



Resilient Calgary

Stakeholder Report Back: What we Heard

February 20, 2019

Project overview

The City of Calgary is developing a Resilience Strategy. Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. Chronic stress is something that weakens the fabric of a city on a daily or cyclical basis (e.g. economic uncertainty, climate change, poverty, etc.) whereas an acute shock is a sudden event (e.g. extreme weather incident, cyber attack, etc.).

The strategy being drafted is intended to be reflective of current and future stresses and shocks in these four key focus areas:

- Economic resilience
- Infrastructure resilience
- Environmental resilience
- Inclusive leadership and decision making

#ResilientYYC is collaborating with partners, stakeholders and you to examine these four areas of focus to improve our collective resilience.

Project background

In November 2013, City Council approved the resourcing of a resilience team following the 2013 Southern Alberta Floods. In 2016, Calgary joined 100 Resilient Cities, an initiative aimed at supporting cities worldwide to become more resilient to the physical, social and economic challenges that are a growing part of the 21st century. Participation in this network means financial support of a Chief Resilience Officer and/or a resilience team, support to develop a Resilience Strategy, and access to other supports/resources to implement the strategy and learn from other cities worldwide. Throughout 2017/2018, focus groups, a review of existing City of Calgary data and an agenda-setting workshop were conducted to help develop the team's [Preliminary Resilience Assessment](#) which was released in March 2018. With this resource, a 'resilience lens' was used to contribute to Service Plans & Budgets 2019-2022, a plan of how we are addressing ongoing challenges, providing essential services and delivering on Council's vision for Calgary. The resilience focus areas for Calgary were launched in June 2018. From July 2018 to January 2019 the collaboration circles began with internal and external stakeholders. Draft outcomes for Calgary's Resilience Strategy were developed in partnership with these collaboration circles.

Engagement overview

Engagement sought to understand how important you believe the draft outcomes are for Calgary. Your feedback will be used to help develop Calgary's Resilience Strategy.



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Engagement was conducted online and in-person. Online engagement ran from January 24 to February 10. The 3 in-person engagement events were as follows:

- Wednesday, January 30 (evening) – Altadore Baptist Church
- Tuesday, February 5 (afternoon) – Genesis Centre
- Saturday, February 9 (morning) – Central Library

Facilities for in-person engagement events were selected based on location, accessibility and proximity to transit. To make engagement more available, these events were planned as various times to accommodate your diverse schedules and circumstances.

The event at the Central Library included a children's book reading by a local author to help introduce the concept of resilience.

To see the engagement principles used in shaping and executing the engagement process see [Appendix A](#).

We used a variety of methods to inform you of engagement opportunities. These included:

- Bold Signs (citywide) – Jan. 24 – Feb. 7 (marketing online engagement)
- Bold Signs (targeted) – Jan. 24 – Feb. 9 (marketing in-person engagement)
- Facebook Jan. 24 – Feb. 10 (marketing in-person and online engagement)
- Twitter Jan. 24 – Feb. 10 (marketing in-person and online engagement)
- Digital Display Units at LRT platforms and City of Calgary recreation facilities – Jan. 24 – Feb. 10 (marketing in-person and online engagement)

What we asked

We wanted to understand your perspectives on how important the Resilience Strategy draft outcomes are for Calgary. We also wanted to hear your ideas on what else should be considered in each of the focus areas. The draft outcomes for each focus area were listed in the engagement. There were one to five initiatives/actions identified to help achieve the outcomes. The engagement questions we asked are included in [Appendix B](#). Additionally, we asked if you would like to share a story of something you have witnessed in Calgary that you believe exemplifies resilience. These are provided in [Appendix C](#).

What we heard

There were 312 contributors online and in-person with just under 2,000 visitors to the website and in-person engagement activities. Overall themes for each of the focus areas are listed below.

Themes for Economic Resilience:

- Role of government
- Streamline policies, processes and bylaws



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- Diversify the economy
- Business incentives and/or breaks
- Support resources that attract more business
- Support business integrity

Themes for Environmental Resilience:

- Protect natural assets by planting more and making use of existing resources
- Food security
- Streamline policies, processes and bylaws
- Support climate resilience
- Promote a clean city

Themes for Inclusive Leadership & Decision Making:

- Consider how policies, processes and bylaws impact inclusion
- Perception that inclusion is broader
- Role of government and leveraging existing resources
- More information/ education
- Income security

Themes for Infrastructure Resilience:

- Amenities, flood mitigation and safety measures as a means to enhance infrastructure
- Enhance transportation connections
- Plan infrastructure with various types of abilities/ circumstances in mind
- Processes should support, not impede, progress
- Be innovative

Four themes emerged from the resilience stories that were shared at the in-person engagement sessions. To see these drawings and stories, see [Appendix C](#). Themes are:

- Building individual strength
- Learning something new
- Making connections
- Pushing personal limits
- Community pride

For a detailed summary of the input that was provided, please see the [Summary of Input](#) section.

For a verbatim listing of all the input that was provided, please see the [Verbatim Responses](#) section.



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Next steps

Your feedback will be used to help develop Calgary's Resilience Strategy. Members of the Resilience team will be reflecting on the draft outcomes that are important to you to help guide the recommendations in the Resilience Strategy when they present to Council in April 2019. To connect to the project page, please visit calgary.ca/resilientcalgary and to visit the Resilience Engage webpage, please visit engage.calgary.ca/resilientcalgary.

Summary of Input

In total, there were 312 contributors online and in-person with just under 2,000 visitors to the website and in-person engagement activities. This summary report is divided into 3 sections. These sections include:

1. Charts that report on the values of outcomes for each focus area
2. Summary of themes on other initiatives/actions to consider in the strategy
3. Input on connections between focus areas from feedback of other initiatives/actions to consider in the strategy

Value of outcomes

Economic Resilience

The next four charts outline your value of importance for each of the outcomes in Economic Resilience.



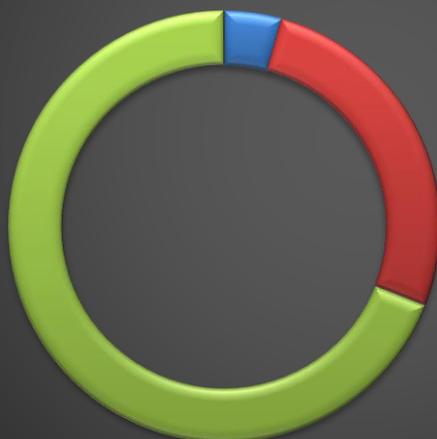


How important is it for Calgary that it be easy for all Calgarians to have safe access to the digital economy and society?



- Not at all important
- Somewhat important
- Very important

How important is it for Calgary that we help small businesses to be strong in the face of shocks and stressors?

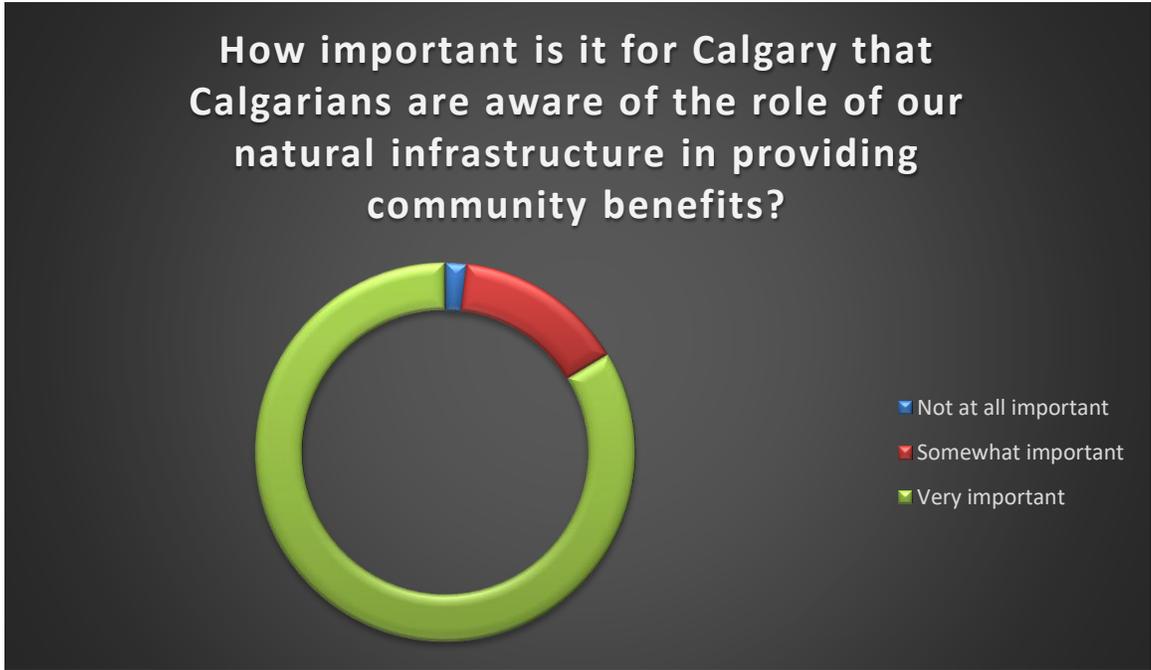


- Not at all important
- Somewhat important
- Very important

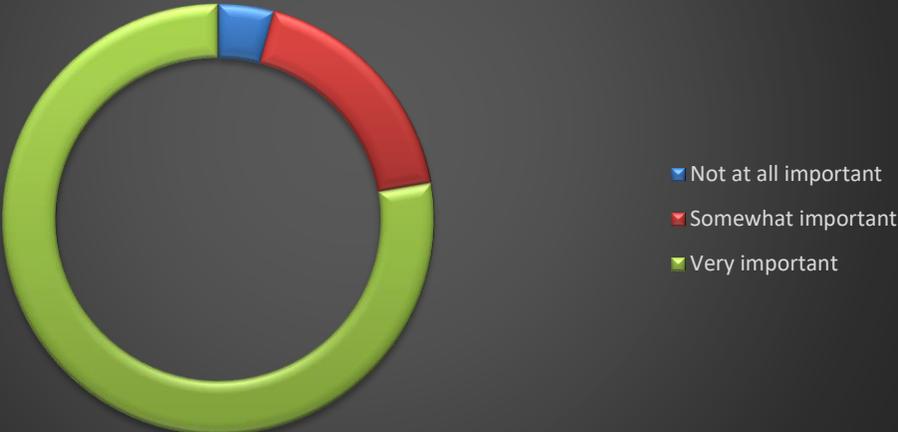


Environmental Resilience

The next two charts outline your value of importance for the outcomes in Environmental Resilience.



How important is it for Calgary that
Calgarians are supported through strategic
investment in natural infrastructure?



Inclusive Leadership & Decision Making

The next three charts outline your value of importance for each of the outcomes in Inclusive Leadership & Decision Making.

How important is it for Calgary that
institutions advance democratic
participation?



How important is it for Calgary that institutions are prepared for the evolving nature of rights and responsibilities?



