

Deputy City Manager's Office Report to
Priorities and Finance Committee
2019 June 04

ISC: UNRESTRICTED
PFC2019-0617

Resilient Calgary

EXECUTIVE SUMMARY

Calgary is a dynamic community that is not immune to the impact of acute shocks and chronic stresses. Historically, we have been subject to changing weather conditions resulting from our geographical location and proximity to mountains, two rivers and the southern prairies of Alberta. Our community composition has reflected our mission possible attitude, attracting people to our city from all over the globe seeking a good life. We have been blessed with a strong economy that has emerged through many transitions, and is in the middle of another sustained contraction that is resulting in high unemployment. Our work ethic and our desire for quality of life has contributed to investment decisions in our community that support, among many things, mobility, housing, health and wellness, education, justice and prosperity.

Following the 2013 flood, Council supported the intentional work of a resilience team to undertake a community engagement process to determine what resilience challenges faced our city and to begin a journey to address these challenges. This work has been conducted internally and externally, with the resilience team supporting the development of the One Calgary service plans and budgets and engaging the community in a resilience dialogue and action setting process resulting in this strategy. One step in the process was our application to the 100 Resilient Cities network, of which we were invited as a member in 2016. Calgary has participated in the network and has optimized the related grant and support of a strategy partner, platform partners, participation in network activities, and learnings from other cities. The supports offered by 100 Resilient Cities will cease in 2019 July.

The four pillars of our resilience strategy, The Future of Calgary's Economy, Inclusive Futures, The Future of Calgary's Natural Infrastructure, and Calgary's Future-Ready Infrastructure place our lens firmly toward achieving our vision of Calgary as a great place to make a living, and a great place to make a life. A shared theme of adapting, engaging and innovating Calgary as we prepare for our future, reinforces the important role of local government in helping its people achieve quality of life outcomes. Our outcomes and actions will be undertaken with no new budget ask.

The City of Calgary, our community partners and our people make up our story of resilience as resilience champions. Some of the work of our resilience champions is highlighted throughout our *Resilient Calgary* strategy as Resilience in Action stories.

We have built this strategy on the foundation of resilience work that has come before us and have linked this work to resilience work already supporting our community. This includes aligning the strategy to the imagineCALGARY vision, the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP), the Economic Development strategy, and the Climate Resilience strategy. We also aligned with and supported the One Calgary process by, among other things, including a resilience lens in One Calgary modules and the City Resilience Framework in the capital business case summaries. Together as members of The City of Calgary and with our community stakeholders and partners, we have placed a lens on the most urgent resilience issues, lifted our awareness of each other's efforts to build resilience, and leveraged our collective action. The City of Calgary has been recognized by 100 Resilient Cities for successfully institutionalizing resilience as part of our thinking and decision-making processes. We ask Committee to recommend the strategy to Council and that Administration reports back on implementation progress in 2020.

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ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

1. Approve the proposed *Resilient Calgary* strategy; and
2. Direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, 2019 JUNE 4:

That the Administration Recommendations contained in Report PFC2019-0617 be adopted.

Oppositions to Recommendations:

Against: Councillor Chu

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 March 21, the Preliminary Resilience Assessment (PRA) was presented to the Strategic Meeting of Council for information as part of the One Calgary – Resilience, Research, Financial and Capital Update (C2018-0304).

On 2017 June 19, the findings from the 2017 March 3 Agenda Setting Workshop were presented to the Strategic Meeting of Council for information (C2017-0553).

On 2015 November 25, the Capital Infrastructure Investment Strategy was approved by Council (C2015-0855) and on 2017 March 6, Council directed that Infrastructure Calgary update this strategy as part of the capital planning for the 2018 budget process (C2017-0214).

