reviewed a list of potential stresses and shocks that could affect Calgary, and then prioritized them based on the extent of their impact and the likelihood of them occurring. There was strong consensus on several themes. The economic situation, extreme weather, and social inequity were identified as the city’s top stresses and shocks.

### Economic stress and uncertainty

Participants pointed to Calgary’s economy as a cause for both stresses and shocks. The financial and economic crisis was identified as the top shock for Calgary, with 18 of 20 groups ranking it as one of the top 3. Stresses stemmed from chronic economic uncertainty given the lack of economic diversification and the resulting susceptibility of Calgary’s economy, to global commodity price fluctuations. There was also a perception that Calgary’s economic planning was entrenched in its historic models of economic success, with a focus on consistent energy sector growth instead of sufficient diversification.

Groups also pointed out the numerous interconnected consequences of this economic stress. Increased rates of poverty and unemployment, combined with the resulting social ills, lack of affordable housing, vacancy rates in commercial real estate, and a range of other consequences were described as closely connected with Calgary’s economic vulnerability.

The United States’ political climate was also identified by several groups as an additional risk factor for the city’s economic situation.

**Stresses** – chronic forces that weaken the fabric of a city on an ongoing basis (e.g., chronic unemployment, lack of social cohesion)

**Shocks** – sudden, acute events that threaten a city and its people (e.g., floods, tornados, disease outbreaks, human caused disruptions)



“The economic situation is top of mind as we’re experiencing it right now. People are leaving. We’re losing skilled workers. It affects the whole community.”

“We are sector-focused and when oil doesn’t do well, we suffer. This creates stresses throughout all levels of our city.”

“Although financial and economic shocks have happened numerous times in Calgary, we’re still not prepared for them.”





## Weather and climate change

Extreme weather incidents were identified as significant shocks. Participants focused on severe storms and rainfall/river flooding as the most likely and with the highest impact for Calgary. The flood was frequently mentioned as a visible example of the shock and its impact on the city. Calgary's geographic location at the confluence of two glacial fed rivers and near the mountains creates a greater vulnerability to extreme weather of various forms.

Though participants ranked it as less likely, drought was also noted as a potentially high-impact shock that Calgary could face, given the relatively arid nature of Calgary's environment. More broadly, these extreme weather conditions were seen to be exacerbated by climate change – which was noted as one of Calgary's top stresses.



## **Calgary's Climate Resilience Program is supporting initiatives seeking to address the city's climate challenges**

The City of Calgary has committed to a climate resilience program, which outlines the awareness of Calgary's vulnerability to events such as flooding, intense snowstorms, and drought and the need for a strategy to protect Calgarians from their potentially devastating financial and injurious consequences. The strategy's goals have been shaped to balance



both adapting to upcoming climate change conditions and mitigating the emissions that cause them.

One of Calgary's significant climate resilience initiatives is its watershed management planning. Climate change impacts combined with provincial growth and land use are adding increased pressure to the region's watersheds. These challenges are amplifying the city's need to support watershed management development and to address the relationship between watershed protection, climate resilience, and land use. Calgary's watershed management approach has outlined four key goals in executing its climate resiliency efforts: protect the city's water supply, use water wisely, keep Calgary's rivers healthy, and build resilience to flooding.

The program has already been making strides in addressing the importance of Calgary's climate resilience. Calgary's resilience strategy work will consider climate opportunities and address programs that are already in place. Discussion may include:

- What is the best way to incorporate the program's resilience lens into further climate resilience efforts?
- How can climate resilience initiatives, such as watershed management planning, and the City's Climate Change Program work, be leveraged to improve the execution of Calgary's resilience strategy?
- What lift can be provided to climate resilience work already in progress?

**“Severe storms happen, and we cannot become complacent after having recovered from the last one.”**

**“We live in the driest area. People are not aware of this and the aridity creates many cascading impacts.”**

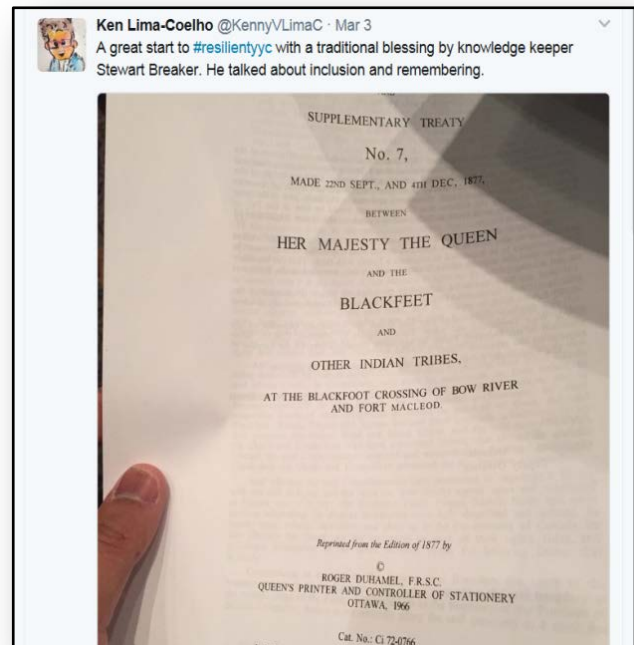
**“Overpopulation is not a concern in itself, but it's about how we grow in a sustainable manner, in order to reduce our environmental vulnerabilities.”**



## Lack of social cohesion and inequity

There was significant discussion about marginalized populations and weakening social ties. Marginalized groups were defined based on factors such as age, culture, poverty, access to services, and ineffective integration of new Canadians. Questions on how to better interact with Calgary's First Nations communities were also raised. For example, Chief Joseph Weasel Child commented on the extensive effect of the flood on homelessness in the Siksika Nation.

Groups noted that social cohesion is an important prerequisite for successful responses to other prioritized stresses and shocks. Lack of opportunity and inclusion were also connected with more acute shocks like the fentanyl crisis. A number of participants also connected the stress of the lack of social cohesion with the progression of Calgary's rapid growth from being a smaller city to a larger and more diverse one.