- Not at all important
- Somewhat important
- Very important

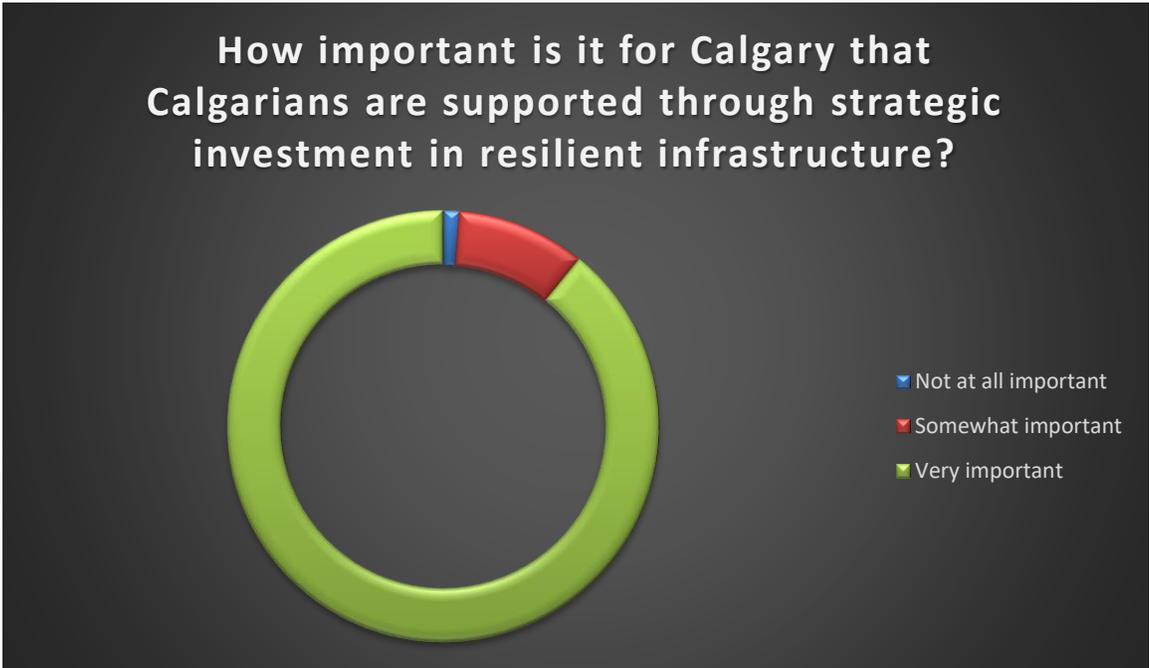
How important is it for Calgary that institutions build trusting and informed relationships with Indigenous Communities in a good way?



- Not at all important
- Somewhat important
- Very important

Infrastructure Resilience

The chart below outlines your value of importance for the outcome in Infrastructure Resilience.





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Summary of themes

This is a summary of your responses to the question about other actions/initiatives that you believe are important for The City to consider to support each of the focus areas. Themes are divided by focus area.

All comments are reviewed to create themes. Each theme includes a summary and examples of verbatim comments in *italics*. These are the exact words you used. To ensure we capture all responses accurately, verbatim comments have not been altered. In some cases, when only a portion of a comment was used, we used ‘...’

Focus Area	Theme	Explanation and supporting verbatim comments
Economic Resilience	<ul style="list-style-type: none"> Role of government 	<p>This theme focused largely on taxes and balancing tax rates with affordable services.</p> <p><i>The city can best build a resilient economy by providing essential public services at good value for taxes paid by its citizens. Creation of multiple narrowly focused programs that target small sectors of the population and economy tend to be wasteful of tax dollars. Focus on priorities: essential services like policing, infrastructure, parks & rec, etc. Make Calgary attractive for business & entrepreneurship by reducing city costs and therefore lowering taxes needed to fund city operations.</i></p>
	<ul style="list-style-type: none"> Streamline policies, processes and bylaws 	<p>This theme suggested that City processes should focus on things like fairness, flexibility and fiscal responsibility.</p> <p><i>More collaboration with the city to utilize city-owned land (or modify land use bylaw) for food production and food education. Partner with institutions which offer training programs for those interested in learning food production skills to be able to increase local food availability and grow local food markets.</i></p> <p><i>Enable flexibility in the land use bylaw for switching between residential and retail/commercial spaces seamlessly.</i></p>



<ul style="list-style-type: none"> • Diversify the economy 	<p>Reliance on one industry is not responsible and we should diversify the economy by expanding to other industries, including local greenhouses, tourism, etc.</p> <p><i>We should be diversifying away from oil and gas (a dying industry) . We should have no more building downtown. It seems developers continue to build more unneeded office space with impunity. We need to continue with transit upgrades. Most importantly we need to shift our construction industry from high-profit new builds to energy retrofitting older buildings which will be more sustainable and energy efficient for the long-term!</i></p> <p><i>We should have our own produce and greenhouses so we're not reliant on others. It's an industry we are still deficient on.</i></p>
<ul style="list-style-type: none"> • Business incentives and/or breaks 	<p>Tax breaks for businesses, especially small businesses, would improve economic resilience.</p> <p><i>Lower taxes on business, please</i></p> <p><i>impose a cap on business lease increases, to prevent property/landowners from overhiking lease payments during hard economic times...</i></p>
<ul style="list-style-type: none"> • Support resources that attract more business 	<p>This theme focused on the value of being a destination city for more business and suggested tactics that are believed would make Calgary more attractive to new businesses.</p> <p><i>Supporting the Arts and things like bike lanes attracts business. Better transit attracts business. Affordable housing attracts business.</i></p> <p><i>We can't have economic resilience if we don't have strong childcare support in the context of parents returning to work.</i></p> <p><i>encouraging business for newcomers to the city, and for smaller start ups (like cottage industries)</i></p>
<ul style="list-style-type: none"> • Support business integrity 	<p>Desire for increased transparency and accountability in the business sector with improved safeguards during economic downturns.</p>



		<p><i>Better safeguards to prevent what happened with employees of Oil and Gas companies from ever happening again. With the limitation of having to report when firing more than 50 people at once, many companies fired 49 at a time to avoid having to report it. Further, the people at the bottom got the worst treatment in this situation, often without any severance or even notice. It was brutal! It should be mandatory for oil and gas companies to have safeguards in place to help them ride out recessions better so that fewer "bottom of the totem pole" employees get fired so quickly.</i></p> <p><i>It's not just about emerging economies, it should include existing economies</i></p> <p><i>Develop methods to encourage businesses to think long term and not just this quarter. Encourage them to look at their employees long term growth, training and satisfaction and value that over more modern business values. Encourage them to think about how they will still be doing business in Calgary in 50 years so they invest in infrastructure and materials to improve their processes long term.</i></p>
<p>Environmental Resilience</p>	<ul style="list-style-type: none"> • Protect natural assets by planting more and making use of existing resources 	<p>Plant more in Calgary to provide shelter, shade, make better use of existing resources, etc., while acknowledging that these should be able to withstand the city's climate.</p> <p><i>Use vacant land and use opportunities to plant gardens, fruit trees etc</i></p> <p><i>Protect existing natural spaces and farmland. Focus on smart intensification. Add more trees and pervious surfaces to the City.</i></p> <p><i>We should build on our strengths - we have a lot of forests and trees but should have even more</i></p> <p><i>Continue planting more trees around the city and protect existing trees. Look into solutions that reduce urban heat, and creating cooler places for vulnerable populations to stay during heat waves</i></p>



	<ul style="list-style-type: none"> • Food security 	<p>Encourage programs that support the use of backyards, community and public spaces to grow food locally.</p> <p><i>Think about planting fruit trees on public land. Create programs to work with Community Associations or other groups to create business opportunities.</i></p> <p><i>Can we make buildings where we have rooftop gardens?</i></p> <p><i>support living art (such as the edible food beds downtown) projects for the city.</i></p>
	<ul style="list-style-type: none"> • Streamline policies, processes and bylaws 	<p>This theme provided recommendations on the implementation/ enforcement of regulations and processes that some felt would support environmental resilience.</p> <p><i>Incentivize the systems and behaviours we want to see. Offer fee reductions for increased site perviousness. Streamline permitting processes for a range of environmental strategies instead of in an aggregated way. Consistent application process.</i></p> <p><i>Change the Land Use Bylaw to require re-developments or new developments to include green infrastructure in their projects... and not just storm ponds and don't allow anymore paved back alleys</i></p>
	<ul style="list-style-type: none"> • Support climate resilience 	<p>This theme suggested that climate resilience is important for the environment and healthy families.</p> <p><i>Properly fund your climate resilience strategy so that environmental infrastructures, urban greening, wetlands protection, limiting urban sprawl, funding active transportation further, not develop in flood plains any more, keep strong buffer corridors around rivers and streams, work to reduce GHG emissions to reach targets YOU have set.</i></p> <p><i>Reducing reliance on carbon-based fuels, plastics, and pollutants. Calgary should focus on renewable, recycled, and locally-produced alternatives and invest in businesses that have a long-term strategy rooted in cradle-to-cradle production. Calgary should hold businesses doing work in Calgary accountable to society, economy, humanity, and environment to be a leader recognized</i></p>



	<ul style="list-style-type: none"> Promote a clean city 	<p><i>globally in sustainability. This will increase the value of Calgary in the world and give back to the system creating more resilience and sustainability.</i></p> <p>Value a cleaner city and would like initiatives that focus on cleaning contaminated sites and reducing pollution.</p> <p><i>Protect areas around the rivers to prevent pollution. This will protect the water & wildlife</i></p> <p><i>Encourage people put more crops in our backyard. Try influence more people to keep the environment clean</i></p>
<p>Inclusive Leadership & Decision Making</p>	<ul style="list-style-type: none"> Consider how policies, processes and bylaws impact inclusion Perception that inclusion is broader 	<p>Some shared that while there is value in policies, etc., there is also concern that some processes, policies and bylaws might prevent some kinds of inclusion.</p> <p><i>Democratic participation is important as a right but there is a lot of signs that the decisions aren't representing & supporting the people. Then hurts our community's image & society.</i></p> <p><i>Go through a process as one (or more) different cultures - what challenges did you encounter? i.e. even as a caucasian Calgarian (Canadian) I find simple civic processes confusing</i></p> <p><i>May be better to wait until people are citizens to be able to vote. Better understand community & culture.</i></p> <p>Individuals need support to achieve personal resilience before they can support the city's resilience and some would prefer the strategy reflect broader social inclusion.</p> <p><i>Not sure if this is the right category but advocating for more Mental Health supports and agencies that are working with vulnerable populations to increase a person's resilience in life. Specially if you consider that people have had Adverse Childhood Experiences (ACEs) and not everyone can benefit from</i></p>