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

Calgary's story is one of resilience. Over centuries of human settlement, growth and change we have experienced times of flooding and drought, economic growth and collapse and great social change. In recent memory, our resilient story grew as we experienced significant stresses and shocks together as a community. This included an oil price driven economic boom with unprecedented population growth and development, followed by a structural economic shift and economic decline that we are collectively working to resolve. Calgary came together to respond to and recover from the 2013 Southern Alberta Flood and then again during the 2014 September Snow Event, and we continue to work together as we face on-going other stresses in our city related to affordability and mental well-being.

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While Calgary's story has always been one of resilience, it was in 2013 that we began the first phase of our intentional resilience journey. The first phase of our journey began with our awareness of the significant impacts and intense challenges we faced as a community to recovery from the 2013 flood. Through this we recognized the relationship between our environment, our economy, our ability to deliver services, the social fabric of our communities and mental well-being of us all. We began conversations with our communities to understand our vulnerabilities and strengths and made a commitment through Council, and the 2014-2018 Business Plan and Budget Cycle, to over time transition our recovery team into a team to foster resilience.

As part of this commitment to resilience, we applied for membership in the 100 Resilient Cities (100RC). This initiative is dedicated to helping cities around the world to become more resilient to the physical, social and economic challenges that are a growing part of the 21st century. This resilience focus includes not only the acute or finite shocks that can happen unexpectedly, but also the stresses that weaken the fabric of a city on a day-to-day or cyclical basis.

The City of Calgary was among the third and final cohort of cities invited by 100RC to embark on this exciting opportunity to examine city resilience and develop a customized strategy. We are one of four Canadian cities on this journey with Montreal, Toronto and Vancouver being the others. Membership in 100RC has had many benefits, the largest of which is being able to learn from and connect with others in the network. This connection to other cities, Chief Resilience Officers, network members, partners and resilience champions inspired and informed the development of our strategy. The 100RC program will formally end in 2019 July and Calgary intends to maintain the relationships built with other cities, specifically the Canadian members.

As we began our 100RC membership, the first phase of our resilience journey culminated in additional awareness building and engagement activities in 2017 with an Agenda Setting Workshop, the Downtown Economic Summit, focus groups and other community discussions. This quickly transitioned to phase two of our journey with the analysis of perceptions, the vulnerability of our services to stresses and shocks, and the identification of opportunities and challenges both within The City of Calgary as part of the One Calgary process, and for our greater community.

Through early resilience activities, including the development of the PRA, it became evident that Calgary is well situated on a resilience path and that there were immense foundational pieces to build from or to emphasize through this work. Through 2017 and 2018 the resilience team worked diligently with colleagues in Administration to include the resilience lens as part of the One Calgary service plans and budgets process. This is evident in the Council Directives, Citizen Priorities, goals and actions, and budget recommendations expressed throughout the One Calgary 2019-2022 document. Calgary has been recognized by 100 Resilient Cities for successfully institutionalizing resilience as part of our thinking and decision-making processes.

The *Resilient Calgary* strategy has specific, timebound and achievable outcomes and actions that will be led by The City of Calgary and our community partners and will continue outside of the support of 100RC with no new budget ask.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The *Resilient Calgary* strategy (Attachment 1) outlines Calgary's priority challenges and opportunities into one shared theme and four pillars. In consultation with community partners

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and diverse stakeholders, each pillar has two to four outcomes with creative, bold and innovative actions to reach those outcomes. This work was guided by extensive research and analysis of Calgary's unique opportunities and challenges. A pivotal input was our Agenda Setting Workshop where we learned that as Calgarians, we are most concerned about the following stresses and shocks:

Stresses

- Economic uncertainty
- Climate change
- Poverty/access to housing
- Inequality/lack of social cohesion
- Lack of economic diversification
- Unemployment

Shocks

- Financial and economic crisis
- Extreme weather incidents (severe storms and flooding)
- Cyber attacks
- Drought
- Fentanyl

While our strategy supports all of the top stresses and shocks in some way, our shared theme and pillars were developed based upon extensive analysis and stakeholder input of where this strategy could provide the most benefit within our current Calgary context.