## Calgary's indigenous relations efforts are helping improve the city's social resilience

Moh'kinsstis is a Blackfoot word used to describe the landscape of what is now known as Calgary. The literal meaning of Moh'kinsstis is *elbow* and references the geographic area where the Elbow River meets the Bow River. Recognizing and supporting the shared history and foundations of Calgary through enhanced ways forward with indigenous relations is a vital component in Calgary's community resilience. On April 24, 2017, the Calgary Urban Aboriginal Affairs Committee (CAUAC) brought the Indigenous Policy to City Council and this policy was unanimously approved, enabling forward movement toward an increasingly equitable and inclusive city for all Indigenous and non-Indigenous peoples.

The policy has been hailed as the first of its kind in Canada. The policy was a joint effort that brought together members of The City of Calgary Administration, Traditional Knowledge Keepers and community leaders from Treaty 7 First Nations, members of CAUAC, urban indigenous



community leaders and organization representatives in a City Specialist Advisory Team.

The policy is a key deliverable of CAUAC's 10-year Strategic Plan 2014-2024. This policy builds on the spirit of Truth and Reconciliation and creates a framework on the common desire to work together and do things differently.

The policy provides clarity into why distinction is

made between Treaty 7 First Nations and urban indigenous communities on matters of historical, traditional, cultural and contemporary significance. It also provides four ways for the city to interact with the different indigenous communities: Ways of Knowing, Ways of Engaging, Ways of Building Relationships, and Ways Towards Equitable Environments.

This policy is a significant step forward for Calgary in developing the city's community resilience for all of its residents. Although further actions are still necessary to continue down the path of reconciliation, satisfying these recommendations will provide the city with an increased opportunity to build stronger collective resilience in the region.

Activities supporting relations with the indigenous community will continue to grow in importance, as The City furthers its resilience objectives. Therefore, as Calgary develops its resilience strategy, conversations observing the city's indigenous relations will no doubt be relevant. The resilience strategy development will offer an opportunity to determine how to utilize the resilience lens to supplement indigenous work that is being done, what lift can be delivered to support the remaining recommendations that have been proposed, and how current indigenous relations efforts can be leveraged to maximize Calgary's 100RC contributions within the global network.



## 2.5 Interdependencies and opportunities

After discussing the most urgent stresses and shocks facing Calgary, groups identified common patterns in the interactions between them. These patterns included negatively reinforcing cycles such as:

- As infrastructure investment declines due to strained city budgets, potential for incidents caused by failing infrastructure increases. Increased rates of failures can in turn cause a reduction in the incentive to invest (a pattern seen frequently in American 'Rust Belt' Cities)
- Economic stagnation resulting in decreased economic activity in Calgary's downtown communities, reducing the incentives to move to and invest in these districts.
- Groups that are more vulnerable to public health shocks (like the fentanyl crisis) are becoming increasingly marginalized.

### **Helping enhance community resilience is an increasingly important element of Calgary's infrastructure programs and spending**

Building and maintaining needed infrastructure, optimizing capital investment to create jobs, and attracting and retaining talented people, business, and infrastructure in Calgary have all been highlighted as priorities by City Council. This is especially true during the current economic downturn. In response, there has been a shift toward prioritizing infrastructure investment as a means of improving residents' quality of life, and the consensus is that now is a good time for The City to invest in projects that support quality of life and provide citizens service value.

In 2016, as a corporate focus, the City purposefully managed and intentionally set out to increase its annual average capital investment of \$1.2 billion (2010-2015) by more than 25 percent, working within existing and approved budgets. City Council adopted a Capital Investment Plan intended to provide short- and long-term value for Calgarians through targeted, tactical investment in geographic and themed areas within Calgary. Projects are aligned within the Capital Investment Plan to boost short-term economic stimulus, increase community resilience, preserve the city's existing infrastructure and community assets, build a great community through legacy investments, and leverage public and private investment.



The proposed infrastructure investment strategy will be an important element of the overall resilience strategy development. Calgary's resilience strategy development will help determine how to best leverage Calgary's infrastructure investment to capitalize on its own resilience proposal, what lift through the 100RC membership can be offered to the City's planned infrastructure programs to maximize their impact, and how best to apply a resilience lens to the City's infrastructure projects and spending.

The groups also identified positive reinforcing cycles in the interactions between stresses and shocks:

- A shock creating increased communication and sense of cohesion between disparate groups (e.g., Calgary coming together after the flood) and improving Calgary's ability to respond to future shocks.
- Efforts to reach out to and include marginalized communities (e.g., new Canadians) creating greater links to, and thus early awareness of, the challenges these groups are facing.

After discussing the interconnections between stresses and shocks, groups focused on the specific actions that stakeholders in Calgary could take to address these stresses and shocks. A few themes of interventions emerged.



## Strengthening communities

A number of actions related to the imperative of improving communities' capacity to prepare for and deal with stresses and shocks. These suggestions emphasized creating self-reliance and the capacity for local action among all communities in Calgary.

The suggestions also addressed the need to ensure equity in economic conditions, opportunities, and access between communities.

**“Create supports to build and maintain relationship (e.g., neighbour day)”**

**“Identify neighbourhood ‘ambassadors’ who are trusted by communities and can lead the response to stresses and shocks”**

**“Establish community strategies to deal with populations facing challenges (i.e., Who cares for the children of families in need?)”**

**“Reach out directly to the community to understand their needs; don't let anybody build for the community – we must build with the community”**

**“Measure tax allocations to communities to ensure cross-community equity”**

## The City's resilience lens is further improving Calgary's economic development efforts

Calgary has a robust 10-year economic strategy, *Building on Our Energy; An Economic Strategy for Calgary* (November, 2014), that was refreshed on August 26, 2015. Calgary Economic Development and The City of Calgary, along with the other orders of government and the community, are focused on initiatives that could further bolster Calgary and the region's economy. Stakeholders agreed that it is essential for Calgary's economic strategy to emphasize building on the city's established strengths. The strategy identified six areas of focus for the city to reinforce its economic opportunity: global, entrepreneurial, innovative, community, people, and collaborative.



Strategy contributors also highlighted the need for increased collaboration if the strategy's mission (achieving economic competitiveness, embracing shared prosperity, and building a strong community) is to be implemented successfully.