		<p><i>high-tech resilient strategies when they have to break so many more barriers before they even get to that point.</i></p> <p><i>The strategy as a whole does not address areas of the resilience wheel that pertain to the individual such as social inclusion, public health, social cohesion, and engaged communities. While the focus on economic, infrastructure, environmental, and leadership concerns are valid, there is an important social side to resilience that does not come across clearly in the four pillars identified. It would be very useful for connecting the strategy to resources (partnerships, etc.) that could support advancing the social side of resilience if those concerns were clearly articulated in the strategy.</i></p>
	<ul style="list-style-type: none"> • Role of government and leveraging existing resources 	<p>This theme focused on the role of government and other sectors to move initiatives forward and the balance of providing opportunities to participate, and celebrate the good work that has occurred.</p> <p><i>How does outcome 2 fit within the City - jurisdiction & what would the City's role be. "City-state" concept allows for more agency to move these forward. - opportunity: where to make the biggest impact & prioritize activities. Need short-term & long-term but AB needs short right now. Make sure to consider trade offs in our impact/effort. - What can we do with what we have. i.e. Neighbour Day can be leveraged for education because its a municipal level. Leverage trust - value of other trusted community partners/orgs. i.e United Way, YMCA, Boys & Girls Clubs. If small activities & neighbour-level actions could be done & build relationships & trust then some of the issues take care of themselves (ie. same in outcome 1). - The multi-family /co-location centres (Vivo/Cardel, etc.). *For activity/facilities/supports for early childhood & affordability</i></p> <p><i>Calgary is a small City. Stay within your means and focus on the City. There is no need and no reason to spend tax payer money on extolling virtues to the rest of the world. Work with our neighbours and indigenous people so they can prosper from the wealth a successful City can provide/ generate...</i></p>
	<ul style="list-style-type: none"> • More information/ education 	<p>This theme focused on seeking more information in these areas:</p> <ol style="list-style-type: none"> 1. Learning more about Indigenous culture



		<ol style="list-style-type: none"> 2. Additional clarity on the Inclusive Leadership & Decision Making focus area and associated actions 3. Addition of training programs that are associated with income security 4. Education for immigrants on processes and government to improve their understanding and success here <p><i>Also need to add actions/training/programs to go with income security to keep & ensure productivity & innovation.</i></p> <p><i>Education for people and newcomers regarding democracy here and tax collection/use. So people don't have caution about reporting their tax info/participating fully here</i></p> <p><i>...What concrete actions do you plan to do?</i></p> <p><i>Learning about Indigenous cultures in relationship with the community. And its current culture & people</i></p>
	<ul style="list-style-type: none"> • Income security 	<p>Think further about basic income and a housing-first model as a means of improving economic circumstances of individuals and families.</p> <p><i>I believe the exploration of a basic income and its feasibility would support the expression of income security rights as the economy transitions. I believe there is also strong connection to the economic focus area.</i></p> <p><i>...Is this like universal basic income? How does that impact work ethic?...</i></p>
<p>Infrastructure Resilience</p>	<ul style="list-style-type: none"> • Amenities, flood mitigation and safety measures as a means to enhance infrastructure 	<p>This theme focused on how infrastructure resilience could be improved by adding amenities, (including cycle tracks and beautification), supporting flood mitigation, and enhancing safety measures so existing infrastructure is well-used.</p> <p><i>Be more realistic about infrastructure costs, especially when considering adding new communities to Calgary. Consider opportunities to remove large infrastructure (highways, freeways) and replace with public amenity. This has</i></p>



		<p><i>been effective in reducing induced vehicular demand elsewhere, while also reducing long-term infrastructure maintenance costs, run-off, emissions and more. Resist building more roads and parking.</i></p> <p><i>Public safety must be assured for those accessing infrastructure such as parks, paths, bike lanes and the LRT. If people do not feel safe they will not use infrastructure.</i></p> <p><i>Flood mitigation upstream of Calgary, secure dams upstream, better control of flood management upstream, communicating with local families upstream and discussing how this might be managed.</i></p>
	<ul style="list-style-type: none"> • Enhance transportation connections 	<p>Focus on improving connections for people walking, driving, cycling or using transit are important to infrastructure resilience.</p> <p><i>ensure there is inclusivity of design, for example-- ramp access to all businesses so that seniors, parents with strollers, those in wheelchairs or with walking aids etc can access the city using the same walking paths as other people in the city...</i></p> <p><i>What about transport? How will ppl move to obtain services?</i></p> <p><i>Invest in new transportation models to better connect the city with the region (i.e. hyperloop train).</i></p>
	<ul style="list-style-type: none"> • Plan infrastructure with various types of abilities/ circumstances in mind 	<p>Consider all types of abilities/ circumstances, including homelessness, mobility challenges, low-income, etc. in infrastructure.</p> <p><i>The infrastructure supports mobility impaired as the population ages.</i></p> <p><i>Ensure that city service are accessible and affordable to all sectors of population. Again people first not technology.</i></p> <p><i>Accessibility for <u>all</u> ★</i></p>



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	<ul style="list-style-type: none"> Processes should support, not impede, progress 	<p>This theme suggested that processes, policies, bylaws that impact infrastructure should be reviewed and updated so they are more reflective of the city's current state.</p> <p><i>city spends tons on building new buildings, new infrastructure but do not budget adequately for maintenance and lifecycle support of same. That must change.</i></p> <p><i>illegal dumping in storm ponds (including computer monitor). Stagnant water smells. Too expensive to take to dump.</i></p>
	<ul style="list-style-type: none"> Be innovative 	<p>This theme focused on the desire for The City to stretch its creative side and allow for innovation in infrastructure as a means of enhancing resilience.</p> <p><i>Barriers to get housing, addresses that is not the homeless shelter. People need places to list Use unused infrastructure as transition housing. Have phone #s of services posted at telephone booths. People don't know where to go. Make sure there are toll free #s listed. More public spaces that are accessible to those who are homeless. People get kicked out of places. «« More transition housing for people who are homeless. More housing for the elderly, especially at risk elderly. Ex. Greyhound station can be repurposed as transition housing - already has kitchen, plumbing, etc.</i></p>

Connections between focus areas

The table below lists each focus area and suggestions you provided that demonstrate connections to other focus areas. The feedback column lists highlights of comments provided through online and in-person engagement.

Main Focus Area	Connects to this Focus Area	Feedback for how the main focus areas link to other focus areas
Economic Resilience	Infrastructure Resilience	<ul style="list-style-type: none"> Building and strengthening the local economy requires people to move through their community. Infrastructure needs to support people moving through the city in ways that connect them to local business and other people.



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		<ul style="list-style-type: none"> • Encourage businesses to think long term and not just this quarter. Encourage them to think about how they will still be doing business in Calgary in 50 years so they invest in infrastructure and materials to improve their processes long term. • Shift the construction industry from high-profit new builds to energy retrofitting older buildings which will be more sustainable and energy efficient for the long-term
	Environmental Resilience	<ul style="list-style-type: none"> • Encourage city wide development of urban farms and urban gardening • Greenhouse produce and geothermal energy to support it. Greenhouse produce is an industry that Calgary is deficient on. • Green energy, especially solar. • Emphasise renewable energy. There is wind and solar potential in Alberta • Grow food locally and work with community partners to oversee projects including rooftop gardens. • Diversify energy sources. An investment from the city to help reduce prices could create thousands of jobs for the future. • Support business development and energy industry
	Inclusive Leadership & Decision Making	<ul style="list-style-type: none"> • Ensure that systems support persons experiencing poverty so they can reach their full potential. • Caring for the underprivileged by helping them bounce back from personal economic struggles
<ul style="list-style-type: none"> • Infrastructure Resilience 	Economic Resilience	<ul style="list-style-type: none"> • Phones - availability. Wifi - availability, affordability.
	Environmental Resilience	<ul style="list-style-type: none"> • Integrating green infrastructure into regular infrastructure • Climate adaptation/disaster risk reduction measures • There should be a focus on renewable energy infrastructure. • Innovation in green building principals • Limit use of/ development on regional arable land



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		<ul style="list-style-type: none"> Invest in clean transportation to reduce the amount of pollution in our rivers, lakes and streams from fuel burning vehicles Use of solar energy in new and retrofitted developments
	Inclusive Leadership & Decision Making	<ul style="list-style-type: none"> Accessible and affordable infrastructure to all sectors of the population
Environmental Resilience	Economic Resilience	<ul style="list-style-type: none"> Environmental resilience dividend (similar to incentives in outcome 4 of Economic Resilience) Support and encourage small/large businesses to do their best for the environment. Calgary should focus on renewable, recycled, and locally-produced alternatives and invest in businesses that have a long-term strategy rooted in cradle-to-cradle design. Incorporate function and aesthetics that creates jobs and attracts investments to Calgary. Plant fruit trees on public land. Create programs to work with Community Associations or other groups to create business opportunities. Suburban sprawl has a negative impact on the environment. Creating an affordable, livable, and safe mixed business-retail-housing environment in the urban core will create a "real" city with resilience to withstand economic downturns.
	Infrastructure Resilience	<ul style="list-style-type: none"> Suburban sprawl has a negative impact on the environment. Creating an affordable, livable, and safe mixed business-retail-housing environment in the urban core will create a "real" city with resilience to withstand economic downturns. Design new neighbourhoods from a Permaculture perspective, with focus on solar access, food forestry, rainwater harvesting, community gardens, walkability, small homes on 50 foot lots for private gardens, and reduction of hardscape. Think about incorporating art into public spaces & infrastructure that has many uses. For example, incorporate art into gardens.



	<p>Inclusive Leadership & Decision Making</p>	<ul style="list-style-type: none"> Enhance children’s programming at City sites to focus on teaching kids about importance of environmental resilience. Consider environmental resilience in decision making.
<p>Inclusive Leadership & Decision Making</p>	<p>Economic Resilience</p>	<ul style="list-style-type: none"> The exploration of a basic income and its feasibility would support the expression of income security rights as the economy transitions. We cannot have complete Economic, Infrastructure or Environmental Resilience without inclusive leadership and decision making at all levels. By having a city that is more universally designed and accessible to all people (regardless of mobility barriers) there would be more opportunity for persons to have equal access to vocations. The concept of the singularity as it relates to A.I. + technology + humans
	<p>Infrastructure Resilience</p>	<ul style="list-style-type: none"> Consider invisible disabilities such as mental health concerns, hearing loss, vision loss, etc. when designing buildings. Move beyond ramps and elevators for wheelchair use to also include wayfinding points, assistive listening devices, visible and audible alarm announcements, etc. Co-existing should mean making everyone welcome to be themselves and we cannot have complete Economic, Infrastructure or Environmental Resilience without inclusive leadership and decision making at all levels. Bike paths to connect all communities. By having a city that is more universally designed and accessible to all people (regardless of mobility barriers) there would be more opportunity for persons to have equal access to vocations.
	<p>Environmental Resilience</p>	<ul style="list-style-type: none"> Create a program in which young people/kids are supported by the city to realize their ideas/projects that make this city greener/better/safer. Co-existing should mean making everyone welcome to be themselves and we cannot have complete Economic, Infrastructure or Environmental Resilience without inclusive leadership and decision making at all levels.



