



Resilience is the capacity of cities to survive, adapt and thrive in the face of the chronic stresses and acute shocks they experience.

To keep Calgary strong, we must be prepared for stresses and shocks. The Resilient Calgary strategy supports a vision for Calgary that considers events that weaken the people, natural environment, economy and urban systems of our city.

The strategy places Calgary's resilience challenges and opportunities into four over-arching pillars and one shared theme. From infrastructure and economy to environment and inclusion, we have taken a deep dive into these pillar areas and have identified 13 outcomes, 29 actions and 39 success measures that help articulate a plan forward. With the guidance of community, partners, our steering committee and diverse stakeholders, we state creative, bold and innovative actions to get us there.

STRESSES	SHOCKS
<p>PRESSURES ON A CHRONIC OR RECURRING BASIS</p> <ul style="list-style-type: none"> <li>Economic uncertainty</li> <li>Climate change</li> <li>Poverty/access to housing and homelessness</li> <li>Inequality and lack of social cohesion</li> <li>Lack of economic diversification</li> <li>Increased unemployment and poverty rates</li> </ul>	<p>SINGLE ACUTE EVENT INCIDENTS</p> <ul style="list-style-type: none"> <li>Financial and economic crisis</li> <li>Extreme weather incidents: severe storms and riverine/rainfall flooding</li> <li>Cyberattack</li> <li>Drought</li> <li>Fentanyl crisis</li> </ul>

# RESILIENT CALGARY

**Shared theme: A Future-Focused Calgary**

All pillars use a future focused lens when advancing resilience outcomes and actions.

**PILLAR 1:**  
**The Future of Calgary's Economy**

All community members are encouraged and able to participate in a diverse and strong economy.

**PILLAR 2:**  
**Inclusive futures**

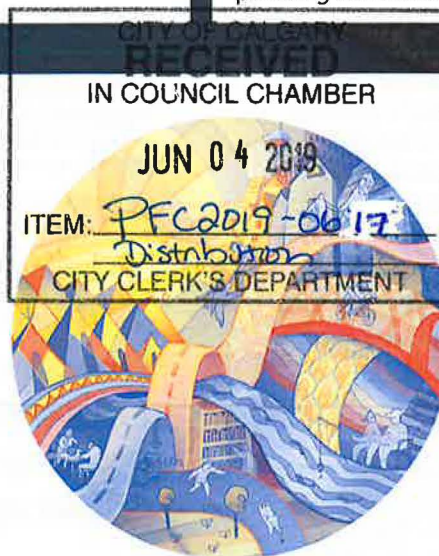
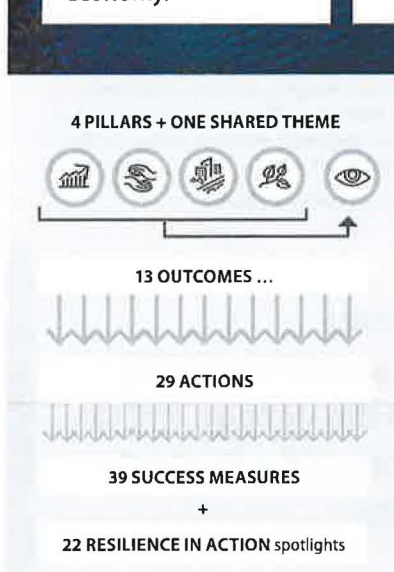
Institutions have trusted and informed relationships with Calgary's equity-seeking communities.

**PILLAR 3:**  
**The Future of Calgary's Natural Infrastructure**

Natural infrastructure assets are identified, protected, tracked, managed and used to inform investment and planning decisions.

**PILLAR 4:**  
**Future Ready Infrastructure**

Calgarians are supported through strategic investment in future focused and resilient infrastructure.



**WHAT IS RESILIENCY TO YOU?**

*Like woven threads, how effectively a city can encourage relations across diverse communities, affects the strength of its fabric. Resiliency is not only how these communities weave together but also how flexible people can be with one another. Cities that can 'weave' together different communities, creates new patterns upon it's cities tapestry, fosters flexibility of perspective and therefore resiliency.*

Illustration by AUArts student  
**Alison Simpson**





### How will this strategy make Calgary more resilient?

Our community has joined us in this conversation along the way as we worked to understand our potential risks and to develop the key strategies and actions to address these risks. The result is a strategy that enables Calgary to continue our long tradition of resilience. We are acting now, are future focused and flexible for technological innovation, economic diversity, strong infrastructure, environmental sustainability amid a changing climate and social change for our community.

### How does this relate to The City's existing work?

Our vision for Calgary is well established through imagineCALGARY. Fortunately, a wealth of existing and planned efforts also contribute to Calgary's resilience. This strategy aims to build upon these to help shape future city plans. The Resilient Calgary strategy has been developed in conjunction with many programs and strategies currently in place.

Together, we have placed a lens on the most urgent resilience issues, lifted our awareness of each others efforts to build resilience and leveraged our collective action.

### What is next?

Resilient Calgary implementation plan will be developed by Q4 2019.



**WHAT IS RESILIENCY TO YOU?** *The river raft on the water is meant to portray the fact that even though the waters can be rough, and even dangerous, the people of this city will always find a way to push through it. Even though something catastrophic happened does not mean that we will fear the water, and every summer hundreds of people continue to embrace it, showing the strength and resilience of our community.*

Illustration by AUArts student **Danielle Thorp**

### Where can I learn more?

Visit [calgary.ca/resilientcalgary](http://calgary.ca/resilientcalgary) for updates on the strategy, and to download a copy of the Resilient Calgary strategy.

### How was this strategy developed?

The strategy development occurred in three specific phases.

#### PHASE ONE

Hosted a conversation about resilience in our community and gathered perceptions of what our stresses and shocks might be. Through a natural evolution from the recovery work after the 2013 flood, Council supported the maturation of the recovery team into a resilience team in the 2014-2018 budget and business plan. It was this resilience focus that supported our application to the 100 Resilient Cities network, and we were accepted as a member in 2016.

#### PHASE TWO

Paired our shock and stress perceptions with statistical information and research, activities underway in our community, and the goals and actions identified in many City and community strategies and plans to identify our unique opportunities and challenges. The Preliminary Resilience Assessment (available at [calgary.ca/resilientcalgary](http://calgary.ca/resilientcalgary)) was shared with Council in March of 2018.

#### PHASE THREE

Developed the strategy. From June 2018 until March 2019, working collaboratively with community, an opportunity assessment was conducted resulting in the Resilient Calgary strategy. This occurred in parallel with the development of One Calgary 2019-2022 service plans and budgets, where we intentionally supported the inclusion of the resilience lens, strategic foresight and a robust discussion of stresses and shocks into our strategic thinking and planning work. The outcomes, goals and actions of the strategy support Citizen Priorities and Council Directives identified within the One Calgary 2019-2022 service plans and budgets.

