



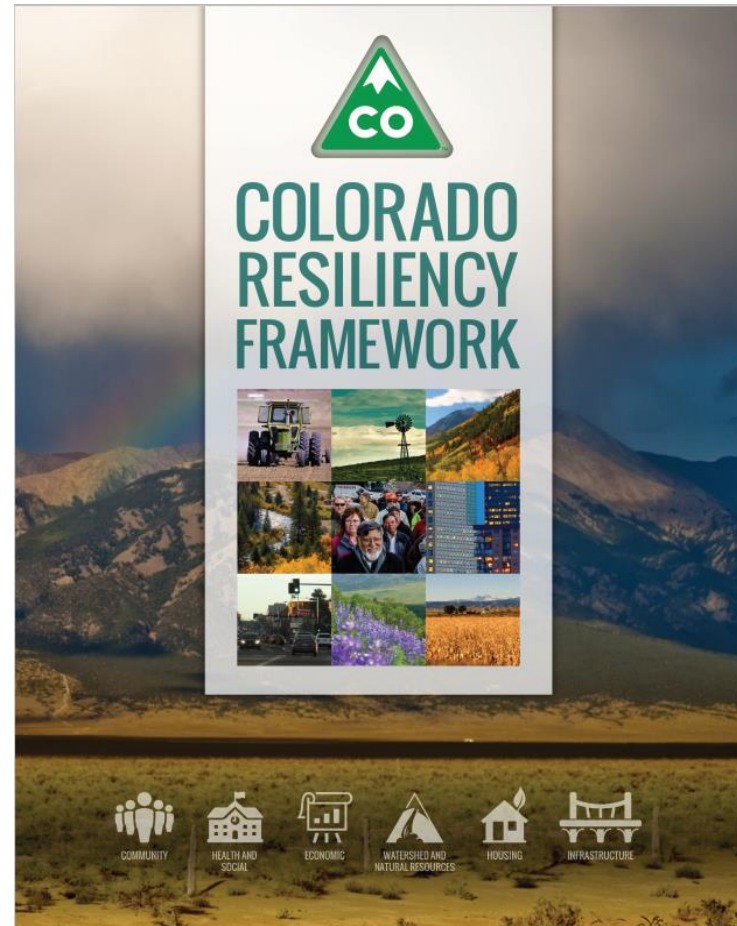
COLORADO
Resiliency Office
Department of Local Affairs

Resilience Planning for Uncertain Futures

CRO's Role

Designated State lead for resilience.

- Operate the State's resiliency and community recovery program
- Provide State and local technical assistance to implement resiliency planning.
- Build resiliency into State investments and grants programs
- Support long-term recovery efforts after a disaster



COLORADO
Department of Local Affairs

Resiliency Definition

Resiliency is the ability of communities to rebound and positively adapt to or thrive amidst changing conditions or challenges—including disasters and changes in climate—and maintain quality of life, healthy growth, economic vitality, durable systems and conservation of resources for present and future generations.



What's in a buzzword?





What makes this type of planning different?

- Addresses community shocks and stresses
- Rapid!
- Action-oriented
- Takes a systems perspective
- Iterative and living documents

The Resilience Frameworks Taking the World by Storm!







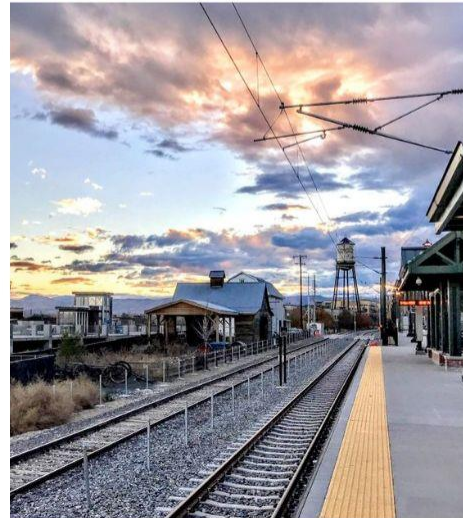
Our Team

Show Us the Places You Love in Arvada



We want to know the places where you love to hang out. That will help us put resources towards generating more of these places throughout the community.