Shared Theme: A Future Focused Calgary

The resilience of a city improves when thoughtful, practical and creative tools are used to support our decision-making capabilities. It includes tools that will: reveal novel ideas, challenge existing assumptions about the future, and explore the interactions between future trends, risks and the forces driving change.

Globally, cities are evolving with a future that is increasingly volatile, uncertain, complex and ambiguous (VUCA). For Calgary to have a resilient and prosperous future, we will benefit from a set of thoughtful, practical and creative tools to enhance our decision-making capabilities. By adapting, engaging and innovating, Calgary can lead into the future. It will attract employment, stimulate local economies and create future sustainability and inclusion.

This shared theme reflects the needs that have emerged across all the pillars and the tools here will support resilience decision making throughout all of the actions listed in the *Resilient Calgary* strategy. The goal of this shared theme is that all pillars use a future focused lens when advancing their outcomes and actions. This will be achieved through three actions.

- Deliver a Calgary foresight planning method with a coordinated set of future-thinking activities and partnerships to support City service owners and others in strategic decision-making.
- Develop a resilience dividend tool to guide investment prioritization by quantifying the expected impacts from investment opportunities that make our City more resilient. This tool will help us to prioritize opportunities or estimate resilience potential.
- Review the Triple Bottom Line Policy to make it more aligned with The City's current policy and implementation context. This includes further strengthening the relationship between resilience efforts including the resilience dividend tool, and long-term sustainability outcomes.

Pillar 1: The Future of Calgary's Economy

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The resilience of a city improves when all are encouraged and able to participate in a diverse and strong economy. This enhances the community's ability to attract business, talent and investment. In 2018, Calgary Economic Development (CED) and The City of Calgary launched *Calgary in the New Economy*, Calgary's new economic strategy. This pillar is aligned to this strategy's four key outcomes: Talent, Innovation, Place and Business Environment.

The goal of this pillar is that all community members are encouraged and able to participate in a diverse and strong economy. This will be achieved through the following outcomes and actions:

Outcome 1A: Calgary's workforce is ready for emerging economies. In support of underemployed Calgarians developing the skills needed to participate in a diverse tech industry, we will work on activities towards a resilient education ecosystem that reflects the needs of industry.

Outcome 1B: Digital disparity in Calgary is addressed so Calgarians have safe and equitable access to a connected economy and social realm. Meaningful participation in civic life and emerging economies is increasingly dependent on being connected. Reducing digital disparity is imperative to achieving our economic outcomes. We have been working to develop a digital disparity study that identifies barriers to digital participation due to access, hardware, literacy and lack of infrastructure. A commitment to safe and equitable access strengthens the business case for digital infrastructure enabling citizens and businesses to fully participate in the economy and society.

Outcome 1C: Strengthening resilience through business continuity. We are working with business, emergency response and business continuity leaders to leverage their expertise in disaster preparation and recovery to strengthen the resilience of our business and non-profit sectors preparation for planned and unplanned disruptions.

Outcome 1D: Calgary coordinates efficiencies, levers and incentives to grow and attract business. We will bring together various business attraction stakeholders to explore the tools available to encourage market development while strengthening resilient outcomes. We have already been working closely with our Smart City and Living Lab teams to identify opportunities to leverage underutilized City assets to accelerate growth in the innovation ecosystem.

Pillar 2: Inclusive Futures

Calgary is a city with diverse people and communities. The resilience of a city improves when equity-seeking communities have meaningful voices in decision-making and leadership, communities are connected and feel empowered to act, power is distributed in our systems, and differing opinions that challenge our thinking are valued and accepted. By leveraging the untapped strengths of our equity-seeking communities, Calgary can forge a resilient path that is leading edge and responsive in VUCA environments.