Appendix A – Engagement Principles

In alignment with City Council's [Engage Policy](#), all engagement efforts, including this project are defined as: *Purposeful dialogue between The City and citizens and stakeholders to gather meaningful information to influence decision making.*

As a result, all engagement aligns with the following principles:

Citizen-centric: focusing on hearing the needs and voices of both directly impacted and indirectly impacted citizens.

Accountable: upholding the commitments that The City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement.

Inclusive: making best efforts to reach, involve, and hear from those who are impacted directly or indirectly.

Committed: allocating sufficient time and resources for effective engagement of citizens and stakeholders.

Responsive: acknowledging citizen and stakeholder concerns.

Transparent: providing clear and complete information around decision processes, procedures and constraints.

For more information about engagement at the City of Calgary, please visit: engage.calgary.ca



Appendix B – Engagement Questions

Economic Resilience

- 1) Calgary's workforce is ready for new economies
 - Online tools to help connect job seekers with current employment opportunities and the skills training classes to meet the job requirements.
 - Talent accelerator - Collaborate with educators like post-secondary institutions for short-term skill development programs that address immediate business needs.
 - Diversity in technology - Develop strategies that encourage more gender and cultural diversity in our emerging technology sector.

- 2) Help make it easy for all Calgarians to have safe access to the digital economy and society
 - Digital disparity study – Do research with post-secondary partners to better understand the challenges for people who struggle to understand, access or afford technology. Helping them connect online to fully participate in the economy and society.
 - Digital Bill of Rights - Adopting the Cities for Digital Rights declaration about safe and inclusive online access. Use this to guide the actions of the #ResilientYYC, Smart City and Living Lab strategies.
 - 5G ready by 2020 – Get our city future-ready for digital (5G) infrastructure that improves our ability to meet the growing need to move information over communication networks quickly and reliably.

- 3) Business continuity - Helping businesses to be strong in the face of shocks and stressors
 - Ready Business - a developing project at Calgary Emergency Management Agency to help businesses in Calgary understand and manage disaster risk.
 - Emergency preparedness/business continuity tools - Working with the Calgary Chamber, businesses can evaluate their readiness and their disaster preparedness and take the actions they need to be better prepared for disruption.
 - Non-profit business continuity planning - Program to strengthen Business Continuity Plans for non-profits to help them prepare for emergencies and business disruptions.
 - Supports for businesses near large construction projects- Develop strategies to reduce the impacts of nearby City infrastructure projects on businesses.

Engagement Questions	Not at all important	Somewhat important	Very important
How important is it for Calgary to have a workforce that is ready for new economies?			
How important is it for Calgary that it be easy for all Calgarians to have safe access to the digital economy and society?			
How important is it for Calgary that we help small businesses to be strong in the face of shocks and stressors?			



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How important is it for Calgary that incentives are coordinated to grow and attract business?			
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Open-ended Question: Is there another action/initiative that you believe is important for us to consider that would support economic resilience? Which, if any, other focus areas does your idea link with (Environmental, Infrastructure and/or Inclusive Leadership and Decision Making)? Also use this space tell us anything else you would like us to be aware of regarding economic resilience.

Infrastructure Resilience

- 1) Calgarians are supported through strategic investment in resilient infrastructure.
 - Support citizen services with resilient infrastructure - The City of Calgary has embraced a service based approach to meet the needs of our residents and support our city vision of a great place to make a living, and a great place to make a life. Infrastructure investment supports the current and future services that our citizens need. It is strategic and supported by a coordinated view of the whole city.
 - Maintain and improve the infrastructure we have built that supports service needs - City infrastructure and assets are appropriately maintained over their entire lifecycle and are aligned with known service needs and priorities. Assets that no longer meet service needs are identified. Innovative solutions which may be non-asset based are explored to achieve service needs.
 - Be mindful of our relationship with water - Integrated watershed (the areas that drain into our rivers) management is essential to protect public health and the environment, while strengthening our resiliency to a changing climate. Calgary must develop with a focus on achieving future water security and a sustainable water supply. Watershed management must be a part of our land use policies, plans and decisions. Healthy rivers and watersheds is our ultimate goal. Infrastructure investment helps water management in:
 - Flood and drought mitigation in a changing climate
 - Resilient regional water supply
 - Riparian area protection (relating to the river banks)
 - Water efficiency and managing water demand
 - Ensuring appropriate / sufficient water and wastewater treatment capacity

Engagement Question	Not at all important	Somewhat important	Very important
How important is it for Calgary that Calgarians are supported through strategic investment in resilient infrastructure?			



Open-ended Question: Is there another action/initiative that you believe is important for us to consider that would support infrastructure resilience? Which, if any, other focus areas does your idea link with (Economic, Infrastructure and/or Inclusive Leadership and Decision Making)? Also use this space tell us anything else you would like us to be aware of regarding infrastructure resilience.

Environmental Resilience

- 1) Calgarians are aware of the role of our natural infrastructure in providing community benefits.
 - The natural infrastructure story
 - Develop awareness and educational materials to help different audiences understand the relationship between natural infrastructure and city resilience, their role, and opportunities to enhance our natural infrastructure.
 - Share perspectives, stories and experiences regarding actions being taken from The City and our local, regional and Indigenous related to natural infrastructure.
 - The natural infrastructure value
 - Find and use valuation tools that fit Calgary’s unique environment and measure the services and other broader environmental, social and economic resilience benefits of natural infrastructure.

- 2) Support Calgarians through strategic investment in resilient natural infrastructure.
 - Natural asset management & decision support
 - Identify and integrate our City owned natural assets into our asset management and decision making processes in order to increase the value of natural infrastructure in our overall service delivery and use investments more efficiently.
 - Natural infrastructure related policies working together
 - Make sure policies related to natural infrastructure such as biodiversity, social & environmental well-being, watershed management and other related areas are all working together.
 - Natural infrastructure business case
 - Integrate consideration of services, benefits and current and future risk in decisions related to natural infrastructure investment to inform a business case for natural infrastructure return-on-investment.
 - Improving and learning from natural infrastructure
 - Take part in partnerships where natural infrastructure projects can be built, monitored and evaluated to provide multiple benefits and resilient value.

Engagement Questions	Not at all important	Somewhat important	Very important
How important is it for Calgary that Calgarians are aware of the role of our natural infrastructure in providing community benefits?			
How important is it for Calgary that Calgarians are supported through strategic investment in natural infrastructure?			



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Open-ended Question: Is there another action/initiative that you believe is important for us to consider that would support environmental resilience? Which, if any, other focus areas does your idea link with (Economic, Infrastructure and/or Inclusive Leadership and Decision Making)? Also use this space tell us anything else you would like us to be aware of regarding environmental resilience?

Inclusive Leadership & Decision Making

1) Calgary institutions advance democratic participation

- Calgary citizenship: the right to vote - Calgary institutions and communities advocate for non-Canadian citizens to be able to vote in municipal elections.
- Inclusive civic participation - Government and institutions find ways for diverse communities, organizations and government officials to come together to talk and decide about important public issues.
- Brave City Calgary - Diversity and free expression respectively co-exist in public spaces and in institutions.
- Diverse representation in leadership – Calgary’s public institutions develop and implement policies and processes that diversify their political and administration leadership to reflect Calgary’s demographics.
- Multi-cultural marketing strategy - Government provides accessible communication to Calgary's different cultural communities.

2) Calgary institutions are prepared for the evolving nature of rights and responsibilities

- Cities for digital rights – Calgary joins other cities around the world to protect and uphold human rights on the internet at the local and global level.
- Equity lens - Institutions implement a guide for removing human rights barriers as they plan, develop and evaluate policies, services and programs.
- Income security rights - Institutions advocate for income security rights as Calgary transitions to an automated / artificial intelligence economy.

3) Calgary builds trusting and informed relationships with Indigenous communities in a good way

- Preserving Indigenous culture and language - As allies, Calgary institutions support the work of Calgary’s Indigenous communities in regaining their cultures and languages.
- Walking parallel paths together in a good way - Institutions adopt parallel paths with Indigenous Elders and Traditional Knowledge Keepers when they develop their policies and strategies.

Outcome	Not at all important	Somewhat important	Very important
How important is it for Calgary that institutions advance democratic participation?			
How important is it for Calgary that institutions are prepared for the evolving nature of rights and responsibilities?			
How important is it for Calgary that institutions build trusting and informed relationships with Indigenous Communities in a good way?			



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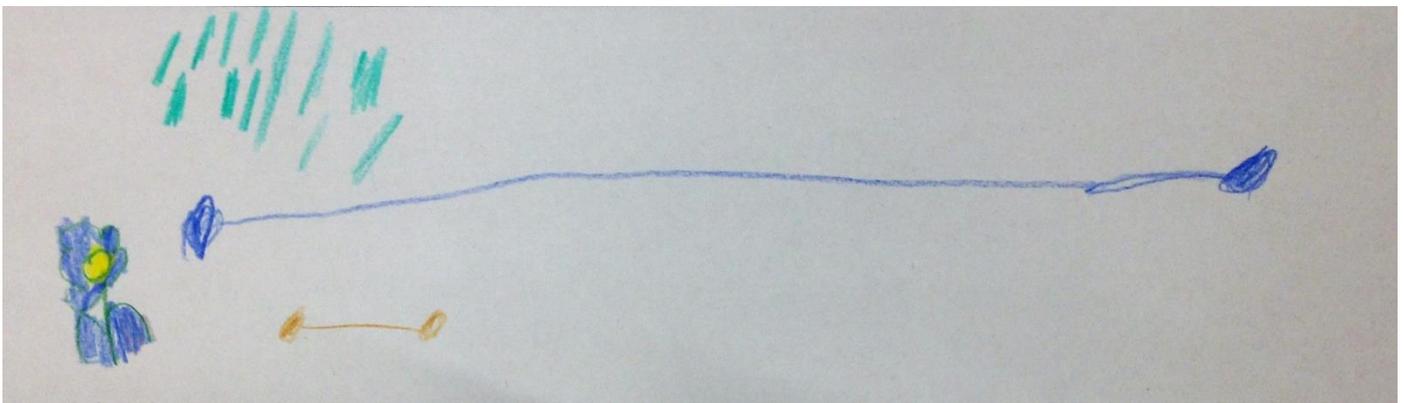
Open-ended Question: Is there another action/initiative that you believe is important for us to consider that would support inclusive leadership and decision making? Which, if any, other focus areas does your idea link with (Economic, Infrastructure and/or Environmental)? Also use this space tell us anything else you would like us to be aware of regarding inclusive leadership and decision making?