PLACES WE LOVE





City Council Strategic Plan 2020 - 2025



We Dream Big and Deliver

Draft 8-12-2019

Organizational and Service Effectiveness

[SR1] By 12/20 implement a comprehensive City communications and engagement strategy	[M1A] By 01/20 complete the overarching communications and engagement strategy			
[SR2] By 12/21 develop and implement a Smart City framework within FOCUS to identify current Smart City technology opportunities within all work system performance measures	[M2A] By 06/20 identify all performance measures with a potential smart city component and create a city-wide inventory			
[SR3] By 12/21 implement an organizational performance excellence framework as evidenced by obtaining a Malcolm Baldrige National Quality site visit	[M3A] By 12/21 Achieve Denver Post Top Workplace designation	[M3B] Prepare and present a balanced biennial budget and 10-year financial plan	[M3C] Maintain a "AA" or better bond rating on an annual basis	[M3D] Annually enhance Arvada University programming to support workforce growth and development
[SR4] By 12/23 a minimum of 4.5 out of 5 on the Five Star Community rating to demonstrate the City is meeting community needs and expectations identified in the Community Survey results	[M4A] By 12/20 identify all lower-rated items in the 2019 Community Survey and develop an action plan to address them	[M4B] By 12/21 launch an annual Arvada Community Survey		
[SR5] By 12/23 launch a citywide resilience collaborative sharing resources, building partnerships and ensuring community ownership of meeting identified resilience targets	[M5A] By 12/20 develop a municipal resilience strategy to prepare and adapt for the urgent threat of changing environment and resources			

The Process

How was Arvada's Resilience Strategy developed?

Visioning; Identification
of Shocks & Stresses;
Analysis of Existing
Work (June 2019)

**Resilience
Framework
Workshop**

**Resilience Team
Strategy
Development**

Rapid Strategy Ideation;
Strategy Prioritization
(July - August 2019)

Definitions of Success;
Rapid Action Ideation;
Action Prioritization
(September 2019)

**Action Plan
Workshops**

Integration

Plan Document
Development; Goal
Setting; Strategy for
Capturing Broader Staff
Experience (Oct 2019)

The background of the slide is a solid blue sky. At the bottom, there is a layer of white, fluffy clouds. A semi-transparent dark blue rectangular box is centered in the upper half of the image, containing white text.

Vision: We are a connected and inclusive community. When faced with uncertain environmental and social challenges we are empowered, proactive, and resourceful in creating balanced, dynamic solutions.

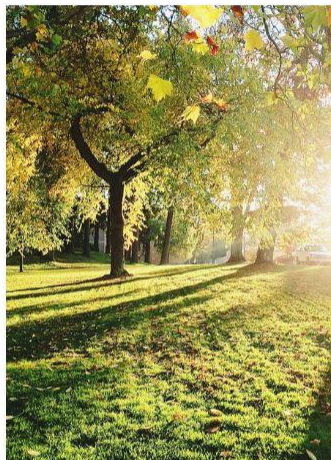
What are Arvada's key resilience challenges?



We are less prepared than our peer cities to embrace emerging opportunities and face challenges associated with changing demographics.



Natural hazard events, emerging environmental threats, and their prolonged effects will become more frequent and more extreme due to climate change.



The use of short-term solutions to address long-term infrastructure decline threatens the safety and connectivity of our community.



Current and persistent patterns of economic and social stratification in our city threaten the long-term economic vitality of our community.



As our community diversifies, the ability of all of our community members to prepared for and withstand change will depend on deepening meaningful social connections and trust.

Arvada's Resilience Strategies

What does success look like?



Strategy #1: Increase community trust and inclusion.

We measure high levels of participation in local decision making across all demographics.

We support a diverse and inclusive workforce.

Our community members understand how local government works and feel empowered as participants.



Strategy #2: Embrace change and evolve with growth. Lean forward!

We positively frame “change” and leverage interest-based problem solving techniques.

Our organization makes bold decisions in the face of uncertainty.

We honor the past in our futuristic projects.



Strategy #3: Empower whole-community advocates for our environment and resources.

A cross-work system team identifies and prioritizes environmental impacts during decision making.