Simultaneously, The City formed a *Leading Through Economic Uncertainty* plan that supports its 10-Year Economic Strategy through actions that will respond to Calgary's recent economic challenges and prepare for its recovery. Collaborative work is underway between The City, Calgary Economic Development, and several stakeholders to understand emerging economic trends, future economic plans, and opportunities to ensure Calgary uses its capacity to best position resources for the future. A Downtown Economic Summit was held in March 2017, and Council has directed the exploration of an Economic Development Investment Fund to support new opportunities to drive economic recovery.

Calgary has already established economic policies devoted to building a sense of community, collective accomplishment, and sustainable development. Moving forward, the resilience strategy development will foster ongoing integration of economic policies into The City's economic resilience planning.

## Improving education and awareness around resilience

Many participants stressed the importance of education in preparing residents at all levels to become more resilient and increase the city's overall ability to recover from stresses and shocks. Education in this sense refers to both formal learning and knowledge Calgarians develop through interactions with their peers.

**“We should bring people together across sectors to discuss our vulnerabilities and share knowledge, capacity, and people”**

**“We need a fundamental shift in our educational system that enables people to not only deal with the expected, but also to be resilient”**

**“As a city and as individuals we can learn from others (e.g., other countries, technology companies): what are the best practices for resilience and for individual issues that have been used elsewhere?”**

**“Measure tax allocations to communities to ensure cross-community equity”**

### The Calgary Chamber and the Calgary Emergency Management Agency partner in a business resiliency program

To support business resiliency in our city, following the 2013 flood, The City of Calgary Emergency Management Agency (CEMA) and The Calgary Chamber collaborated to create a program that really helps businesses, especially small businesses, be better prepared. The business continuity handbook and supporting online tools help businesses understand the risks that they face, and develop strategies and plans to ensure continued operation during and after a disruption. Calgary businesses are encouraged to sign up for the Chamber's Emergency Business Contact Database, which, in partnership with CEMA, facilitates timely communication with businesses about emergencies that could impact their operations. This business resilience program was recognized as “best in the world” in the Best Unconventional Project category at the World Chambers Competition in 2015.

The screenshot shows the 'Emergency Business Contact Database' registration page. The header includes the 'Calgary Chamber' logo and navigation links: MEMBERS, INSIGHT, POLICY, INTERACT, and JOIN. Below the header, a breadcrumb trail reads 'Home > Emergency Business Contact Database'. The main content area is titled 'Emergency Business Contact Database' and includes a 'Share' button with social media icons. The text explains the database's purpose in partnership with CEMA and the Government of Alberta. It features a 'Frequently Asked Questions' link and a 'Learn more about CEMA' link. The registration form is titled 'Emergency Business Contact Database' and includes a note: 'Fields marked with a \* are mandatory'. The form fields are: Name \*, Work Email \*, Personal Email, Business Phone \*, and Cell Phone. A disclaimer at the bottom states: 'In the event of an emergency, communicating by text (SMS) message helps free up phone lines and can provide the most relevant up-to-the-minute information.' On the right side, there is a 'PARTNERSHIP WITH CEMA' logo and a 'SUPPORTED BY Alberta Government' logo. At the bottom right, there is a section titled 'Are you experiencing an emergency?' with a brief description of the database's role and a 'PLEASE CALL 911' button.



## Building stronger governance and policies and executing plans

In addition to this emphasis on self-reliance, the group also recognized that formal governance and policies need to be aligned to successfully create a more resilient city. Participants felt that both individual policies and general operating principles could improve governments' ability to prepare for and deal with stresses and shocks. There was also an emphasis on the importance of ensuring a strong mechanism is in place to execute these plans.

**"We need to increase fluidity and interaction across and between all three levels of government"**

**"Particularly in marginalized communities, we need to cultivate trust in authority figures for those who currently lack it"**

**"We often have great plans and feel like we are heading in a good direction, so we just need to ensure we are able to follow through on these plans"**

### **Proposed initiatives such as affordable housing, backed by The City of Calgary's Community Economic Resiliency Fund, are improving the city's resilience**

In December 2015, The City of Calgary established a one-time Community Economic Resiliency Fund dedicated to initiatives boosting Calgary's economic development and improving affordable housing opportunities for residents. The fund, backed by an initial \$30 million investment, is designed to supplement the execution of Calgary's 10-Year Economic Strategy. In Calgary's current economically trying context, an increased implementation effort for the 10-year plan is essential.

Affordable housing is a growing focus for The City, and initiatives have been proposed that support an increase in supply and improve Calgarians' access to housing. The initiatives seek to re-establish the Development Fee Grant Program, which would help cover expenditures related to pre-development activities, development permit fees, redevelopment levies, demolition permits, building

permit fees, and additional costs associated with new affordable housing units. In addition, affordable housing initiatives have been crafted to start preliminary research on developing a cohesive and automated coordinated registry system to serve Calgarians seeking non-market housing.

In July 2016 Council approved [Foundations for Home – Calgary's Corporate Affordable Housing Strategy 2016-2025](#). The Strategy