Appendix C - Resilience Stories

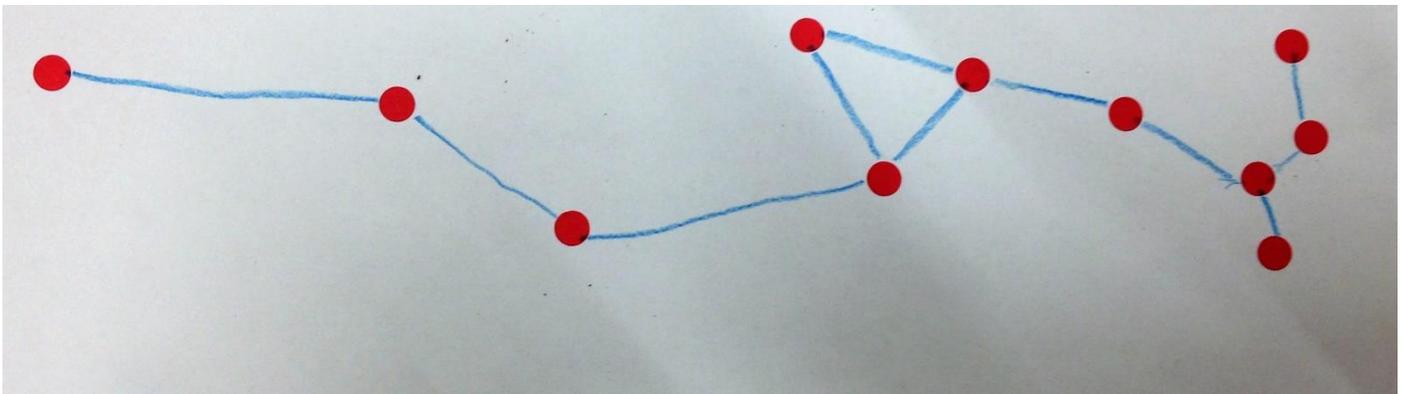
The ability for individuals, communities, businesses, etc. to adapt and grow no matter the challenges they face is RESILIENCE. Resilience can be learned and we hoped to learn from each other. Resilience isn't one size fits all. It is all the actions that are woven together that build our collective resilience.

The drawings and stories below were examples of resilience that a few of you chose to share at the in-person engagement sessions.

A drawing of strength



A drawing of connections





Pushing personal limits

When I go to the gym to workout, I see resilience. I see others putting themselves through discomfort in order to become stronger. I see people of all ages, shapes and sizes pushing themselves to their absolute limit, so that they can be a better version of themselves. And when they feel they're on the brink of collapsing and ready to give up, there's a voice that quietly cheers them on. "Keep going!" it says, "Just do one more." And that's something amazing!

Learning something new

Currently, I am learning the French language. I am learning French because when I go to places where people speak the French language, I can communicate and understand.

Community pride

While working for Personal Information Removed company, we are very proud of our calgarian roots and what the city has to offer from a cultural and business perspective. We weave the city's advantages through our messaging and remind employees why the city is so wonderful.



Verbatim comments

Verbatim comments presented here include all of the suggestions, comments and messages that were collected online and in-person.

Offensive words and personally identifying information have been removed and replaced with either, [removed] or [personal information removed]; otherwise, comments here are completely un-edited.

Economic Resilience

Is there another action/initiative that you believe is important for us to consider that would support economic resilience?

- Supporting the Arts and things like bike lanes attracts business. Better transit attracts business. Affordable housing attracts business.
- all the cities with thriving new economies have well-respected post-secondary schools with world-class research faculties. calgary is lagging in this regard. yes, we have a few universities here, but are they world-class, well-respected? i feel that the city should ask the province to give them more help to fully develop their potentials.
- Lower taxes on business, please
- The only chronic stressor to Calgary small and medium businesses is the city itself. The city has killed more businesses with its horrible tax increases and permitting process than any flood, or weather incident. It's nice to talk about climate change and inclusion as a problem but the gorilla in the room that is actually causing hardship on businesses and the communities is the city tax increases especially business taxes .
- It is not the cities job and they are over reaching when they are trying to make people try to obtain digital jobs. That's the federal government and provincial job to train and supplement the education system. Almost everyone has access to wifi or the internet. We don't need the city spending money on stuff that is already being done. Businesses are being destroyed not by weather events but by the city of Calgary and their business tax rates. Look in the mirror before you make up fairy tales about why businesses are closing in Calgary.
- 1- impose a cap on business lease increases, to prevent property/landowners from overhiking lease payments during hard economic times.
2- 1- single car trams that run along existing motorways, that loop downtown. Enabling tourists and locals alike quick access to from 17th ave down to the stampede, up to 11th ave or 5th ave and then back to 17th.
- Diversify the economy and attract new businesses that are NOT oil and gas!!!
- Investments in transportation infrastructure within the city and its region, apart from Green Line and Max. Financial boost and initiative to build commuter trains (using existing railways) would instantly support economic growth and ensure resiliency.
- Lower my taxes



- Is anyone going to say no it's not important to help foster a healthy economy? Are you asking the right questions? What about the complexities and trade offs of decisions on economic stimulation? This engagement seems pretty weak.
- I believe some of the strategies noted above will assist, but I also believe we need to ensure that systems support persons experiencing poverty so they can reach their full potential. For example, examining the importance of financial literacy or low barrier financial programs (e.g. RESP) which give people the tools and resources needed to support their rise from poverty. I believe this would also connect with inclusive leadership and decision making.
- Encourage city wide development of urban farms and urban gardening to ensure a year long fresh produce for Calgarians.
- Wondering if Universal Basic Income would be a factor that would contribute to economic resiliency for our citizens?
- City should not be picking winners or losers via handouts - make an attractive economic environment (lower taxes, reduced red tape etc.) and it will happen.
- Stop the handouts! Live within our means!!
- Why is there no central lrt station ? Lower taxes and cancel the greenline.
- keep your fingers out of the pie, lower rules and regulations (go de-clutter, follow two rules out for 1 rule in). Streamline departments and grant automatic approvals where applicable. Accept the concept that we are overregulated and simplification is a duty to be observed by the City and a right of the Citizens of Calgary
- Nationalize important sectors to prevent capitalism failing us
- Caring for the underprivileged in helping them bounce back for their own economic struggles.
- 1) More resources to help those in Oil and Gas transition to other industries. So many engineers and Oil&Gas workers who had made Calgary their home and wanted to stay in the city rather than move to where the Oil and Gas opportunities are were out of work for so long in the recent recession (and still are) that for many, this created situations of extreme financial hardship, family deterioration (divorce, separations), and mental health challenges.
- 2) Better safeguards to prevent what happened with employees of Oil and Gas companies from ever happening again. With the limitation of having to report when firing more than 50 people at once, many companies fired 49 at a time to avoid having to report it. Further, the people at the bottom got the worst treatment in this situation, often without any severance or even notice. It was brutal! It should be mandatory for oil and gas companies to have safeguards in place to help them ride out recessions better so that fewer ""bottom of the totem pole"" employees get fired so quickly.
- Succession Planning for essential services (i.e. grocery store)
- Invest in current Canadian-grown skills/job AI initiatives to help connect people to new employment opportunities such as Future fit and Audacious Futures (toronto)
- "STOP RAISING TAXES AND GIVING MILLIONS TO THE FRIENDS OF NENSHI AND OTHER CORPORATE WELFARE!
ATTRACT NEW BUSINESSES THROUGH A BETTER BUSINESS FRIENDLY TAX REGIME"



- As a new immigrant, when we came, looking for security and when you come to Canada you have to look for work and then you have to start at the bottom again. I made good money in Nigeria but it takes a long time to get the same level of job. What I made and my my circumstances in Nigeria are far removed from my circumstances here.
- We can't have economic resilience if we don't have strong childcare support in the context of parents returning to work.
- If we don't do this well, the other things won't matter. We need a strong core of economic resilience as a foundation.
- Calgary should host a fair to showcase small business so that they can showcase their product/technology. There aren't many opportunities to do that.
- Lethbridge is doing greenhouse produce and U of L helped set up geothermal energy to support it.
- We need more IT/ech companies here. I'm not an IT man, but I see that is the future.
- We should have our own produce and greenhouses so we're not reliant on others. It's an industry we are still deficient on.
- Green energy, especially solar, because Calgary is one of the sunniest places in Canada
- Need to diversify our economy so we're not reliant on one industry
- We need to have more flexible zoning for corporate vs small business. It's hard for small business to compete. Eg. Grocery
- There seems to be a relatively high % of people affected by small business so it's important to support their resilience
- The economy benefits when the government lowers taxes and regulations and stays out of the economy. The economy does not benefit when people are taxed into the ground so that the government can pay someone to talk about "gender and cultural diversity". Please cancel this program and use the money to shovel the roads.
- These are leading questions that conflate multiple items per question and allow only one answer per question. As a result, survey answers will not provide very clear guidance. These are very frustrating types of questions to answer and I don't feel that they are fair. [DUPLICATE]
- The city can best build a resilient economy by providing essential public services at good value for taxes paid by its citizens. Creation of multiple narrowly focused programs that target small sectors of the population and economy tend to be wasteful of tax dollars.
- Focus on priorities: essential services like policing, infrastructure, parks & rec, etc. Make Calgary attractive for business & entrepreneurship by reducing city costs and therefore lowering taxes needed to fund city operations.
- I wish there were more emphasis in this city on renewable energy. Granted, we cannot cut ourselves off from oil and gas overnight, but we should be encouraging more development in renewables and more green initiatives. Everyone complains about the oil and gas job losses; we have immeasurable wind and solar potential in Alberta
- It would be good to see this resilience campaign aligning with The Global Goals For Sustainable Development. The ideas presented are all great! I gave #3 a lower importance because I believe

that it isn't necessarily Governments job to directly support private business. That being said, the ideas listed aren't crossing that line and do seem important.

- City must notify businesses before spontaneous parades! It affected bussing students to venues during day. It excluded everyone with job.
- Lower taxes. Note how increased employment and wage growth in the US has followed tax cuts. Cut municipal spending to match income. Identify and stop paying for things this city can not afford. It may take a thousand cuts, for example: cut the parking benefit to counsel and senior employees (why aren't you choosing a more environmentally friendly commute?), if we can't afford it, cut recycling and compost programs (like most people, I think they are great programs, but not vital to the health of the city).
- We just took over a risky franchise fastfood business. [removed] Now we don't have any funds left from our own pocket if we have to be short to pay the rent next month due to low sales. How we can get help from you? Thanks
- Diversify rather than continuing to guzzle oil.
- The city should use technology in a way that does not put people out of jobs. No driverless buses, garbage trucks, city vehicles. Technology should assist not replace people. No unfair tax burdens on small businesses. Assist small business during bad economic times.
- Divesting from Oil & Gas. Investing in emerging energy sectors a possibility, but also diversifying into cultural economies, tourism economies, technology economies.
- We should be more inclusive of small businesses. I've heard too many stories of small businesses having to close because of property tax rises. We need this economic diversity to weather the busts. Small businesses also help us grow our innovation base and keep it here in the City.
- Since this is basically a Strong Towns survey, I would like Calgary to pass the Strong Towns test and each neighbourhood to pass it too (<https://www.strongtowns.org/journal/2017/11/1/take-the-strong-towns-strength-test>). On a neighbourhood level, that would mean:
 - there is enough housing options that three generations of a family could reasonably find, and afford, a place to live, all within walking distance of each other,
 - owners of single family homes are able to add a small rental unit onto their property without a hassle,
 - it is safe and feasible for children to walk or bike to school and many of their other activities without adult supervision,
 - it is safe and feasible for adults of all ages to be able to walk or bike where they want to go, so they can age in place,
 - more people than cars are on our main streets, because people create jobs, spend money, and make a place, and
 - there are places where people naturally gather so we interact and communicate with each other enough that we work together to solve our day to day problems.
- Our greatest resources are people and land. I would like individuals to be able to take small, incremental steps and learn from the results so they can continue to make small, incremental steps,

which will help us continuously adapt. I would like us to be able to respond quickly to our neighbours' needs. Let's unleash the productivity of our people and our land!"