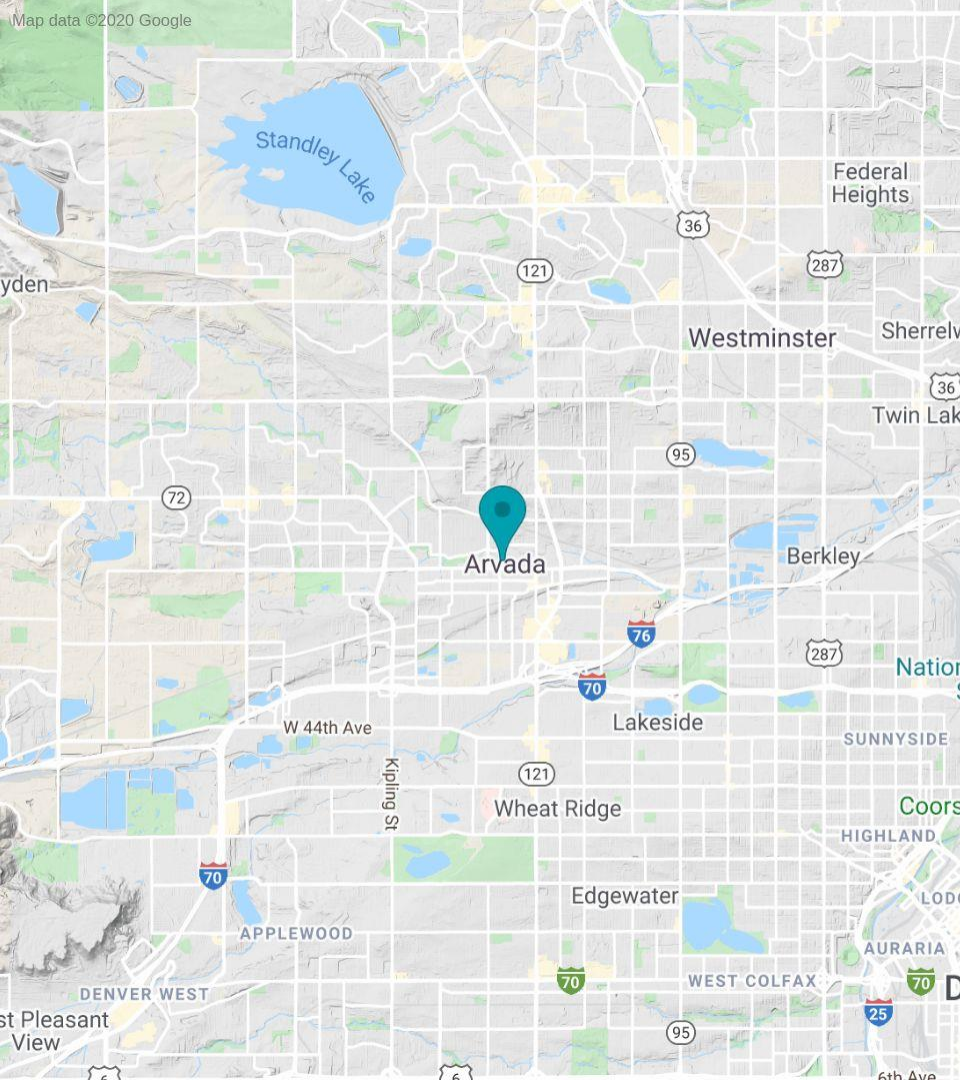
Community members advocate and share responsibility for our environment and natural resources.

We intentionally integrate our green and gray infrastructure.

A Focus on Alignment

	Strategy #1	Strategy #2	Strategy #3
Community and Economic Development	✓	✓	
Infrastructure		✓	✓
Vibrant Communities and Neighborhoods	✓		✓
Safe Communities	✓		✓
Organizational and Service Effectiveness	✓	✓	