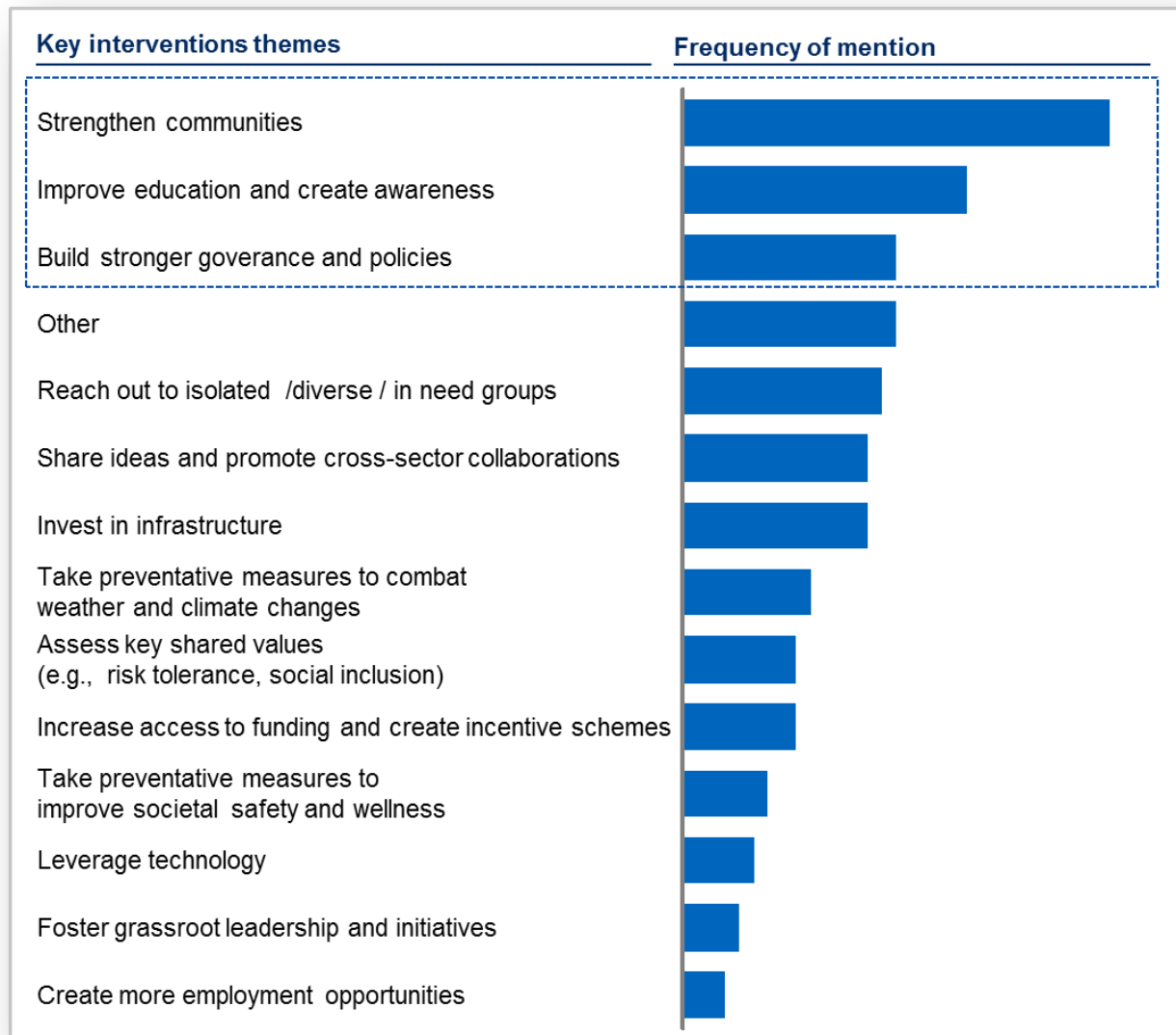


Sarah Woodgate, Director, Calgary Housing and Teresa Goldstein, Manager, Affordable Housing

creates a more resilient housing system for Calgary through six focus areas: Get the Calgary community building, Leverage City Land, Design and build new City units, Regenerate City-owned properties, Strengthen intergovernmental partnerships, and Improve the housing system. The strategy document clearly highlights that The City of Calgary needs to make affordable housing a clear Council priority. This framework will guide planning and execution of current and future

affordable housing initiatives. Work has already kicked off to progress these objectives and affordable housing continues to remain a priority in all levels of government.

The City's one-time Community Economic Resiliency Fund demonstrates Calgary's awareness and commitment to financial and social resilience. The Fund and its initiatives, like affordable housing, will undoubtedly factor into Calgary's resilience strategic considerations. Stakeholders will continue to determine how to leverage affordable housing programs, other sources of funding, and other community resilience initiatives to strengthen the execution of their strategy, how best to support affordable housing efforts, and how to apply the 100RC resilience lens to the work that is being done using the Community Economic Resiliency Fund.

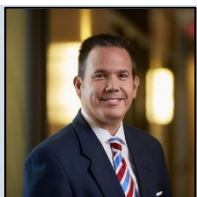


## 2.6 Lunch panel

Exercise 2 was followed by a panel discussion over lunch, which focused on “How to be a Better Ancestor: building a resilient city through diversity and inclusivity”.



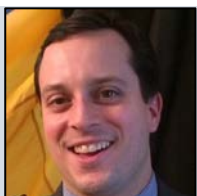
## Moderator



**Brad Stevens**

Deputy City Manager, Chief Resilience Officer, City of Calgary

## Participants



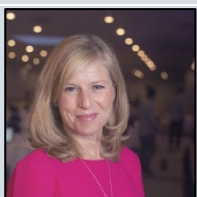
**Grant Ervin**

Chief Resilience Officer, Pittsburgh, PA



**Chief Joseph Weasel Child**

Siksika Nation



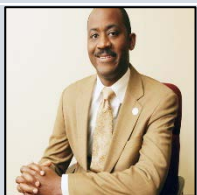
**Mary Moran**

Chief Executive Officer, Calgary Economic Development



**Shane Monte**

100 Resilient Cities Platform Partner, Ernst & Young



**Otis Rolley**

Regional Director, City and Practice Management, Africa and North America, 100RC

Themes addressed by the panelists included connecting the resilience strategy with: the past, by understanding our shared culture and history; the present, by reaching out to different stakeholders, collecting community input, and ensuring shared prosperity; and the future, by imagining what we could be as a city and thinking creatively about how to achieve it.

Larger trends such as advancing globalization, technology, and demographic change were connected to local realities, such as the fluctuations in the downtown core's economic conditions and opportunities that could be created for First Nations by diversifying Calgary's economy.

As panelists envisioned Calgary's future, they discussed creating an innovation ecosystem in the downtown core, where frequent interactions between businesses, individuals, entrepreneurs, and

others would create economic vitality and diversification. Learning from Pittsburgh's resilience journey, panelists considered the value of applying a resilience lens to issues, cutting across organizational and institutional silos to solve multiple challenges with limited resources. Pittsburgh's history of economic diversification also provided both valuable insight into the risks of economic concentration and a hopeful path forward. Grant Ervin, Chief Resilience Officer,

**"There are three priorities for resilience in Calgary: the economy, the environment, and equity."**

**Otis Rolley Regional Director, City and Practice Management, Africa and North America, 100RC**

Pittsburgh also described the 100RC network's excitement to learn from Calgary's experiences in building a resilient city.