- Training for jobs is imperative. Too many youth are falling through cracks and not getting basic employability skills
- Building and strengthening the local economy requires people to move through their community and see themselves as part of the small businesses down the street. Infrastructure needs to support people moving through the city in ways that connect them to local business and other people. This means less single-occupancy vehicles and more multi-modal transport like bikes, walking, and busses/trains. Local businesses are better able to respond to the needs of Calgarians but if everyone drives from home to work and back and then shops online for all their goods, we're not going to be strengthening Calgary's economy, and are prone to experience economic stressors far more than if we are able to rely on ourselves. This should also include generating products within our means and within our province relying less and less on importing goods.
- I would stress that a strong economy isn't necessarily one that always grows, but one that is ready for the stresses and shocks, which may mean becoming ""smaller"".
- Train students with the mindset that they should learn from other disciplines and areas of study to help them be adaptable and flexible enough to respond to the rapidly changing world economy.
- Training programs right now are anticipating particular industries being strong 4-5 years in the future, when instead we should be teaching students important soft skills to remain resilient and comfortable with setbacks that will come in their lives.
- No more oil dominant offices
- Drop taxes for small business
- Micro apartments, more community gardens, activating alleyways, better zoning, garden suites, bike storage
- Shift tax burden from business to homeowners
- Environmental resilience must be paramount. If we don't immediately begin growing more food locally, in backyards, vacant right of ways, inner city plots etc. and minding our water resources. Communities can oversee specific projects; rooftop gardens, grassy plots made into vegetable gardens.
- Diversification is essential.
- Enable flexibility in the land use bylaw for switching between residential and retail/commercial spaces seamlessly.
- More collaboration with the city to utilize city-owned land (or modify land use bylaw) for food production and food education. Partner with institutions which offer training programs for those interested in learning food production skills to be able to increase local food availability and grow local food markets.
- Develop methods to encourage businesses to think long term and not just this quarter. Encourage them to look at their employees long term growth, training and satisfaction and value that over more modern business values. Encourage them to think about how they will still be doing business in



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Calgary in 50 years so they invest in infrastructure and materials to improve their processes long term.

- encouraging business for newcomers to the city, and for smaller start ups (like cottage industries)
- We should be diversifying away from oil and gas (a dying industry) . We should have no more building downtown. It seems developers continue to build more unneeded office space with impunity. We need to continue with transit upgrades. Most importantly we need to shift our construction industry from high-profit new builds to energy retrofitting older buildings which will be more sustainable and energy efficient for the long-term!
- I think that we need to focus on diversifying our energy sources. As we saw in the last few years oil is very volatile and can damage us. I think we need the support to invest in renewable energy in this city. My condo did a study on how long it would take to repay the solar panel investment at current prices and it was around 20 years. This is too long. An investment from the city to help reduce prices would create a more self sustained community as well and create thousands of jobs for the future. I think this is one of the most important thing we can and should invest in. [personal information removed]
- Leave the Earthship standing at Grow Calgary and allow Grow Calgary to continue to operate.
- Need support for business development and energy industry
- Should include role of CA's in emergency preparedness. CA's provide & deliver community programs & services
- Small community business have big ideas to increase vibrancy of neighbourhoods but get "no" from planning & development. Resiliency means having city dparts that are aligned
- 5G tech will alter human development negatively
- It's not just about emerging economies, it should include existing economies
- CA's ability to access funding to support neighbourhood vibrancy & resiliency is a challenge. The City would rather see keys turned it by a CA then help them be successful. New model is needed. The divide between inner CA's and non-inner city CA's is widening. The tax base is not proportional.
- Need to study what jobs will be in higher demand in the future. - long term vision.
- Utilizing SAIT students - 1700 students, 200 hour projects on starting their own business. Can use this for city projects/ideas.
- Entrepreneurs - how do we succession plan for those businesses when they leave. They are the business, big loss if they leave.
- More idea/innovation labs open to the public. Restricted to students/university currently.
- Requires more fiscal responsibility from city.
- Calgary should have bigger factories to create more jobs.
- Refineries. Natural gas. If there is more manufacturing of oil, there will be more jobs.

Environmental Resilience

Is there another action/initiative that you believe is important for us to consider that would support environmental resilience?



- Change the Land Use Bylaw to require re-developments or new developments to include green infrastructure in their projects... and not just storm ponds and don't allow anymore paved back alleys
- I would like to know more about how climate change is affecting the city, and how City Hall is addressing the challenge. Also, what can I do as a citizen to reduce my own contribution to climate change? Are there programs or assistance that are available from the municipality?
- Use existing buildings BEFORE spending \$400 000 000 on a new arts common
- Please do not hinder private businesses and persons from this job. Give them more space for initiative here.
- Encourage wood-based materials in new residential and commercial building construction, and street furniture, to balance cold temperatures. Plant new type of plants that can endure harsh climate and provide natural shade along the pathways.
- Encourage city wide development of urban farms and urban gardening to ensure a year long fresh produce for Calgarians.
- Enhance children's programming at City sites (rec centres, summer camps, bird sanctuary, parks) to focus on teaching kids about importance of environmental resilience. Consider environmental resilience and importance of natural assets when evaluating ideas (like liquor in parks) which do not support or enhance social or environmental resilience.
- Stop wasting money on senseless virtue signaling in infrastructure. Let nature be nature.
- Incentivize the systems and behaviours we want to see. Offer fee reductions for increased site perviousness. Streamline permitting processes for a range of environmental strategies instead of in an aggregated way. Consistent application process.
- Clean up your act first. Why is there no central lrt station? What happened to the Calgary Regional Partnership? Where is the LRT from the airport? Why not clean up the contaminated lands west of DT ?
- Foremost I think it is important to recognise Calgary for what it is: a City - the City needs clean air and nice green space. No garbage and very little litter (some litter creates more litter, like dog poo). It is weird to think that Coyotes need a space in the City and it is overboard thinking. Leave that to the foothills. There is much nature that better be kept to the foothills. Better to make sure that the City is clean and green and safe and healthy.
- Where is the inclusion of food security in ecological resilience??
- Active Transportation investment, ways to better move off relying on sources of energy that are in direct opposition with managing climate change.
- Climate resilience both for healthy families and infrastructures
- Enviro. Resilience Divident (similar to incentives in outcome 4 of Economic Resilience)
- Make more recreational opportunities like stocking fish in smaller ponds in all parts of Calgary
- We should build on our strengths - we have a lot of forests and trees but should have even more
- It should be obvious that trees provide many benefits such as providing oxygen and habitat. They are more than just nice to have and are important to health as well.
- Maybe we shouldn't have firepits in City Parks to prevent fires.
- We can do more to prevent forest fires in the mountains & consider how this affects Calgary. X2



- We're the sunniest City in Canada. We should have more solar.
- Encourage people put more crops in our backyard. Try influence more people to keep the environment clean
- Are there plans to change our electricity generation from coal to geothermal & other renewable energy?
- We have finite resources and need to prioritize where to invest - can't do everything at once. It is like a puzzle to solve
- Would like to see more forests, green spaces and community gardens - need to balance that with providing houses. Would like a community effort for planting and green spaces to encourage people to do more their own backyards
- Use school age students from young students to university to plant trees and improve the environment in the greater community - could be good for school credit or as field trips - could also include picking up garbage during spare periods to help students think about their role and environmental responsibility.
- Use school yards to plant trees and help the environment. This could be a community effort on the weekends.
- It would be better to have more trees on the side of the road & bike paths & cycle track in the North East.
- Any money we spend on our community & our city will help future generations
- The idea of resiliency is a good first step in the way that we appreciate the environment.
- Use simple ideas like passive solar construction.
- Can we make buildings where we have rooftop gardens?
- More parks with more trees, especially in the North East, and along the roads.
- Having parks where we can spend hours because it has a lots of nice nature - more shade, more birds, more variety in the park.
- I would like to see more smaller parks that are more evenly distributed that people can walk to. Anywhere I go, I have to drive.
- Key area [illegible] essential for other stakeholders to invest
- Please fire anyone associated with this program and find a better use for my tax dollars.
- These are leading questions that conflate multiple items per question and allow only one answer per question. As a result, survey answers will not provide very clear guidance. These are very frustrating types of questions to answer and I don't feel that they are fair. [DUPLICATE]
- Introduce widespread idling laws; introduce local initiatives regarding water waste
- triple bottom line analysis should be submitted and evaluated on all construction projects within the city. when your administration is making a decision or recommendation on a project, they should be armed with a complete view. Building code has come a long way in the past few years, but I believe stronger regulation on the impact of the building on the environment and community is required.
- Biodegradable products should be encouraged, such a cellphone covers. People at dumps see what majority of waste is.

- promoting environmental education, promoting environmental initiative and action to help maintain a healthy environment for future generations
- Solar power, wind power, reduce and eliminate oil and gas.
- Do not let anymore green space/golf courses etc be used for housing!!! If golf courses aren't viable anymore then lower the taxes to what they should be or if the owner of the golf course wants to sell the land the city should buy it and "Leave it Green". The City will have huge regrets down the road if it continues down the road of eliminating the green spaces because once it's gone it is gone forever!
- I think that most people are aware of environmental concerns. Wherever possible we should do the right thing. We do not need to spend millions of dollars on education. We need to support small business to ensure they are doing there best for the environment. We need to ensure big business doing everything it can for the environment.
- A
- Protect existing natural spaces and farmland. Focus on smart intensification. Add more trees and pervious surfaces to the City.
- Continue planting more trees around the city and protect existing trees.
- Look into solutions that reduce urban heat, and creating cooler places for vulnerable populations to stay during heat waves
- Reducing reliance on carbon-based fuels, plastics, and pollutants. Calgary should focus on renewable, recycled, and locally-produced alternatives and invest in businesses that have a long-term strategy rooted in cradle-to-cradle production. Calgary should hold businesses doing work in Calgary accountable to society, economy, humanity, and environment to be a leader recognized globally in sustainability. This will increase the value of Calgary in the world and give back to the system creating more resilience and sustainability.
- Suburban sprawl has a negative impact on the environment. Creating an affordable, livable, and safe mixed business-retail-housing environment in the urban core will create a "real" city with resilience to withstand economic downturns.
- A program to value trees on private property such as Vancouver's.
- Properly fund your climate resilience strategy so that environmental infrastructures, urban greening, wetlands protection, limiting urban sprawl, funding active transportation further, not develop in flood plains any more, keep strong buffer corridors around rivers and streams, work to reduce GHG emissions to reach targets YOU have set.
- Determine ways to communicate to that percentage of our population who see zero value in climate and environmental issues. They pull us all down.
- Calgary is a semi-arid region that sees a great deal of its annual precipitation in the form of torrential storms and snow fall. This give the paradox of large rain falls and melts that overwhelm the storm system intermixed with periods of drought and water restrictions. Our overall strategy should be to maximally utilize our precipitation in order to reduce strain on the municipal water and rivers. There are many ways to do this but I will emphasize two very affordable strategies. 1. Use curb cuts to divert a portion of storm water into medians to support trees and other plants. 2. Relax residential rain and grey water use restrictions so that forward-thinking Calgarians can experiment with

innovative ways to reduce their reliance on city water. We should be gathering inspiration from arid regions such as Australia and the American southwest. No need to reinvent the wheel.

