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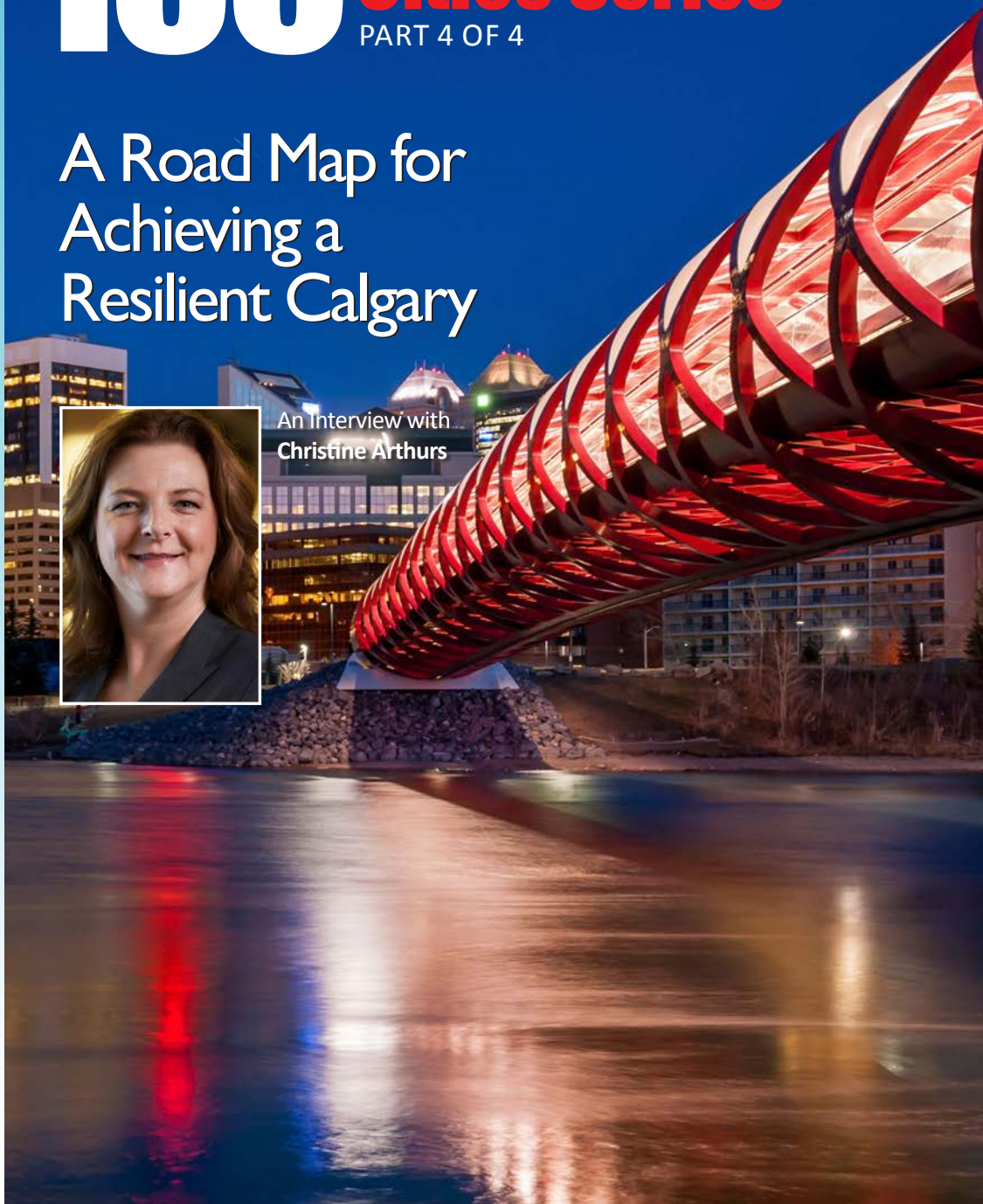
# 100 Resilient Cities Series

PART 4 OF 4

## A Road Map for Achieving a Resilient Calgary



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## Letter From The Editor

### December 2017

*In a few weeks 2017 will come to a close. As we look back on the year, mother nature presented us with many unprecedented events in terms of flooding, hurricanes, and wild fires. The political powers that be have been escalating their threats to one another in terms of nuclear war. As the climate changes organizations and citizens alike are looking for the best cities to call home. All of these events continue to evolve and provide fresh territory for all in the business of Disaster Recovery.*

*Now more than ever, organizations are looking to Disaster recovery professionals to put key plans in place for 2018 to protect, mitigate and ensure business as usual.*

*This is the final issue of the DRIE Digest 2017, and it is also the finale of the four part series on the Canadian cities that are part of the 100 Resilient Cities. The Resiliency Offices across the country have provided us with engaging accounts of how they are weaving resiliency into every aspect of their cities.*