## 2.7 Calgary's resilience diagnostic

After prioritizing Calgary's stresses and shocks and discussing how to build more resilience in the city, the group conducted a broad assessment of Calgary against the City Resilience Framework (CRF). The framework provides a means of understanding the complexity of cities, the drivers that contribute to their resilience, and a common language that enables cities to share knowledge and experiences.

Developed by ARUP, with support from the Rockefeller Foundation, the CRF is built on four essential dimensions of urban resilience: Health & Wellbeing; Economy & Society; Infrastructure & Environment; and Leadership & Strategy. Participants had the opportunity to individually assess Calgary's strengths and weaknesses against this framework, discuss their evaluations with their groups, and ultimately come to a shared understanding of Calgary's resilience strengths and weaknesses. Each table facilitator was asked to summarize their group's top 4 areas of strength and top 4 areas of improvement. Based on these evaluations, there was a fair degree of consensus within groups that ensuring continuity of critical services is a strength, and fostering

**"We have witnessed improvements already since the flood. More agencies have plans to ensure continuity of critical services"**

**"As a society, we're doing well when it comes to ensuring social stability, security, and justice"**

**"There's been improvement on technology, which has helped provide more reliable communication and mobility (e.g., transit schedules are now easily accessible)"**





economic prosperity is an area where significant improvement is required. Additional areas of strength included ensuring social stability, security and justice and providing reliable communication and mobility. The top resilience strengths identified in Calgary were:

- Ensures continuity of critical services
- Ensures social stability, security, and justice – pride in policing
- Provides reliable communication and mobility
- Meets basic needs – water

Participants also raised a number of complexities and qualifications of the above strengths. For example, while Calgarians have pride in their water system, other basic needs were seen as less effectively and consistently provided. In addition, participants raised the issue of inequitable access to systems to meet basic needs, especially given the recent economic challenges. Affordable housing was seen as a basic need that was not being effectively met.

The discussion regarding areas for improvement largely centered on one theme – the economy. Fostering economic prosperity, supporting livelihoods and employment, and providing and enhancing natural and manmade assets were identified as areas for improvement.

The top areas for improvement in resilience activities identified by the participants were:

- Fosters economic prosperity
- Supports livelihoods and employment
- Provides and enhances natural/manmade assets
- Meets basic needs – affordable housing

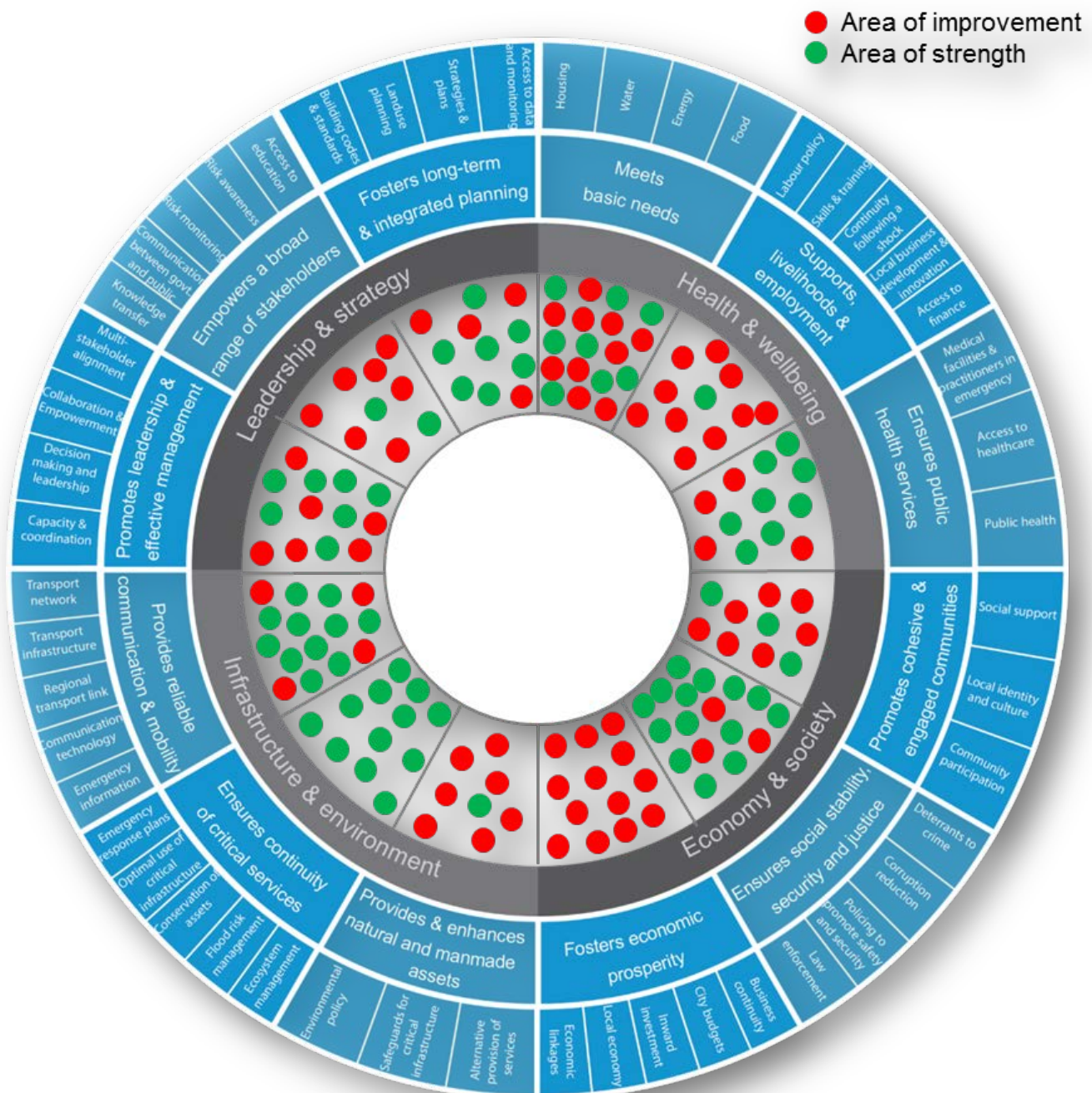
**“We need better livelihood and employment support – we were not prepared for this current downturn”**