UNCERTAINTY = REALITY



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CITY OF DURANGO

RESILIENCE FRAMEWORK

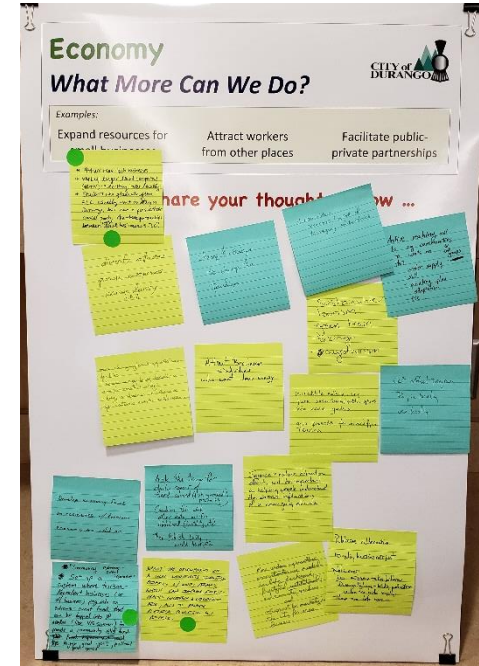
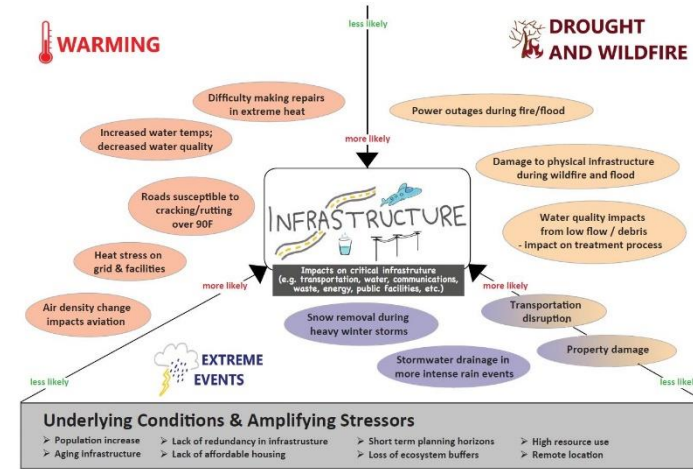
December 2019



Resilience in Durango

➤ NLC Leadership in Community Resilience

- Staff training “Climate Change 101”
- Public climate resilience event



Resilience in Durango

- NLC Leadership in Community Resilience
 - Staff training “Climate Change 101”
 - Public climate resilience event
- Hazards Game



Resilience in Durango

- NLC Leadership in Community Resilience
 - Staff training “Climate Change 101”
 - Public climate resilience event
- Hazards Game
- 416 Fire and Community Events



Photo: US Forest Service - <https://inciweb.nwcg.gov/incident/photographs/5822>



Photo: Jerry McBride/Durango Herald file

YOU ARE
INVITED TO
LOCAL FIRST'S
2ND ANNUAL



MEMBER MEETING

BOUNCING BACK FROM THE 416 FIRE:
BUILDING A STRONG AND DIVERSIFIED ECONOMY



CLIMATE CHANGE SOLUTIONS:

INSPIRATION FROM LEADERS IN CLIMATE SCIENCE AND ACTION

FEATURING SHORT, POWERFUL TALKS BY:

DR. KATHARINE HAYHOE, KARIN KIRK, DR. TRAVIS RIEDER,
AND THE OFFICE OF COLORADO SENATOR MICHAEL BENNET

PURCHASE TICKETS AT DURANCOCONCERTS.COM
OR CALL 970.247.7657

* **TUESDAY
10.30.18**

DOORS OPEN AT 12:00PM
EVENT STARTS AT 12:30PM

DOORS OPEN AT 5:30PM
EVENT STARTS AT 6:30PM

THE **COMMUNITY
CONCERT HALL**
AT FORT LEWIS COLLEGE

RECREATION & RESILIENCE AFTER THE 416

Monday, October 22 | 5:00 pm - 8:30 pm | Powerhouse Science Center

*We hope you'll join us for an evening dedicated to
forest, watershed and community resilience!*

Beer + Food + Friends
+ Showing of PBS's
America's Forests +
Fundraiser + Keynote by
Luis Benitez, Director



12TH ANNUAL ECONOMIC SUMMIT OCTOBER 24, 2018

Versatility: The Real Competitive Advantage



La Plata County
Economic Development
ALLIANCE
Pioneer Spirit. Business Smart.