The goal of this pillar is that Calgary institutions (including public, private, not for profit, etc.) have trusted and informed relationships with Calgary's equity-seeking communities. Using a futures-thinking approach, four outcomes were identified for institutions to develop stronger relationships with Calgary's equity-seeking communities.

Outcome 2A: Calgary institutions include equity-seeking communities in decision-making and democracy. There is an on-going call from equity-seeking communities for institutions to actively listen to their communities. Institutions are being asked to sincerely take their recommendations

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and public interests seriously, and to involve equity-seeking Calgarians in democracy and in aspects of decision-making that affect them. It's about listening and speaking to communities in ways that make them feel heard, understood and valued.

Outcome 2B: Calgary institutions have trusted and informed relationships with Indigenous communities in a good way. Institutions will strive to work "in a good way," a concept used by many Indigenous peoples to recognize work that is conducted in authentic and meaningful ways, with intention and sincerity, through reciprocal and respectful relationships. It is a demonstration of working with clear purpose and with high levels of integrity, moral strength and communal spirit.

Outcome 2C: Calgary institutions value diverse governance paradigms. Equity-seeking communities tasked institutions to "go beyond" creating opportunities for diverse individuals to sit on boards or hold leadership positions. They are not interested in conforming to society's current leadership and governance paradigm. Instead, they want Calgary institutions to expand how they currently govern to include their ways of leading and governing.

Outcome 2D: Calgary institutions invest in equitable economic development. Equity-seeking communities have asked institutions to address the current and perceived future barriers they face in accessing income or other valuable resources and the increasing exploitation in their work situations resulting from technology advances.

Pillar 3: The Future of Calgary's Natural Infrastructure

Resilience of a city, its communities and region are improved when integrated systems are in place to conserve, enhance and maintain our natural infrastructure. A healthy environment, including a sustainable clean water supply as well as arable, developed and developable land that is resilient against floods, provides a foundation for a robust economy where business can thrive and the health and well-being of Calgarians is supported.

Calgary has natural infrastructure that supports the provision of municipal services to Calgarians. These services include stormwater management, water supply and treatment, parks and open spaces, urban forestry, and recreational opportunities, as well as other social, economic and environmental benefits. They contribute to physical and mental well-being and can contribute to a growing economy, in part by making the city more attractive to a skilled workforce and investment. They can be sound fiscal investments by providing services that are more resilient to the gradual and sudden impacts of climate change and extreme weather events than traditional grey infrastructure.

Current City processes do not fully account for the benefits of natural infrastructure in development and investment decision-making, nor do we have a consistent inventory and operations and maintenance approach putting their enhancement, maintenance and protection at risk. There is an opportunity to integrate natural infrastructure and innovative technologies into our traditional infrastructure and asset management frameworks. A shared understanding of the value of natural infrastructure and the multitude of services they provide can assist decision-makers in making choices related to resource allocation and strategic natural infrastructure investments.

The goal of this pillar is that Natural infrastructure assets are identified, protected, tracked, managed and used to inform investment and planning decisions. This will be achieved through three focused themes, outcomes and actions.

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Outcome 3A: Calgarians are aware of our key natural infrastructure and its role in providing community benefits. Natural infrastructure awareness materials and an inventory that identifies the key natural assets relied upon by Calgarians can help different audiences understand the value of natural infrastructure in contributing to city resilience and their role in fostering that.

Outcome 3B: Calgarians are supported through sound analysis of natural infrastructure value that informs decision making. A valuation tool-kit that helps to analyze the services and multiple benefits natural infrastructure provides can inform planning, management and investment decisions and the integration of natural infrastructure into City of Calgary corporate processes.

Outcome 3C: Calgarians are supported through strategic investment in natural infrastructure. Our natural infrastructure awareness and analysis will be integrated into existing and new relevant City and regional policy. As well, implementation projects will be supported with design criteria and a collaborative approach to innovative and invest in natural infrastructure.