- support living art (such as the edible food beds downtown) projects for the city.
- Design new neighbourhoods from a Permaculture perspective, with focus on solar access, food forestry, rainwater harvesting, community gardens, walkability, small homes on 50 foot lots for private gardens, and reduction of hardscape everywhere. Adopt Passive House as the new construction standard.
- We should be allowed to have chickens in our backyards. We support having goats to manage weeds
- Think about incorporating art into public spaces & infrastructure that has many uses. For example, incorporate art into gardens.
- Respecting environment doesn't require us to destroy oil & gas industry.
- It would be great to have ads letting people know how to avoid wasting too much water
- Continue expanding bike trails/lanes
- What role does Planning & Development have? This can be a roadblock. Role for CAs & their planning policies. Ie. Enriching Parkdale however, not formally recognized by The City. Enshrine good planning & visions versus rule-based decisions
- CAs (especially those that touch the river & natural areas) have a role in environmental infrastructure. Resiliency & vibrancy - CA's have a role
- More care with reservoir. Seems like a lot of nesting area was lost with recent work.
- Re: #1 I think it's important for decision makers to be aware...not Calgarians
- I am impressed that the city is thinking about these things!
- Incorporate function plus aesthetic beauty and create jobs at the same time - this will attract investment and put Calgary on the world stage.
- The idea of Resiliency is very important. It comes down to the question of the details of the plan & its implementation.
- That's the hard part!
- A. Replace all nature removed and incorporate into new buildings developed ie. Into high rises and public building with a green roof. ✓ B. There may be increased upfront costs but it will attract more people to the city and to that building. We should be on the leading edge of this work not just followers.
- Think about planting fruit trees on public land. Create programs to work with Community Associations or other groups to create business opportunities.
- We do pretty good around here: trails, parks, etc
- Protect areas around the rivers to prevent pollution. This will protect the water & wildlife
- CA programs like community gardens, outdoor rinks should be supported by The City. GoFundMe campaigns beyond CA membership drives & small fundraising initiatives should not be a strategy. Sustainability of CAs struggle to maintain infrastructure (ie. rinks)
- Use vacant land and use opportunities to plant gardens, fruit trees etc
- You have a really good cycling network but it seems like people don't know enough about it



Inclusive Leadership & Decision Making

Is there another action/initiative that you believe is important for us to consider that would support inclusive leadership and decision making?

- FOOD ACCESS without a private vehicle is crucial.
- Less formal segregation like mentioned above, more actual humanitarian values. That makes Calgary more resilient city.
- The city needs To focus on city issues of governance and fiscal responsibility. The city council was not elected to act as a court for social justice warriors. Stop wasting city money on this kind of stuff.
- Leadership and decision making happen outside of offices, too. When people have a safe space where they can meet and connect resiliency thrives. Constructing friendly physical spaces around the city would bring more people together and encourage them to take action, have their say and feel valued. For example, Indigenous district, LGBTIQ+ street or district, etc. Also, affordable housing project looks great in tehory but its implementation is taking too long. Boost more investments in this area so that every citizen meets basic living standard that we all deserve. We can't expect democratic participation when 10% of people don't feel safe and visible.
- Get a new mayor and council
- I believe the exploration of a basic income and its feasibility would support the expression of income security rights as the economy transitions. I believe there is also strong connection to the economic focus area.
- These are all "motherhood and apple pie" ideas, who would say they aren't important? What concrete actions do you plan to do?
- Not sure if this is the right category but advocating for more Mental Health supports and agencies that are working with vulnerable populations to increase a person's resilience in life. Specially if you consider that people have had Adverse Childhood Experiences (ACEs) and not everyone can benefit from high-tech resilient strategies when they have to break so many more barriers before they even get to that point.
- Stop with all the [removed] in camera meetings! [removed] is open government??????????
- All Canadians should be treated the same. Get out of the way of people and small businesses by providing instananeous on line permit approvals and by lowering the costs by cutting overhead immediately.
- Calgary is a small City. Stay within your means and focus on the City. There is no need and no reason to spend tax payer money on extolling virtues to the rest of the world. Work with our neighbours and indigenous people so they can prosper from the wealth a successful City can provide/ generate. Be mindful that very small minorities sometimes kick up a fuss that does not represent the feelings and opinions of the silent majority (become more strategic and mindful of the silent majority). The silent majority is keeping its head low and works hard. They like a prosperous City, a dynamic City and that means a City that is not meddlesome. Calgary has become meddlesome!



- Need education - to know the current stats about diversity in leadership. That representation needs to be balanced; to reflect the diversity in the city's demographics but also within & by community.
*Not only elected roles but also community-level roles & some may need to be new roles for leaders at the community-level.
- May be better to wait until people are citizens to be able to vote. Better understand community & culture.
- People often comment when they don't know.... Risk that people are uninformed. How do we make sure that help inform/educate? (education) this is important.
- Learning about Indigenous cultures in relationship with the community. And its current culture & people
- More & sooner education about Indigenous culture, language, legal, historic info for newcomers to Canada.
- Genesis centre is a good location. Centre for Newcomers as a location & as an email distribution. Websites & emails. Many people just don't know how to participate.
- Mail to homes for people to be aware of the opportunities (& other ways like email)
- When coming to the NE, pls have a Hindi interpreter at these sessions
- Why are languages in need of preservation & regeneration?
- Also need to add actions/training/programs to go with income security to keep & ensure productivity & innovation.
- Education for people and newcomers regarding democracy here and tax collection/use. So people don't have caution about reporting their tax info/participating fully here
- create a program in which young people/kids are supported by the city to realize their ideas/projects that make this city greener/better/safer.
- Youth also. They are more socially engaged and growing up with more diverse relationships.
- eg. Tap into representative groups and ensure there is an equity balance at all points in the conversation
- Making sure that women are well represented. Can't take it for granted yet
- What are the steps/actions? How to know the steps have been taken?
- Outcome 2 Income security rights. Is this like universal basic income? How does that impact work ethic?. But may be chance for innovation & thinking. Look at data or other areas that have tried it.
- Outcome #2 - focus on responsibility
- Diversity of thought (Not everyone needs to be aligned)
- Go through a process as one (or more) different cultures - what challenges did you encounter? i.e. even as a caucasian Calgarian (Canadian) I find simple civic processes confusing
- Changing punishment - including counselling or harsh sentences too.
- Building happy community & being inclusive but safety is more important
- Safety decisions also needs to have community input.
- people in the community to take part in safety - to see, report



- How does outcome 2 fit within the City - jurisdiction & what would the City's role be. "City-state" concept allows for more agency to move these forward. - opportunity: where to make the biggest impact & prioritize activities. Need short-term & long-term but AB needs short right now. Make sure to consider trade offs in our impact/effort. - What can we do with what we have. i.e. Neighbour Day can be leveraged for education because its a municipal level. Leverage trust - value of other trusted community partners/orgs. i.e United Way, YMCA, Boys & Girls Clubs. If small activities & neighbour-level actions could be done & build relationships & trust then some of the issues take care of themselves (ie. same in outcome 1). - The multi-family /co-location centres (Vivo/Cardel, etc.).
*For activity/facilities/supports for early childhood & affordability
- This is all a huge waste of time and money. Do people who work for the city really have nothing better to do than this ridiculous joke of a program? Take all the tax dollars being wasted on gibberish like "adopt parallel paths with Indigenous Elders and Traditional Knowledge Keepers" and use it to shovel snow off the roads.
- These are leading questions that conflate multiple items per question and allow only one answer per question. As a result, survey answers will not provide very clear guidance. These are very frustrating types of questions to answer and I don't feel that they are fair. [DUPLICATE]
- The strategy as a whole does not address areas of the resilience wheel that pertain to the individual such as social inclusion, public health, social cohesion, and engaged communities. While the focus on economic, infrastructure, environmental, and leadership concerns are valid, there is an important social side to resilience that does not come across clearly in the four pillars identified. It would be very useful for connecting the strategy to resources (partnerships, etc.) that could support advancing the social side of resilience if those concerns were clearly articulated in the strategy.
- Only Canadian citizens should vote. It's the actual incentive to become Canadian. Ethnic communities (China town) should be discouraged so citizens make friends with different people in neighbourhoods to reduce racism. Ethnic shopping districts would introduce many to different cultures through food & crafts.
- I agree with none of this.
- Oil companies have been building relationships with Indigenous people for decades, consulting far beyond treaty lands, providing employment more than any other industry- why does the city not celebrate the good work that has been done? Why does our nation and the world not know?
- Hippy garbage all of this.
- Initiatives to combat racism. I see a lot of it in this city.
- Inclusive leadership means that "not" everyone is a liberal and diversity needs to come from both sides of the spectrum. This also means stop meeting behind closed doors!
- Future quotes for the large pending building projects should be based on best price and quality, not based on social license as this is a way of trying to push agenda's and not be economically responsible.
- thoughtful engagement from City with Calgarians. Experts work at the city, why are we making all our decisions based on what lay people think?



