

Resilient Calgary Strategy Update Report

RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

1. Release \$81 million in funding, previously committed for flood recovery within the Fiscal Stability Reserve, as a result of the completion of The City of Calgary's 2013 Southern Alberta Flood Disaster Recovery Program (DRP) submissions and recovery of funding from the Government of Alberta;
2. Receive this update report of the *Resilient Calgary* strategy for the Corporate Record; and
3. Direct Administration to provide an annual update report of the *Resilient Calgary* strategy to the Priorities and Finance Committee.

HIGHLIGHTS

- This report is in response to Council's direction for Administration to provide an update in 2020 Q2 (PFC2019-0617) on the progress of implementing the Resilient Calgary strategy, approved by Council on 2019 June 17.
- What does this mean to Calgarians? It means that Calgarians live in a city with improved abilities to activate, assess, collaborate, implement and recover from chronic stresses and acute shocks.
- Why does this matter? Calgary will continually face disruptions that will impact the resilience of Calgary. The City needs resources, mechanisms and partnerships in place that will constantly scan for emerging threats, leverage opportunities and engage our communities, internal and external stakeholders for action.
- The Resilient Calgary Strategy Update Report 2021 (Attachment 2) details the progress of The City of Calgary and its partners towards achieving the five goals and 13 outcomes contained in the Resilient Calgary strategy.
- The City of Calgary was better prepared for the 2020-2021 disruptions of the pandemic, Black Lives Matter demonstrations, and climate related events by identifying the outcomes found in the Resilient Calgary strategy.
- Some initiatives in the strategy workplan were adapted to respond to the emerging needs and skills required in The City's response and recovery to the pandemic.
- Since the last report on resilience activities, the 2013 Southern Alberta Flood Disaster Recovery Program has ceased receiving submissions and has concluded recovery program payments. The City of Calgary has received \$137 million in flood recovery through the program, and is able to release \$81 million in funding previously committed for flood recovery within the Fiscal Stability Reserve.
- The most recent Council Direction from 2019 June 17, was to direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020 (deferred due to pandemic disruption).
- Strategic alignment to Council's Citizen Priorities: A prosperous city; a city of safe and inspiring neighbourhoods; a city that moves; a healthy and green city; and a well-run city.

Resilient Calgary Strategy Update Report

- Background and Previous Council Direction is included in Attachment 1.

DISCUSSION

This update report details the progress of implementing the Resilient Calgary strategy, approved by Council on 2019 June 17. The strategy, developed in collaboration with community groups, and internal and external stakeholders includes actions to address the economic downturn; rising issues of inequity; reduced funding from other orders of government; the growing importance of natural and traditional infrastructure investment; and the increased need for The City and communities to be future-ready.

Following the approval from Council, implementation of the strategy began. The Resilient Calgary Strategy Update Report 2021 (Attachment 2) details the progress to date on achieving the 13 outcomes in the five goal areas. This work provided a solid foundation for Calgary to respond to and be prepared for the stresses and shocks of 2020-2021.

During 2020, workplans were adapted to respond to the emerging needs and skills required in The City's response and recovery to the pandemic. Adapted efforts included leading strategic foresight work with Administration and Calgary communities; supporting the Economic Resilience Task Force and Downtown Strategy; and examining the psycho-social impacts of the pandemic on different communities.

As pandemic response and recovery continues, new opportunities have evolved. Examples include developing a resilience lens that was used to evaluate City infrastructure projects and ensuring that The City met the criteria for the provincial Municipal Stimulus Program (MSP). Efforts with resilience partners have resulted in funding from Microsoft Corporation to develop artificial intelligence to address climate resilience. The City of Calgary continues to participate as a member of the *Resilient Cities Network* (evolved from 100 Resilient Cities) and has shared resilience and pandemic recovery expertise among the four Canadian cities in a national network.

In support of the fourth pillar Future Ready Infrastructure, The City of Calgary has completed all submissions to the Government of Alberta to seek recovery funding from the 2013 Southern Alberta Flood Disaster Recovery Program. The total amount recovered from the Disaster Recovery Program, including recovery of operations response and infrastructure, was \$137 million and payment has been fully received from the Government of Alberta. This permits a release of \$81 million in the Fiscal Stability Reserve, previously committed for flood recovery for other purposes.

Collaborating with City colleagues, community partners and stakeholders, and national and international resilient networks, the Resilience team continues to place a lens on the most urgent resilience issues, lift awareness of each other's efforts to build resilience, and leverage our collective action.

Background of the Resilient Calgary Strategy

The Resilient Calgary strategy has four pillars with one cross-cutting theme that contributes to a city that is more resilient in the face of chronic stresses and acute shocks, and advances the Rethink to Thrive Strategy:

Resilient Calgary Strategy Update Report

- The Future Focused Calgary cross-cutting theme outlines ways in which to be future-ready and how to strengthen Calgary's abilities to be innovative and technologically savvy.
- The Infrastructure and Natural Infrastructure pillars promotes optimizing capital planning and infrastructure investment, reducing the cost of government, and leveraging data and analytics.
- The Inclusive Futures pillar furthers equitable governance and strong community relationships with diverse stakeholders, partners and equity seeking communities using innovation, collaboration, and futures thinking.
- Relationships with businesses are strengthened within the Economic pillar, which works with partners to champion business success and put a business-friendly lens to City services.