Pillar 4: Future-Ready Infrastructure

Resilience of a city improves when the community has access to infrastructure. If the infrastructure is designed to accommodate the diverse and ever-changing makeup of the community, it will serve the intended purpose. If adaptable, it will accommodate unintended uses. Harder working, multi-use and co-created infrastructure or retro-fits may be solutions to consider in response to a growing and diverse population, emerging natural impacts due to a changing climate, and a value-based interest in public funded projects. We also must prepare for a future that is connected socially, digitally, automatically and technologically.

Capital planning and investment plays a pivotal role in creating inclusive, accessible and connected communities and dynamic economies, contributing to a resilient city.

The goal of this pillar is that Calgarians are supported through strategic investment in future focused and resilient infrastructure. The two outcomes provided in this pillar ensure that over the next four years Calgarians are supported through strategic investment in future focused and resilient infrastructure and watershed systems.

Outcome 4A: Calgary infrastructure investment is strategic, coordinated and future focused. The City of Calgary endeavors to continuously improve capital investment management processes. This includes robust asset management to ensure information needed to support decision making in the right infrastructure at the right time is available, and, project management practices to ensure efficient and cost-effective delivery of infrastructure that serves citizen needs.

Outcome 4B: Calgary is a resilient community with services supported by shock and stress proofed watershed systems. Alberta has experienced significant changes to its climate in recent decades. Climate change hazards have worrying implications for cities, including impacts on city water resources, damage to and failure of infrastructure, threats to human health and increased mortality. Great work has been done to best understand our flood risk in Calgary, and The City of Calgary has developed a flood resilience plan. Looking forward, our focus has expanded to be comprehensive of our overall relationship with water.

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Stakeholder Engagement, Research and Communication

The process to develop the *Resilient Calgary* strategy has been a collective journey. We began in 2015 with affinity workshops and a shared application to the 100RC network in alliance with many City business units and community partners. We were accepted into the 100RC network in 2016 and on 2017 March 3, launched our strategy development with a workshop that brought together a diverse group of more than 150 stakeholders and city leaders to discuss resilience and begin to identify Calgary's resilience priorities. This workshop was conducted in tandem with the Downtown Economic Summit and has remained work in parallel since.

We also engaged stakeholders to understand their perceptions on where we are doing well as a city and where we have opportunities to be more resilient. This research was conducted both at the Agenda Setting Workshop and then further through targeted focus groups with seniors, youth, business persons and the general public. This stakeholder research was further augmented by analysis of our Calgary context and identification of our unique challenges and opportunities. This included findings from The City of Calgary Trends and Beyond Trends workshop held 2018 January 9 where over 300 employees contributed their resilience thinking to our future stresses and shocks. The culmination of this stakeholder engagement and analysis informed our research areas for the *Resilient Calgary* strategy as outlined in the PRA (presented to Council 2018 March 8) and concluded phase one of our strategy development.

We began phase two of our strategy development with a stakeholder launch and facilitated discussions with broad yet focused collaboration circles that included City of Calgary staff and other stakeholders related to each resilience pillar. Through those discussions, the field of enquiry for each pillar was defined and further research conducted. We did this with the support of co-leads for each pillar of work who helped guide our work throughout the completion of our strategy:

- Calgary Economic Development for The Future of Calgary's Economy
- United Way of Calgary and Area for Inclusive Futures
- Climate Resilience, Environmental & Safety Management for The Future of Natural Infrastructure
- Infrastructure Calgary, The City of Calgary for The Future of Calgary's Infrastructure

During this time, our Resilient Calgary Steering Committee was also established and came together several times to provide their insight into our strategy development. Steering committee membership was comprised upon recommendations from our pillar stakeholders. An intent to hear from new voices and to ensure a broad spectrum of city stakeholders was considered to establish the Steering Committee.