*It is evident that many of the aspects that Disaster Recovery professionals are dealing with were not even on the radar 10 years ago. As technology, climate and global economics evolve, our roles have become acutely more critical to the organizations and cities we support. DRIE Toronto's objective is to share the expertise of industry experts with our members. Key perspectives from the front lines of our industry are so important as we learn from each other.*

*In 2018 I look forward to hearing from both long standing and new members who all have valuable information to contribute to our Symposiums, website, and Digest.*

*I look forward to a wonderful new year, and to hearing from all of you.*

*Merry Christmas and Happy New Year!*

*Vickie*

# A Road Map for Achieving a Resilient Calgary



Interview with  
Christine Arthurs

Written by Vickie Gougoulas

**H**ome to the most head offices per capita in Canada, Calgary leads the country in many infrastructure and service areas. Its economy is historically tied to the oil and gas industry that experiences impressive cyclical economic swings.

In addition to Calgary's economic landscape challenges, Calgary's resilience has also been tested in recent years by natural disasters made for the history books. In 2013 flooding inundated the downtown core and residential neighborhoods along two rivers running through the city. The result: the most expensive natural disaster at that time in Canadian history! In September 2014 unprecedented snow resulted in damage to 50% of the urban tree canopy. Through these stresses and shocks, Calgary is gaining valuable insight to the value of resilience thinking. The City has undertaken a number of actions to address resilience. The City of Calgary was also named part of the 100 Resilient Cities (100RC) – pioneered by the Rockefeller Centre in May 2016.

Christine Arthurs, Deputy Chief Resiliency Officer for Calgary is in the hub of efforts to maximize the resources gained by becoming part of 100RC. She generously agreed to give us an insider's view to how membership in the 100RC will significantly strengthen the current work being done by the City of Calgary to prepare and recover from both stresses and shocks Calgary is likely to face.

## **CALGARY IS IDENTIFYING SIGNIFICANT OPPORTUNITIES FOR RESILIENCE BUILDING. PLEASE SHARE SOME OF THESE OPPORTUNITIES.**

Led by our Chief Resilience Officer, Brad Stevens, the Resilience team is capitalizing on the next four year cycle of The City's budgets and plans that will be approved by Council in 2018. There is a unique opportunity to bake resilience into the current business plans and budget and ensure the needs of citizens are met.

The 100RC processes support our Resilience Office to take stock of resilience perceptions and actions underway. One of the first steps in the program set out by 100RC is an Agenda Setting Workshop, which we held in March of this year. The workshop brought together different stakeholders from across the city and region and helped us learn the top stresses and shocks the participants thought Calgary will face. We also spent some time learning about opportunities for additional resilience efforts. Participants also shared that they felt there were a few groups missing from the conversation. Including youth, seniors and business community representatives. In order to touch base with those groups we held focus groups to help us understand their perspectives.

We are taking all the information that results from the process and rolling it into the formulation of what our resilience strategy will include.

## **WHAT ACTION DO YOU BELIEVE WILL HAVE THE BIGGEST IMPACT IN ENSURING A RESILIENT CALGARY?**

First, is the opportunity we have been given by being part of the 100RC network. The network includes a generous platform that we can leverage to have dialogue with our peers and our community. In this way, we collectively define our resilience strategy. The platform also allows us to have conversations with our peers from around the world who are working through similar processes, issues and topics as we are.

Second, we are intentionally building from the lessons our recent stresses and shocks have offered us over the last few years.

## **HOW ARE CORPORATE PARTNERS INVOLVED IN ENSURING THE OUTCOME OF A MORE RESILIENT CALGARY**

We learned during the flood it is important to have relationships in place, before a significant stress builds or a shock occurs. We have these relationships with Corporate Calgary and are using them to discuss resilience and what we can address together. As it is still early days, we continue to nurture these relationships with the many sectors of the education, business, and not for profit communities.

During our Agenda Setting Workshop in March, we were fortunate to have more than 200 participants join us for the resilience kick off. The workshop included participants





from civic and community organizations, business and foundations, academic institutions, and government agencies, in a unique opportunity to identify, prioritize and plan to address the critical social, environmental and economic stresses and potential shocks facing Calgary. This was a way to bring together a group of people from all areas to talk about resilience and how it will affect them, the community, and Calgary as a whole. These conversations are evolving and maturing as we build and implement our resilience strategy.

The feedback from the Agenda Setting Workshop was collated and [this report](#) was created.