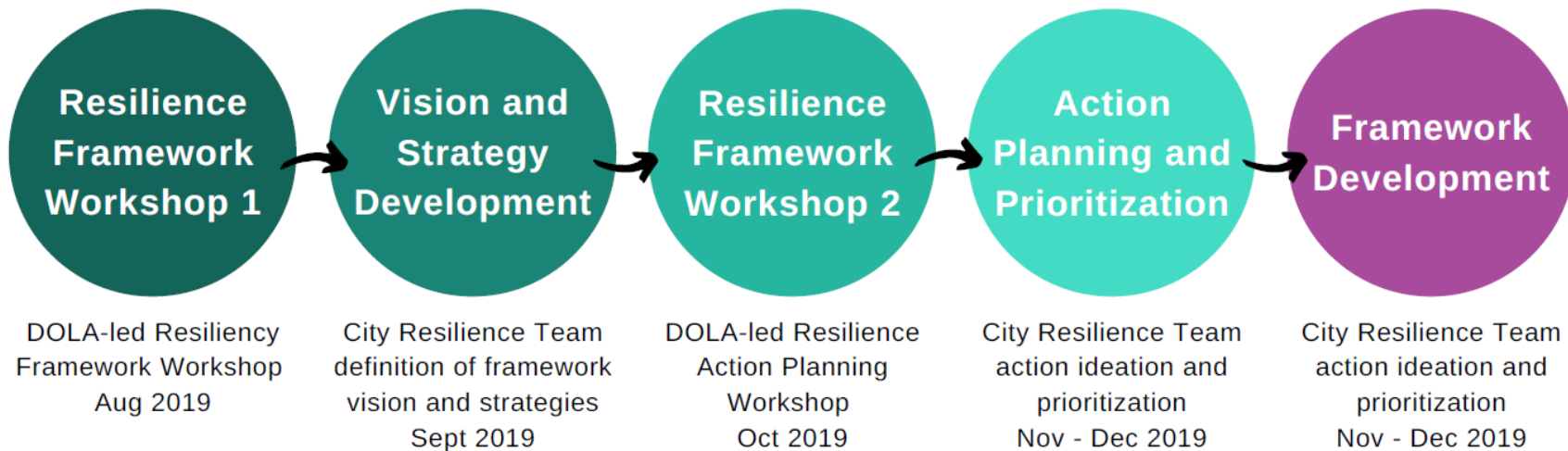


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DEPARTMENT OF LOCAL AFFAIRS
COLORADO RESILIENCY OFFICE

The Process

How was Durango's Resilience Framework developed?





VISION

The City of Durango strives to cultivate and serve a community that is ***equitable, collaborative, connected, responsive*** and ***adaptive*** in the face of change

What are Durango's key resilience challenges?



UNPREDICTABLE FUNDING SOURCES

The City of Durango is vulnerable to short- and long- term shifts in funding that impact it's ability to provide key community services and plan for future uncertainty



AGING INFRASTRUCTURE

Much of Durango's critical infrastructure is deteriorating as it reaches end-of-life or is insufficient to serve the dynamic needs of a growing population



WATER QUALITY

Durango is susceptible to short- and long-term water quality impacts due to a lack of diversity in supply, lack of long-term drinking water storage and its regional geographical and geological context



CLIMATE CHANGE AND DROUGHT

Durango's climate is changing and past conditions are no longer an accurate predictor of the future

STRATEGY 1: INNOVATIVE, NIMBLE AND OPEN

Be open and responsive to diverse perspectives and new ways of thinking. Build flexibility into City Operations and processes.

STRATEGY 2: ACTIVE STRATEGIC INVESTMENT

Actively invest in community infrastructure, places and people for the future. Perform preventative maintenance and build redundancy into City operations and systems.

STRATEGY 3: INFORMED, EMPOWERED AND COLLABORATIVE COMMUNITY

Foster effective and inclusive communication that empowers all residents to collaborate with each other, and with the City, to create a more cohesive and adaptive community.

STRATEGY 3: PREPARED

Prepare all segments of the community for uncertainty and disruption.