A broad and inclusive public engagement strategy over the three years has included open houses, online and focus group sessions. Our public engagement reinforced the importance of our resilience outcomes and quotes from participants in that engagement are included in our strategy on the action pages. This resulted in the voices of many diverse stakeholders being involved and heard. Examples of stakeholders include, but not limited to Calgarians from diverse communities, community partners, Indigenous groups, platform partners (global consultants associated with 100RC) and other 100RC cities, business representatives, subject matter experts and City business units.

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Our research was also guided by the City Resilience Framework (CRF). The CRF is a lens that helps understand the complexity of cities and identifies a series of drivers that have been proven necessary for a city's resilience. The CRF describes the essential systems of a city in terms of four dimensions: Health & Wellbeing, Economy & Society, Infrastructure & Environment, and Leadership & Strategy. Each dimension contains three "drivers," which reflect the actions cities can take to improve their resilience.

Resilient Calgary's actions align to all dimensions and nearly all drivers of the CRF, with a focus on: fostering economic prosperity, supporting livelihoods and employment, meeting basic needs, fostering long-term and integrated planning, promoting leadership & effective management, promoting cohesive and engaged communities, empowering a broad range of stakeholders, ensuring continuity of critical services and maintaining and enhancing protective natural and manmade assets (infrastructure).

Strategic Alignment

The City of Calgary's coat of arms refers to ONWARD. Urban resilience is identifying stresses and shocks and planning for minimal disruptions and moving onward.

The City has set a 100-year vision:

The imagineCALGARY vision reflects the community's enduring aspirations for Calgary's built and natural environment, social wellbeing and strong government and governance. Working to build Calgary's resilience against shocks and stressors is essential to enable The City of Calgary and community to realize the imagineCALGARY vision. imagineCALGARY describes the Calgary of the future and resilience is one of tools we need on our journey.

The City of Calgary seeks to improve the quality of life, build public confidence and trust and demonstrate service value to Calgarians. Fulfilling this purpose contributes to our shared vision of "Calgary: A Great Place to Make a Living, a Great Place to Make a Life". The *Resilient Calgary* strategy supports imagineCALGARY and Citizen Priorities and Council Directives through aligned outcomes and actions. They are detailed in Appendix 3 (page 133) of the *Resilient Calgary* strategy. Some highlights are below:

A Prosperous City

All of the pillars and cross-cutting theme support a prosperous city. This is most evident with the "Future of Calgary's Economy" pillar and actions to address business attraction and growth, talent development for emerging economies, innovation and Living Labs, and digital readiness and access. Throughout the strategy there are other specific actions related to developing a social procurement policy and strategy, creating a natural infrastructure valuation toolkit to understand the return on investment of investments, and to apply a resilience lens to strengthen public infrastructure.

A City of Safe and Inspiring Neighbourhoods

This directive is supported with actions to enable open spaces for inclusive conversations and advance equity as part of our "Inclusive Futures" pillar as well as with support for the Future of Calgary's Centre City and creation of awareness materials related to our role in understanding the services and benefits provided by natural infrastructure.

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A City that Moves

A city that moves will be supported largely through tools to support decision making and understand our future and the action to develop a strategy foresight service.

A Healthy and Green City

Two pillars strongly support a healthy and green city. They are the "Future of Natural Infrastructure" with actions to support a collaborative approach to the implementation of natural infrastructure projects and "Future-Ready Infrastructure" with actions to support the implementation of our Integrated Watershed Management Plan and to create a Watershed Investment Strategy.

A Well-Run City

All of the pillars and the shared theme support a well-run city. This is evident with our shared theme of "A Future Focused Calgary" identifying the tools needed to support resilience decision making with a strategic foresight planning method, a resilience dividend tool and support for review of the Triple Bottom Line (TBL) Policy that includes a resilience lens. Other actions support business continuity, diversity on boards, support for our Indigenous relationships, policy alignment for natural infrastructure, and actions to maintain and improve the infrastructure we have built that supports service needs.