**THE CALGARY FLOOD WAS A SIGNIFICANT CRISIS IN THE LAST COUPLE OF YEARS. WITH THE CLIMATE CONSTANTLY CHANGING, HOW WILL YOU TACKLE RESILIENCE IN ALL AREAS, GIVEN THAT THERE IS THE POTENTIAL FOR CONTINUED WEATHER EVENTS?**

Calgarians have a saying: “If you don’t like the weather in Calgary, wait five minutes.” Calgarians are resilient, through all the different stresses and shocks we have experienced we have always banded together as a community and worked towards finding solutions that will help us move forward.

We are very blessed that we have several initiatives underway:

- 1) We have a multi disciplinary team working on understanding how to adapt to and mitigate for future weather events.
- 2) Our City is considering the whole water cycle, including supply and demand. The importance of water and managing this precious resource remains a key resilience focus.
- 3) Our Calgary Emergency Management Agency is a mature team whose focus includes preparing for and responding to severe weather events.

Our partnership with 100RC seeks to focus and elevate these bodies of work, strengthening and streamlining approaches to address the various stresses and shocks facing Calgary. A lesson learned from the flood recovery has always been: “How can we provide the best municipal service to our citizens?”. Our citizens are at the core of our resilience work, so that we as a municipality can continue to provide the services to our citizens.

**WHAT IS THE PLAN FOR A RESILIENT CALGARY AFTER THE 2 YEAR ROCKEFELLER INITIATIVE?**

Resilience is not a new idea to Calgary. We continue to encourage resilience thinking and actions to be integrated into our culture at The City. We are keen to qualify the value of the resilience dividend for Calgary. We are very grateful for the opportunity to work with the 100RC network, where we can learn from them and where we can share our expertise too.



**WHAT HAS BEEN THE GREATEST BENEFIT OF WORKING WITH THE OTHER CITIES THAT ARE PART OF THE 100RC?**

Municipalities currently hold many responsibilities and as urban populations grow, we share many similar challenges and opportunities. The 100RC network permits rapid, expedient and encouraging support among cities as we address these challenges.

We have instant access to Chief Resilience Officers, and can learn the tactics that they have already tried. Early in our membership, we were introduced to Grant Ervin, the CRO for Pittsburgh, Pennsylvania. Pittsburgh has gone through a similar economic challenge to Calgary. The 100RC supported Grant joining us in Calgary for an Economic Summit that we held here in March. He was able to share Pittsburgh’s experience and their challenges, and the processes and strategies that they used. We have been able to access these learnings and try to adapt them in the Calgary context.

We are also connected to other Canadian cities participating in the 100RC network – Vancouver, Toronto and Montreal. This membership recognises and supports our outstanding efforts to ensure greater resiliency to future social, economic and physical challenges. It also gives us the opportunity to become a Canadian leader in resilience planning and to share our practices and knowledge across the country.



## WHAT DOES RESILIENCE MEAN TO CALGARY?

Our greatest strength in Calgary is our community spirit. Calgarians have banded together over generations and we will continue to do so. Our resilience work is about the people of our community. It is about the people who have come before us and shown us the way; its about the people who we work with and for everyday, and it is about ensuring that there will still be a resilient place called Calgary in the future

**Imagine Calgary** is our 100 year vision for the City: “A great city to make a living, a great place to make a life”. This is the vision we aim to achieve in establishing a resilient Calgary.

Calgary is capitalizing on its membership with 100RC to develop a resilience strategy fuelled by lessons learned from their own experiences and from the greatest cities the world over. Calgary’s strategy will translate into resilience on many levels. Among the objectives it hopes to achieve: insulating its economy from shocks caused by fluctuating oil prices and more robust responses to natural disasters, like the flooding of recent years. Through the 100RC Network, Calgary is learning from other cities and employing this opportunity to elevate their great city on the world stage.

*A warm thank you to Christine Arthurs for this interview.* Christine (Chris) brings 21 years of experience across many business units and departments at The City of Calgary. As the Director of Resilience & Infrastructure Calgary, and Deputy Chief Resilience Officer Chris envisions the delivery of a long-term investment and value strategy for a resilient Calgary. Previous to her current role, Chris was the Chief of Staff in the City Manager’s Office and contributed solution based approaches to very dynamic and complex issues. After the 2013 Flood, Chris was the Director of Recovery Operations and she continues to oversee ongoing flood recovery activities four years later. Her career experiences also include leadership and collaboration in land use planning, departmental business plans and budgets, development and delivery of emergency management systems and community recovery from disaster events. Resilience is a value system for Chris that guides her personal and professional paths. ■



# CONGRATULATIONS

## Graeme Jannaway Hon FBCI



The Digest would like to celebrate the welcome addition to the ranks of Canadian Fellows of the Business Continuity Institute one of the legends of business continuity in Canada – Graeme Jannaway. Well known to the DRIE community as a long-time member and past President, for his involvement in DRI Canada and through his international standing as an expert in BCM standards, Graeme was awarded the Honorary FBCI designation in recognition of his significant contributions to the profession for over 30 years. He accepted his award in person in London at the BCI World Gala Dinner on November 7th. Congratulations Graeme!