	Resilience Actions	Resilience Challenge Areas	Funding Needs
Strategy 1	Innovative, Nimble and Open		
Action 1.1	Develop a mobile town hall engagement hub	Indirect: Unpredictable Funding Sources	Operations / Capital funding TBD
Action 1.2	Host speed up-dating events	Indirect: Unpredictable Funding Sources	Limited or no funding required. Possible Core Team initiative
Action 1.3	Build option space into programs, projects and processes	Indirect: Unpredictable Funding sources, Aging Infrastructure, Water Quality, Climate Change and Drought	Limited or no funding required for checklist development
Strategy 2	Active, Strategic Investment		
Action 2.1	Cultivate community Resilience Hubs	Direct: Climate Change and Drought Indirect: Aging Infrastructure	Funding TBD dependent on needs for Resilience Hub. Possible grants through DOLA REDI / USDN / Gates Foundation
Action 2.2	Invest in our people by creating and communicating opportunities for employees	Direct: Climate Change and Drought Indirect: Aging Infrastructure	Existing funding for Leadership Academy. 2021 budget for additional leadership opportunities. No cost communications.
Action 2.3	Develop and use project calculators to estimate life-cycle cost	Direct: Unpredictable Funding Sources Indirect: Water Quality, Climate Change and Drought	TBD dependent on internal capacity to develop calculators. Possible grant funds / technical assistance available.

	Resilience Actions	Resilience Challenge Areas	Funding Needs
Strategy 3	Informed, Empowered and Collaborative Community		
Action 3.1	Make it a party! Create opportunities for engagement that are fun and accessible to all	Indirect: Unpredictable Funding Sources	Limited funding to implement innovative engagement approaches
Action 3.2	Rethink existing online outreach tools and explore new options to ensure they work for the whole community	Indirect: Unpredictable Funding Sources	TBD dependent on outreach tools selected. Potential to improve use of existing tools
Action 3.3	Develop a guide to set transparent expectations for engagement	Indirect: Unpredictable Funding sources	Limited funds or no additional funding for development of guide. Possible Core Team initiative. Budget funds for 2021 training.
Strategy 4	Prepared		
Action 4.1	Neighborhood-based adaptation initiatives	Direct: Climate Change and Drought, Water Quality Indirect: Unpredictable Funding Sources	Funding TBD based on approach taken. Could include software, marketing and incentives for participation
Action 4.2	Expand internal training on Continuity of Operations Plans (COOPs) and Incident Command Systems (ICS)	Indirect: Climate Change and Drought, Water Quality	Possible limited funding for training sessions. Funding for external FEMA ICS training for critical staff in 2021
Action 4.3	Future-proof city facilities using a combination of established best-practice and innovative methods	Direct: Unpredictable Funding Sources, Climate Change and Drought, Aging Infrastructure	No funding to integrate future scenario planning into operations. Funding TBD for best-practice and innovative solutions.

ACTION 2.1

CULTIVATE COMMUNITY RESILIENCE HUBS



Durango Public Library

HOW

Look for opportunities to create Resilience Hubs at City facilities, including the Durango Public Library.

POSSIBLE PARTNERS

Urban Sustainability Directors Network, Durango Public Library, La Plata County, LPEA, San Juan Basin Public Health.

TIME FRAME

Evaluate needs for Durango Public Library to become a designated Community Resilience Hub.

MEASURE OF SUCCESS

Evaluation of needs and identification of funding/timeline for to establish a Community Resilience Hub.

ALIGNMENT / CO-BENEFITS

Resilience Framework Strategy 3: Informed, Empowered, Collaborative Community and Strategy 4: Prepared

SPOTLIGHT

The Urban Sustainability Directors Network has created guidance on the creation of Resilience Hubs to (1) support residents and (2) coordinate resource distribution and services before, during or after a natural hazard event. Resilience Hubs leverage established, trusted and community-managed facilities that are used year-round as neighborhood centers for community-building activities.

Sustainability Plan Update 2020

ACTION 1.1

DEVELOP A MOBILE TOWN HALL ENGAGEMENT HUB



Mobile Town Square in Cricklewood, UK
Created by Spacemakers, Dezeen.com

ACTION 3.1

MAKE IT A PARTY! CREATE OPPORTUNITIES FOR ENGAGEMENT THAT ARE FUN AND ACCESSIBLE TO ALL



ACTION 3.2

RETHINK EXISTING ONLINE OUTREACH TOOLS AND EXPLORE NEW OPTIONS TO ENSURE THEY WORK FOR THE WHOLE COMMUNITY



ACTION 3.3

DEVELOP A GUIDE TO SET TRANSPARENT EXPECTATIONS FOR ENGAGEMENT



SAP Outreach Strategy

Resilience Framework Implementation