**“Job loss is a major issue; furthermore, there is inequity in terms of job opportunities, even in the good times”**

**“Affordable housing is the hot topic at #resilientyc! Are we ready for impact? Adaptation, housing design, and community networks are essential!”**

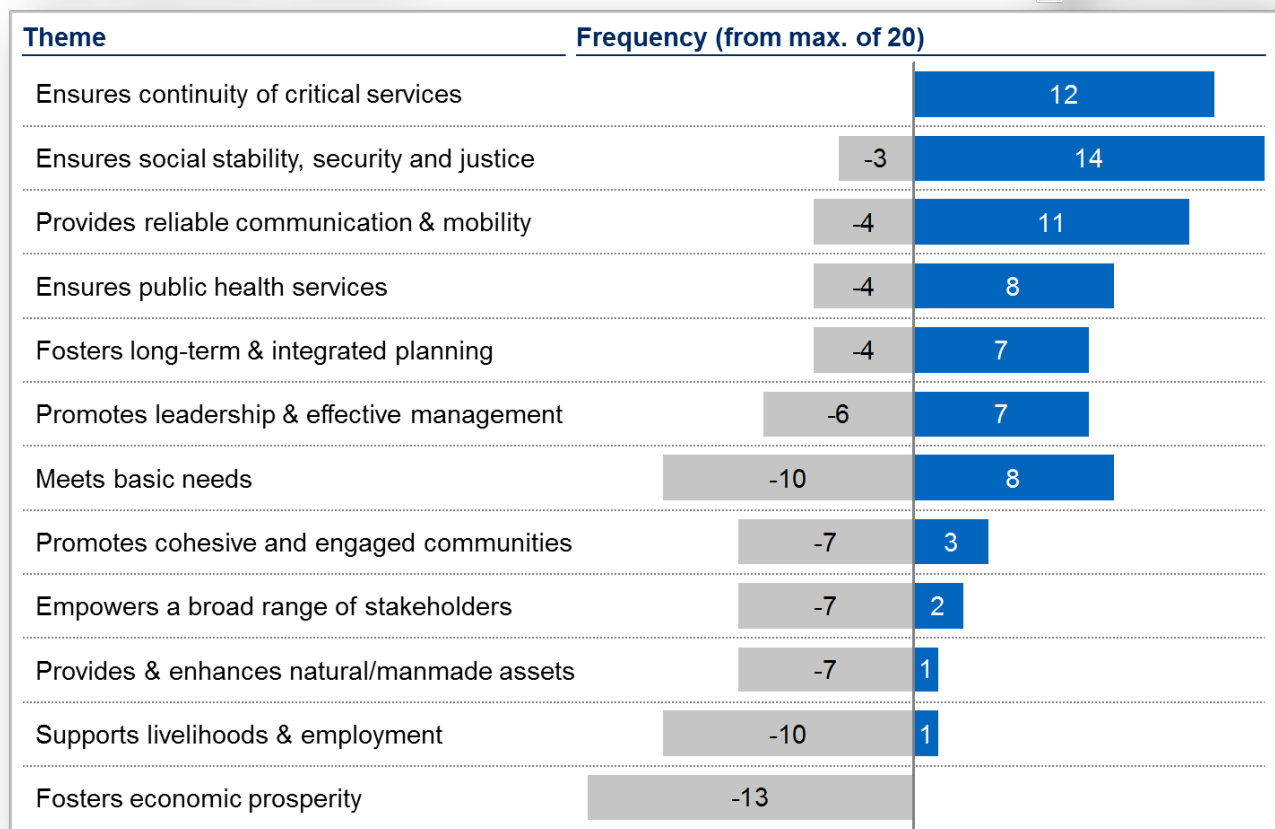
There were also debates about whether some areas should be considered strengths or areas for improvement. For example, participants had different views of the effectiveness of Calgary’s long-term planning. Some participants suggested that Calgary’s continued experience of boom-bust cycles related to commodity prices represented an inability to plan for the long term. Others felt that while long-term planning was strong, Calgary’s execution of past plans left room for improvement, and that Calgarians often change their minds about specific policies. Predictability around land use plans was mentioned both as a strength and as an area for improvement.

# City Resilience Framework and Workshop Participant Identification of Resilience Strengths and Opportunities



## Key diagnostic themes

■ Area of strength  
■ Can do much better



## 2.8 Leveraging this opportunity together

These conversations provided an exciting outlook on Calgary's future resilience. To conclude the day's exercises, the final session created an opportunity to share learnings from the day, provide feedback, and prioritize the next steps in Calgary's resilience plan. Three common reflections emerged.

### Coordinating efforts and various initiatives

Building resilience should not fall onto the shoulders of any one group – it needs to be a collective effort. Many great initiatives are already underway across the city, such as the sliding scale fare structure for a Calgary Transit pass. It is important to ensure that efforts are not occurring in silos but rather in an integrated and collaborative manner.



## Calgary's resilience can be enhanced through equal economic opportunity and prosperity for its residents

Unemployment in Calgary is currently the highest of any major city in Canada at 9.4%<sup>1</sup>. The city's recent economic challenges have resulted in thousands of Calgarians losing their jobs. Province



wide, the energy sector has suffered extensively, with tens of thousands of energy professionals currently unemployed.

Initiatives are underway to strengthen Calgary's position as an energy centre and location of choice for international talent.

Calgary's Global Talent Hub, an initiative designed by WORKshift Worldwide, has been shaped to address some of Calgary's unemployment difficulties and the challenges downtown Calgary is facing with empty office space. The program identifies the skills of residents

that have recently lost their jobs and where their labour services are in high demand. WORKshift employees and their network will then facilitate connections between foreign recruiters and Calgarians and help set up offices in Calgary where previously unemployed citizens will work on projects remotely.

Calgary's 100RC network membership and strategy development provides additional opportunity to better understand and address the city's current unemployment issues. The resilience strategy development offers a process to leverage the Global Talent Hub program to have the greatest impact, and to explore how best to apply the resilience lens to take full advantage of WORKshift Worldwide's Calgarian resources.