In addition, the *Resilient Calgary* strategy aligns with many other corporate and community documents and a summary of this alignment is detailed on page 27 of the strategy. Other key alignments include:

- Municipal Development Plan and Calgary Transportation Plan
- Calgary in the New Economy (Calgary Economic Development)
- United Way of Calgary and Area: The Way Forward
- Centre City Plan Refresh
- Climate Resilience Strategy
- Integrated Watershed Planning Strategic Framework
- Social Well-Being Principles
- The City of Calgary's Indigenous Policy
- Calgary Corporate Accessibility Policy
- Triple Bottom Line Policy
- Industrial Land Strategy
- United Nations Sustainability Development Goals

Lastly, the *Resilient Calgary* strategy development was integrated into the One Calgary Program by supporting a resilience focus the 2019 January 9 Beyond Trends Workshop; including resilience in the Capital Infrastructure Investment Principles and the City Resilience Framework in the Capital Business Case summaries; and application of the resilience lens to One Calgary Modules. Resilience will continue to align and support the One Calgary Program as we embed a service-based delivery and accountability way of working as part of our service-based and results-based culture.

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Social, Environmental, Economic (External)

The *Resilient Calgary* strategy is aligned with the triple-bottom line policy and considers social, environmental and economic factors intrinsically within the strategy pillars. We intend to further integrate the resilience lens with the triple bottom line policy review planned for 2019-2020. This is consistent with strategic alignment of sustainability and resilience in the Canadian cities developing resilience strategies.

Financial Capacity

Current and Future Operating Budget:

Every effort was made to align resilience planning and actions within the One Calgary service plans and budgets as they were being developed. We were mindful and intentional to include the resilience lens, strategic foresight and a robust discussion of stresses and shocks into our strategic thinking during the development of the plans and budgets. In parallel to this work, we build strong relationships with colleagues, community members, stakeholders and partners to leverage the energy, resources and resilience efforts in actions in our city.

There is no new operating budget ask. The resilience work leadership resides within the Resilience & Infrastructure Calgary business unit of the Deputy City Manager's Office. Support by internal services and external stakeholders will aim to be accommodated through existing budgets and resources.

Current and Future Capital Budget:

For the first time in our plans and budgets process, the resilience lens was included as part of the development of the capital business case summaries provided to Council within One Calgary 2019-2022. We will develop on our understanding of resilience return on investment using the resilience dividend tool once completed. There is no new capital budget ask. Actions in the "Future-Ready Infrastructure" pillar will support current and future capital budget decisions by applying a resilience lens to strengthen public infrastructure decisions for Calgary and to maintain and improve the infrastructure we have built that supports service needs.

Risk Assessment

By approving the *Resilient Calgary* strategy, The City may face the following risks:

- Financial Risk – determination of natural infrastructure value through the resilience work may impact overall investment processes, decision making and capital or operating budgets.
- Operations Process Risk – results of the proposed studies and recommendations to mature/change processes (such as infrastructure investment, addressing the infrastructure gap, and inclusion advances) may create cultural change risk.

Mitigation: All recommendations for changes would first be vetted through the Administrative Leadership Team (ALT) before being administered to gain leadership support and guidance.

By not approving the *Resilient Calgary* strategy, The City and community may face the following risks:

- Business Continuity Risk

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- Capacity for Change Risk
- Economic & Social Impact Risk
- Environmental Risk
- Infrastructure Management Risk
- Reputational Risk
- Technology Risk

REASON(S) FOR RECOMMENDATION(S):

Completion of the strategy development check-in with Council and endorsement before we proceed to implementation.

We continue to pursue maturation of applying our resilience lens, leverage and lift approach to optimize resources and align efforts to build a more resilient Calgary.

ATTACHMENT(S)

1. Attachment 1 – *Resilient Calgary* strategy
2. Attachment 2 – Letters of Support