Relevant Concepts

Urban resilience is the capacity of a city's systems, businesses, institutions, communities, and individuals to survive, adapt and grow, no matter what chronic stresses and acute shocks they experience.

Acute shocks are sudden, intense events that threaten a community, such as extreme weather events, economic recessions, and terrorist attacks. The impact of acute shocks is exacerbated by chronic stresses, such as recurrent flooding, high unemployment and increasing inequity that weakens the fabric of a community over time.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- Public Engagement was undertaken
- Public Communication or Engagement was not required
- Public/Stakeholders were informed
- Stakeholder or customer dialogue/relations were undertaken

Implementing the Resilient Calgary strategy is a collective journey with City services, community groups, leaders and partners. It is a journey that has included workshops and panel discussions with diverse Calgarians, and academic, public-sector, non-profit and business stakeholders. A commitment to strengthening community connections and collaborations include the strategic foresight Scan Club, the community partnership with the Downtown Strategy, the futures literacy learning series with community groups, conversations with equity-seeking communities on post pandemic recovery and diverse governance, and the exploration of municipal natural infrastructure management.

IMPLICATIONS

Social

Implementing the Resilient Calgary strategy reflects all the principles of The City's Social Wellbeing Policy: equity, truth and reconciliation, culture and prevention. The strategy recognizes the unique identities, worldviews, and strengths of equity-seeking communities and Indigenous communities. The communities are part of co-creating resilience solutions to meet

Resilient Calgary Strategy Update Report

the strategy outcomes. The Resilience team have regular conversations with communities and scan current research to identify and respond to the differential impacts of chronic stresses and acute shocks. Work has started to build community future readiness so that communities have more opportunities to shape and influence the futures they desire, prevent issues from arising, and bounce forward from the challenges they face.

Environmental

The Resilient Calgary strategy includes both an environmental and climate lens. Climate change and severe weather events are a priority for the strategy. One strategy goal is that natural infrastructure assets are identified, protected, tracked, managed and used to inform investment and planning decisions. Another goal is that Calgarians are supported through strategic investment in future-focused and resilient infrastructure. This includes applying a climate lens to infrastructure investment decisions to support a resilient watershed.

Economic

The Resilience team has applied for, and have been awarded, many grants and in-kind opportunities to support the implementation of the Resilient Calgary strategy. Examples of in-kind support came from the Global Network of Advanced Management (GNAM), Mount Royal University – Institute for Community Prosperity, United Way of Calgary and Area, ARUP, AECOM, and Evergreen with an estimated financial benefit of \$400,000. Grants included over \$200,000 from the Resilient Cities Network and these supports are being leveraged to support continued tool development and implementation within the organization and community.

The Resilient Calgary strategy aims to attract business, talent and investment and capitalize on Calgary's high quality of life, available commercial real-estate and educated workforce as Calgary continues to bounce back from COVID-19, the recent economic downturn and the downtown tax shift. Actions include developing the Downtown Strategy to address downtown vibrancy, securing funding to better understand digital disparity, delivering re-skill programming for our workforce and leveraging our Living Lab accelerate private and institutional innovation. The City's Infrastructure Recovery and Resilience: 2013 Flood was identified as a Resilience in Action (RIA.22) item within the strategy. The flood disaster recovery program is now concluded.

Service and Financial Implications

No anticipated financial impact.

Opportunity cost of pursuing the recommendation: None

RISK

The Resilient Calgary strategy is a Council-approved strategy within The City's service plans and budgets, under the Corporate Governance service. Its outcomes, goals and actions of the strategy support Citizen Priorities and Council Directives identified within the larger One Calgary 2019-2022 service plans and budgets. After experiencing the 2013 flood, The City of Calgary was intentional about understanding the things that could disrupt Calgary's quality of life. The journey to develop the Resilient Calgary strategy helped identify Calgary's greatest stresses and shocks, encouraged exploration of disruptors and gathered knowledge about readiness for them, and identified goals and actions to move forward toward our vision of Calgary as a sustainable, resilient city. These efforts helped The City pivot in response to events like COVID-19, anti-racism movement and severe climate events.

Deputy City Manager's Office Report to
Priorities and Finance Committee
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Page 5 of 5

Resilient Calgary Strategy Update Report

ATTACHMENTS

1. Previous Council Direction, Background
2. Resilient Calgary Strategy Update Report 2021

Department Circulation

General Manager	Department	Approve/Consult/Inform
Christine Arthurs	Deputy City Managers Office	Approve
Stuart Dalgleish	Planning and Development	Consult