## Engaging more stakeholders – seeking diverse perspectives, new ideas, and youth involvement

Participants stressed that it will be important to include more voices moving forward. Four groups in particular were perceived as underrepresented in the workshop: youth, seniors, the private sector, and marginalized communities. Millennials were identified as an especially resilient group that it would be important to involve. They are empowered by strong digital literacy, social connectedness, and a sense of creativity and energy.

**“An opportunity exists to match resilient funders with the priorities and opportunities surfaced in Calgary's Vital Signs”**

**“Calgary's various institutions (e.g., universities, businesses) can bring a great deal to the table to support the city in leading this effort”**

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<sup>1</sup> March 2017 Statistics Canada data.  
Published: May 29, 2017

“Likeminded people speak to likeminded people. We need to speak with people who think differently and ask uncomfortable questions”

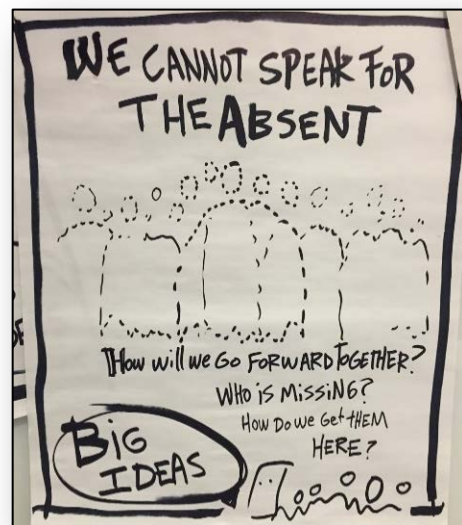
“We should keep our conversations heterogeneous”

“Millennials need to be at table and have their voices heard – they are already figuring out how to keep their small businesses and own lives resilient”

Recalling the positive impact of grassroots, citizen-led initiatives, it will be particularly important to get a range of Calgarians excited and engaged to complement government leadership.

## Be specific and action-oriented

Participants were energized to continue their discussions about Calgary’s resilience strategy in the coming months. They felt the conversations touched topics that were of high priority, but that just discussing the issues was not sufficient. They urged The City and community to be more action-oriented by identifying specific next steps that will have a major impact. They also stressed the importance of clearly articulating these next steps to everyone and creating a set of well-defined metrics to ensure accountability.



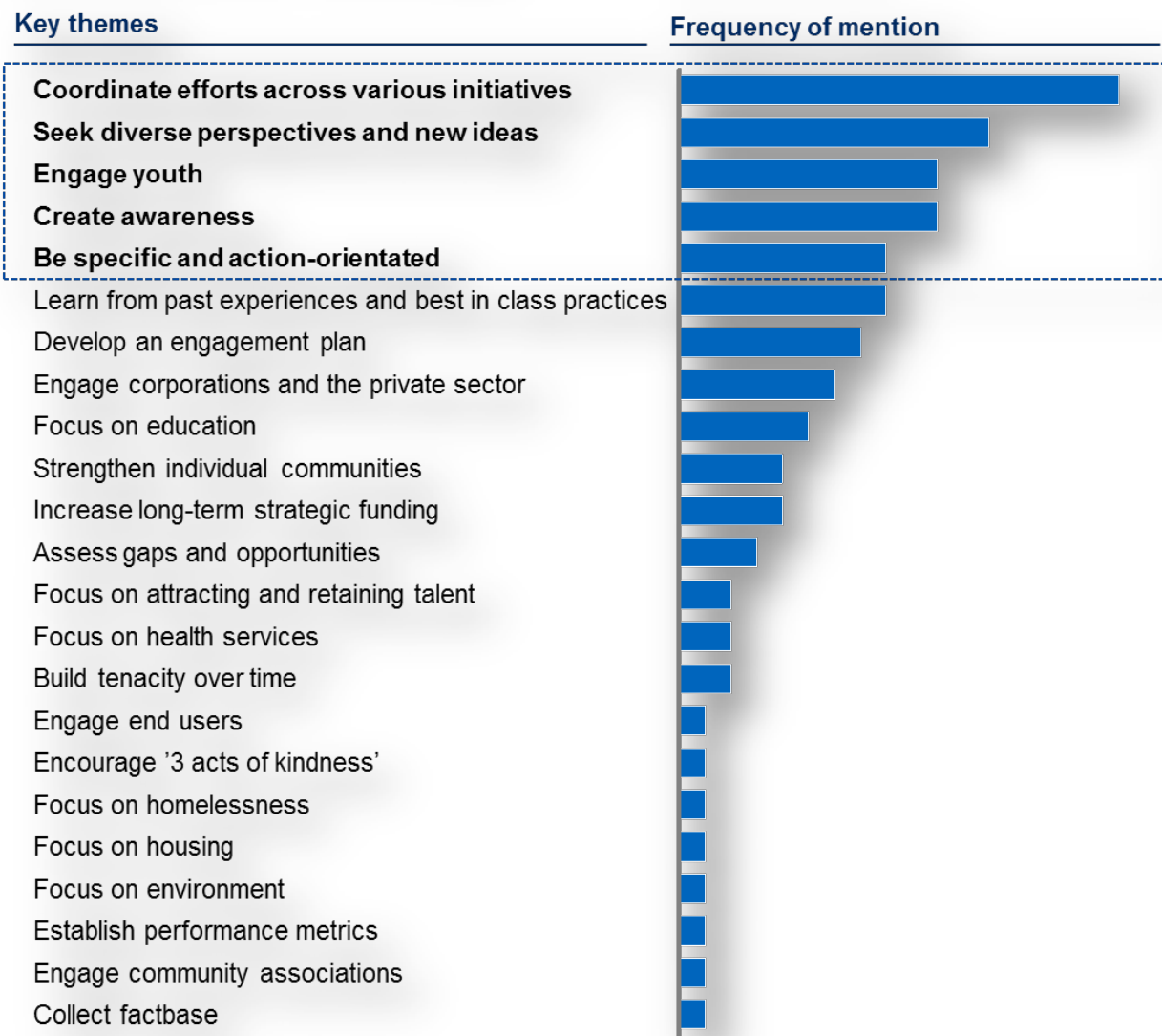
“Great session, but I’m concerned this will be shelved. We need to put this into action for it to be meaningful”

“Get specific, because the sub-areas that need to be improved are specific”

“How do we keep this energy moving forward?”