- Allow for engaged free speech rather than shouting down anyone who disagrees. Safe spaces are for everyone, not just those who claim to be sensitive or in disagreement.
- Youth need to be engaged.
- If one is not a citizen, then no voting should be allowed. No grey area. Canadian. Vote. That's all
- "Having a disability does not just include those people with a visible disability but also those who may have INVISIBLE disabilities such as mental health concerns, hearing loss, vision loss, etc. These disabilities must be included when creating health care funding plans, designing buildings, communicating with the public. How does the general public hear a political candidate's speech if they cannot hear or vote when they cannot see the ballot? It is our human right to have equal access to communication, no matter what our language or ability. If we translate words into languages other than English and French in Canada, we also need to include access to ALL languages, including Braille and American Sign Language (ASL) for those with a disability.
- This website speaks of "diversity and free expression respectively co-exist in public spaces and in institutions." What is being done to include those with disabilities in our public spaces in Calgary? Very little for those with invisible disabilities. It is easy to say we have ramps and elevators for wheel chair users, but what about way finding points, assistive listening devices, visible and audible alarm announcements, inclusion in public presentation with language Interpreters (including ASL) and CART Captioning, etc.
- Co-existing should mean making everyone welcome to be themselves and we cannot have complete Economic, Infrastructure or Environmental Resilience without inclusive leadership and decision making at all levels.
- Listen, learn, discuss, decide.
- Bike paths to connect all communities.
- accessibility leadership - by having a city that is more universally designed and accessible to all people (regardless of mobility barriers) there would be more opportunity for persons in wheelchair to have equal access to vocations. better C train transit to downtown and inner city neighbourhoods, universities, and hospitals in Calgary would support this initiative.
- We really need to start thinking about a guaranteed income. Housing people is more cost effective than policing and emergency interventions. If we want to actually to reduce the crime rate around the safe injection site we need to seriously consider providing safe drugs to the participants. Drugs provided from a pharmacy are one tenth to one one-hundredth of the cost of street drugs. Lower cost equals less crime and fewer resuscitations.
- Employ and teach Sociocracy for use throughout the City of Calgary, in all Departments. Promote Communitarian behaviours in all public announcements.
- Repurpose vuildubgs such as empty schools for low cost housing or senior housing
- Happy to know people are thinking about these topics.
- How the concept of the singularity relates to A.I. + technology + humans not separate
- Outcome 2 The conversation in this topic is important but these actions may not be the right ideas
- People need to be more informed about their rights. This is one of the most important issue.



- Democratic participation is important as a right but there is a lot of signs that the decisions aren't representing & supporting the people. Then hurts our community's image & society.
- What's the long-term follow up for refugees & new Canadians. To be included in the long term
- Better participation with Indigenous communities
- Stop supporting the idea of A.I.
- Concern that municipality should not be on reserve land
- Using faith community to get people involved.
- Engage with kids at school & make it a take-home assignment & then come to the adults & parents.
- Not only online - multiple ways & give time. i.e. community chalk boards Give the opportunity to learn about it.
- CA's play an integral role in community & civic leadership - very little support for ensuring the success & resiliency of a community
- We should do more to help people to build more personal resiliency into their lives. Early morning programs to promote & teach individual & community resiliency, eg. Recovery college
- Concerns & questions for artificial intelligence in the economy.
- Concerns about non-citizen voting & other impacts that could come from that.

Infrastructure Resilience

Is there another action/initiative that you believe is important for us to consider that would support infrastructure resilience?

- Integrating green infrastructure into regular infrastructure in order to offset the burden. Maybe expropriating green space to do flooding and storm water management should be considered. the City expropriates land for transportation projects, but supporting resilience is just as valuable.
- Improved connection with suburbs like Cochrane, Airdrie, Okotoks is a key. As well as fast public transportation to Edmonton.
- Invest in new transportation models to better connect the city with the region (i.e. hyperloop train). Encourage new ideas and initiatives, such as river surfing beach in downtown, that will attract people from all over the continent, if not worldwide. Think outside of the box, see what's working outside of Canada and copy successful stories. Important factor in all of this is to change certain policies and bylaws that oftentimes block investments due to paradoxical and outdated regulations. It only slows down the progress and those who want to invest give up. You want to be competitive and attractive, not rigorous.
- I don't even know what you're asking. This is so broad where would I even begin? However, on the flip side, it appears that you are only focused on flood? That's really specific. Shouldn't the city be looking at strategic investment in resilient infrastructure as a regular business practice? In all areas? Why the long missive on IWM? Seems you've already made up your mind on the focus area.
- Why does this only focus on water? That business unit already does all of the things that you list here. What new things are you going to do?
- Stop building on freaking flood plains!



- Stop impeding traffic flow!
- Why are sidewalks not maintained? Why is City of Calgary in the way of redevelopment? Why is it taking months to secure building permits?
- Do not accept damage and risk from "simple disasters that can be forecasted. Do not accept risks that are too great to carry even in a 1 in 500 year event (think the down town flood or a 1 in 500 year freeze event) but do accept risks that are low odds and manageable impact but communicate and decide clearly about it (think snowmageddon, flash rains)
- Continue to ensure that new developments by the City are mixed use or flexible to adapt (like Platform). Our roadway/transportation system resilience should include the pathway system.
- city spends tons on building new buildings, new infrastructure but do not budget adequately for maintenance and lifecycle support of same. That must change.
- Public Transport - improve access to and ease of...
- What about transport? How will ppl move to obtain services?
- [links to economic] Phones - availability. Wifi - availability, affordability. Succession planning for ops.
- ask people inside your company for advice
- think everything through very carefully. Stop changing your minds.
- Likes public art but has some concerns regarding process
- beautification of the city is good but would like more
- construction signage. One way. Road closure.
- better signage on roads. Signs not obvious to people who are not from here.
- citizens safety design, safety & infrastructure. CPTED? [Crime Prevention Through Environmental Design]
- Businesses should look to environment for the future. Ie. New ways of recycling plastic bottles
- Access to recreation. Access to Early Childhood Services (affordable, quality, state of the art)
- little bit of taxes should go to small businesses
- how do we creat the taxpayer of the future if we can't afford to get/keep them in school
- 20 years the city has changed. Crime rates going up - scared for daughters safety
- infrastructure is old - needs updating. New schools please. - history is important but so is technology
- Safety concerns regarding infrastructure (stormwater pond drowning)
- More commuter bike lanes please. Cycle tracks
- Transport Network. Hard to get around without a car. Would like to see more cycle lanes.
- We should go more green
- illegal dumping in storm ponds (including computer monitor). Stagnant water smells. Too expensive to take to dump.
- This is a leading question that conflates multiple items in one question and yet allows only one answer. This will not provide you with very clear guidance. These are very frustrating types of questions to answer and I don't feel that they are fair. [DUPLICATE]
- Capital projects should consider future climate scenarios and climate adaptation/disaster risk reduction measures.

- 1) Renewable Energy, there should be a focus on our renewable energy infrastructure.
- 2) Innovation and Infrastructure, investing in new technology and leading design principals (LEEDS, or other green building principals) for city funded buildings and infrastructure (for green line and new recreation facilities come to mind).
- 3) focus on inner city/established area infrastructure improvement and reduce spending on sprawling new communities. Calgary is painfully behind here. Proper active transportation planning combined with appropriate density increases in the established areas needs to have financial priority."
- Stop allowing communities being built in flood plains. 2013 showed how rivers are polluted by homes forced into them, along with anything nearby.
- Homeless shelters.
- We need 1000% increase in cycling infrastructure budget, increase in pedestrian budget and Calgary Transit. Stop building overpasses that run into the 100s of millions. That could transform our inner city for cyclists and pedestrians.
- Ensure that city service are accessible and affordable to all sectors of population. Again people first not technology.
- The infrastructure supports mobility impaired as the population ages.
- Be more realistic about infrastructure costs, especially when considering adding new communities to Calgary. Consider opportunities to remove large infrastructure (highways, freeways) and replace with public amenity. This has been effective in reducing induced vehicular demand elsewhere, while also reducing long-term infrastructure maintenance costs, run-off, emissions and more. Resist building more roads and parking.
- We need a healthy relationship between urban communities and rural communities. It's a good thing that we are limiting the 'urban sprawl'. Too much arable land is being used for urban development, all at a cost to our food supply and farmers' livelihoods. We should have a better relationship with the way our city interacts with land and communities outside our city limits; just because it's outside our limits doesn't mean it doesn't affect us. And it also isn't limited to water use.
- Invest in clean transit and active transportation, which will reduce the amount of pollution in our rivers, lakes and streams from fuel burning vehicles
- We need to work on connecting modes better. An example is not allowing bikes on trains at peak times. When people need to get around we've removed connections. Making it hard to get around without a car these are barriers.
- Calgary needs to support the citizens in reducing their environmental impact and societal impact. Using less water is important, but so is using energy more efficiently. Just maintaining what we have isn't good enough because the way we consume now isn't sustainable.
- Public safety must be assured for those accessing infrastructure such as parks, paths, bike lanes and the LRT. If people do not feel safe they will not use infrastructure.
- a new arena
- Walls provide poor long term flood mitigation because they speed up flow. Zoo wall will devastate Inglewood. Instead plant more trees, allow flooding of certain natural areas and build berms.

- Promote brownfield development and stop new community growth
- Flood mitigation upstream of Calgary, secure dams upstream, better control of flood management upstream, communicating with local families upstream and discussing how this might be managed.
- We must stop designing new developments around cars.
- Make all corporate properties passive (or net zero if passive retrofits are out of reach due to initial design). Saves money long run saves emissions now.
- Need more specific and measurable targets and goals.
- ensure there is inclusivity of design, for example-- ramp access to all businesses so that seniors, parents with strollers, those in wheelchairs or with walking aids etc can access the city using the same walking paths as other people in the city. for example, the newly developing bike paths in Eau Claire should ensure that there is ramp access down to the waterfront seating. A good example would be the small ramps in Bowness. The foothills hospital has a long way to go to make it easily transit accessible to all
- Perhaps we need to reimburse Calgarians who make their properties more flood resilient through permaculture and rain-capturing landscapes.
- Decentralized infrastructure, including off grid homes, reduces and/or eliminates the need to build costly connected infrastructure. Follow the lead of EccoHaven and the Autonomous Sustainable Home (ASH) [personal information removed]. These are the leadership values of the future.
- More permanent → eg. Roads lasting. Don't build on a flood plane → you assume that risk → no basements. Don't necessarily invest in flood protection in the flood plain area. Don't invest in areas of the flood plain or make them easily fixable
- More pay phones
- Maybe more support for community vegetable gardens
- More pay phones around Calgary needed
- Barriers to get housing, addresses that is not the homeless shelter. People need places to list Use unused infrastructure as transition housing. Have phone #s of services posted at telephone booths. People don't know where to go. Make sure there are toll free #s listed. More public spaces that are accessible to those who are homeless. People get kicked out of places. ★★ More transition housing for people who are homeless. More housing for the elderly, especially at risk elderly. Ex. Greyhound station can be repurposed as transition housing - already has kitchen, plumbing, etc.
- Incentive for solar on new and retrofits for buildings.
- Accessibility for all ★
- Accessibility Importance of accessibility in public and private realm.
- CA's expected to fund city infrastructure, deliver service & programs, maintain the lifecycle of infrastructure, all run by volunteers. Lifecycle costs of aging inner infrastructure. CA's - investment Disproportion of p-tax to inner city vs. non-inner city communities. Safety of community programs - outdoor rinks. Citizen campaign to 'save' city infrastructure.
- Responsive transit system - predictable, reliability esp. in cold weather, app to show real time info
- YEG - example winter city (design guidelines) - adaptive infrast. To winter conditions - fosters vibrancy & engage



Resilient Calgary

Stakeholder Report Back: Summary of Input
February 20, 2019

- Question is too broad
- City has done enough for flood mitigation
- How to repurpose space?
- expand the metro lines