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makes *all* the difference...



[www.drie.org](http://www.drie.org)



*You are invited to attend...*

# 2017 DRIE TORONTO Symposium AGM & Reception

**Tuesday, December 12, 2017**

Manulife Building - Main Floor Conference Room  
200 Bloor Street East, Toronto

Join us for our symposium, Annual General Meeting, and annual holiday reception!

Symposium Time: Noon to approximately 3:30 PM  
Reception: 3:30 PM to approximately 7:00 PM

## **Our featured speaker will be Elliott Cappell**

Elliott is the Chief Resilience Officer for the City of Toronto. In this role he is leading the development of Toronto's Resilience Strategy and the City's participation in the global 100 Resilient Cities network. Elliott will review the purpose, objectives and accomplishments so far of his new role.

We'll also be holding our Annual General Meeting, and possibly elections for vacant director positions.

Additionally, we'll be holding our annual holiday reception, **once again generously sponsored by Sungard Availability Services at the Bishop and Belcher - 175 Bloor Street East**, across Bloor Street from Manulife. It's the same location as last year and it was a great time! Please register early for this reception as space is limited.

[CLICK HERE TO REGISTER](#)

# Business Continuity



By Vito Mangiliardi

**Does your business continuity planning need help?**

**Does it detail what to do if something goes wrong?**

**How would it effect business?**

**What could be done to continue or resume the business?**

In the late eighties, cell phones were expensive, service was limited to urban centres and they were deemed to be only for the rich and famous. The fax machine was the primary way to send information electronically from one place to another. Today is a very different time and technology has exploded with many more options. Most organizations rely on technology, which can contribute to success, or failure.

Each year organizations in all sectors, regardless of size, lose revenue, customers, and market share due to all types of failure, or events caused by human or technical error, cyber breaches or natural disasters. Business losses are preventable and can be mitigated with proactive planning. The following are some essential elements to consider in planning to safeguard your business.

**EXECUTIVE SPONSOR:** Ensure your Business Continuity program has an executive (VP or higher) sponsor, who understands security, risk and the business impact if services are not delivered, or if your product does not get off the loading dock. BCP programs protect the bottom line. Business continuity needs to be regarded as an opportunity and a competitive edge. The Executive Sponsor can also help align business continuity with current and future market needs, resource allocation, funding, and risk tolerance for business disruptions in boardroom discussions.

**QUALIFIED STAFF (PROGRAM LEADERSHIP AND OPERATIONAL PLANNING):** Ideally, appoint a program manager to oversee the planning process, including development and implementation of continuity capabilities. He or she should have a good general knowledge of the organization's business, including its workflow, processes, and infrastructure. Not all the work can be completed by one manager assigned to the program, so it is important to have other departmental subject matter experts (SME's) involved. They can dedicate time as part of their regular duties to create the response and recovery plans needed for their department. Adoption of an established methodology, such as provided by the Business Continuity Institute



(BCI) or Disaster Recovery Institute (DRI), will add credibility to the delivery of your program both internally, and with all external stakeholders.

**USER-FRIENDLY BCP METHODOLOGY:** Proactive planning reduces impact and speeds up recovery from all kinds of threats, disruptive events or disasters. BCP safeguards an organization's business interests through



a process which identifies potential risks and impact and identifies appropriate mitigation. The most basic and dependable business continuity methodology generally will include:

- Business Impact Analysis looks at business processes and the relative criticality and impact over time if unavailable; also, the IT systems needed to support the critical business processes

- Risk Assessment examines the vulnerability of the elements supporting the business processes and evaluates them from both a probability and severity perspective.
- Developing strategies for business continuity helps identify workable approaches to manage and mitigate risk and keep business running at least at a minimum predetermined service level.
- Creating business continuity plans documents arrangements, tasks, actions, procedures.
- Exercising (testing) the plan validates the effectiveness of procedures to ensure it delivers the required service level specified.



Building Organizational Resiliency Culture: Business continuity programs are not one-size-fits-all. Organizational culture starts from the top down, thus the importance of having an Executive Sponsor. Business continuity means different things to different people. The type of business continuity program you deploy in your organization and how you engage the internal, cross-functional stakeholders to deliver it successfully, will set the stage. Integrating the mindset of the various business unit leaders and their expectations for business continuity is essential for the kind of planning behaviour that builds resiliency in any organization. While you cannot predict every emergency, you can plan for one by having a framework in place and achieving resilience by design. ■

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