# Key themes of next steps

  Top 3 themes





### 3 Next steps

The Agenda-Setting Workshop was the initial forum to discuss urban resilience and Calgary's journey as part of the 100 Resilient Cities network. The input from the workshop will inform the development of a strategy for a more resilient Calgary and region.

The resilience strategy process will begin by supplementing the workshop output with a full assessment of Calgary's resilience assets and challenges. This diagnostic phase, led by the Chief Resilience Officer, will be undertaken in the first half of 2017. After this diagnostic phase, the resilience team will focus on a few areas for deeper inquiry that will ultimately create an integrated resilience strategy for Calgary.

As a member of the 100 Resilient Cities Network, The City of Calgary will receive technical support and resources from 100RC to develop and implement its resilience strategy, which will address the varied challenges facing the city. It is intended that this resilience strategy expertise and knowledge gathering will also help inform other City and community activities, including economic, social and environmental objectives, and support the development of the future business plan and budget work.

Throughout this process, The City will be looking to engage a diverse range of stakeholders throughout Calgary. A Steering Committee will be established to provide oversight and vision to the resilience team. Discovery Area Working Groups will be developed to support resilience issue exploration and strategy development. Opportunities for continued contribution to the resilience discussion will be available to stakeholders and participants of the Agenda-Setting Workshop and others who have expressed interest.

**Up-to-date information is available at**  
**[www.calgary.ca/resilientcalgary](http://www.calgary.ca/resilientcalgary)**

Thank you to the #ResilientYYC Agenda-Setting Workshop participants, representing the following organizations, for your valued contributions on March 3, 2017, which set the stage for the resilience work to come!

211 Alberta  
Alberta Association of Immigrant Serving Agencies (AAISA)  
Alberta Ecotrust Foundation  
Alberta Health Services  
ALEX – Calgary Food Centre Food movements – Sustainability  
Ambrose College  
Antyx Community Arts  
ATB Financial  
ATCO Gas  
Bow River Basin Council  
Bow Valley College  
Boys and Girls Club of Calgary  
BURNS Foundation  
Business Improvement Area – Calgary Downtown Association  
Business Improvement Area – Inglewood  
Business Improvement Area – Marda Loop  
Business Improvement Area – Victoria Park  
Calgary & District Labour Council  
Calgary Airport Authority  
Calgary Arts Development (CADA)  
Calgary Board of Education  
Calgary Bridge Foundation for Youth  
Calgary Catholic Immigration Society

Calgary Chamber  
 Calgary Chamber of Voluntary Organizations  
 Calgary Counselling Centre  
 Calgary Economic Development  
 Calgary Food Bank  
 The Calgary Foundation  
 Calgary Hotel Association  
 Calgary Mental Health Association  
 Calgary Municipal Land Corporation  
 Calgary Parks Foundation  
 Calgary Public Library  
 The Calgary Sexual Health Centre  
 Calgary Stampede  
 Calgary TELUS Convention Centre  
 Canadian Red Cross Society  
 CARYA  
 Catholic Family Services  
 Centre for Newcomers  
 CHARCUT & Charbar  
 The City of Calgary – Fire  
 The City of Calgary – Calgary Approvals Coordination  
 The City of Calgary – Calgary Building Services  
 The City of Calgary – Calgary Emergency Management Agency  
 The City of Calgary – Calgary Housing  
 The City of Calgary – Calgary Neighbourhoods  
 The City of Calgary – Chief Financial Office  
 The City of Calgary – City Manager's Office  
 The City of Calgary – Communications  
 The City of Calgary – Community Planning  
 The City of Calgary – Community Services  
 The City of Calgary – Community Standards  
 The City of Calgary – Corporate Analytics & Innovation  
 The City of Calgary – Facility Management  
 The City of Calgary – Environmental & Safety Management  
 The City of Calgary – Fire  
 The City of Calgary – Fleet Services  
 The City of Calgary – Human Resources  
 The City of Calgary – Information Technology  
 The City of Calgary – Infrastructure Calgary  
 The City of Calgary – Intergovernmental & Corporate Strategy  
 The City of Calgary – Law  
 The City of Calgary – Office of the Councillors – Ward 6  
 The City of Calgary – Office of the Councillors – Ward 7  
 The City of Calgary – Office of the Councillors – Ward 8  
 The City of Calgary – Office of the Councillors – Ward 9  
 The City of Calgary – Office of the Councillors – Ward 10  
 The City of Calgary – Office of the Councillors – Ward 14  
 The City of Calgary – Office of the Mayor  
 The City of Calgary – Real Estate and Development Services  
 The City of Calgary – Recreation  
 The City of Calgary – Urban Strategies  
 The City of Calgary – Utilities & Environmental Protection  
 The City of Calgary – Waste & Recycling  
 The City of Calgary – Water Resources  
 The City of Calgary – Parks  
 The City of Calgary – Fire  
 CUPS (Calgary Urban Projects Society)

DIRTT (Doing It Right This Time)  
ENMAX  
Federation of Calgary Communities  
First Calgary Financial  
Government of Canada- Veteran's Affairs  
Homefront  
Horizon Housing  
ImagineCALGARY/Calgary Opera  
Innovate Calgary  
Insurance Institute of Southern Alberta  
Kerby Centre  
Momentum  
Mount Royal University  
National Music Centre  
REAP Business Association  
RESOLVE  
Siksika Nation  
Suncor Energy  
TELUS Spark  
Tourism Calgary  
TransAlta Utilities  
Tsuut'ina Nation  
UDI (Urban Development Institute)  
United Way of Calgary  
University of Calgary  
Vibrant Communities Calgary  
Alberta WaterSMART  
The Women's Centre of Calgary  
YMCA  
Youth Central

### Traditional Knowledge Keeper's Prayer for Peace



O Great Spirit of our Ancestors, I raise my pipe to you.

To your messengers the four winds, and to Mother Earth  
who provides for your children.

Give us the wisdom to teach our children to love, to  
respect, and

to be kind to each other so that they may grow with peace  
in mind.

Let us learn to share all the good things you provide for us  
on this Earth.