



Canadian Water Network's 
Canadian Municipal Water Consortium

Virtual CLG Meeting – Day 2
Tuesday, October 27, 2020



Virtual Trilogy

Session 1

Regroup



Key trends



Key themes



Launch

Session 2

Resiliency



Total utility
management



Looking ahead

Session 3

Organizational
resilience






Open discussion




Wrap up

Resilience

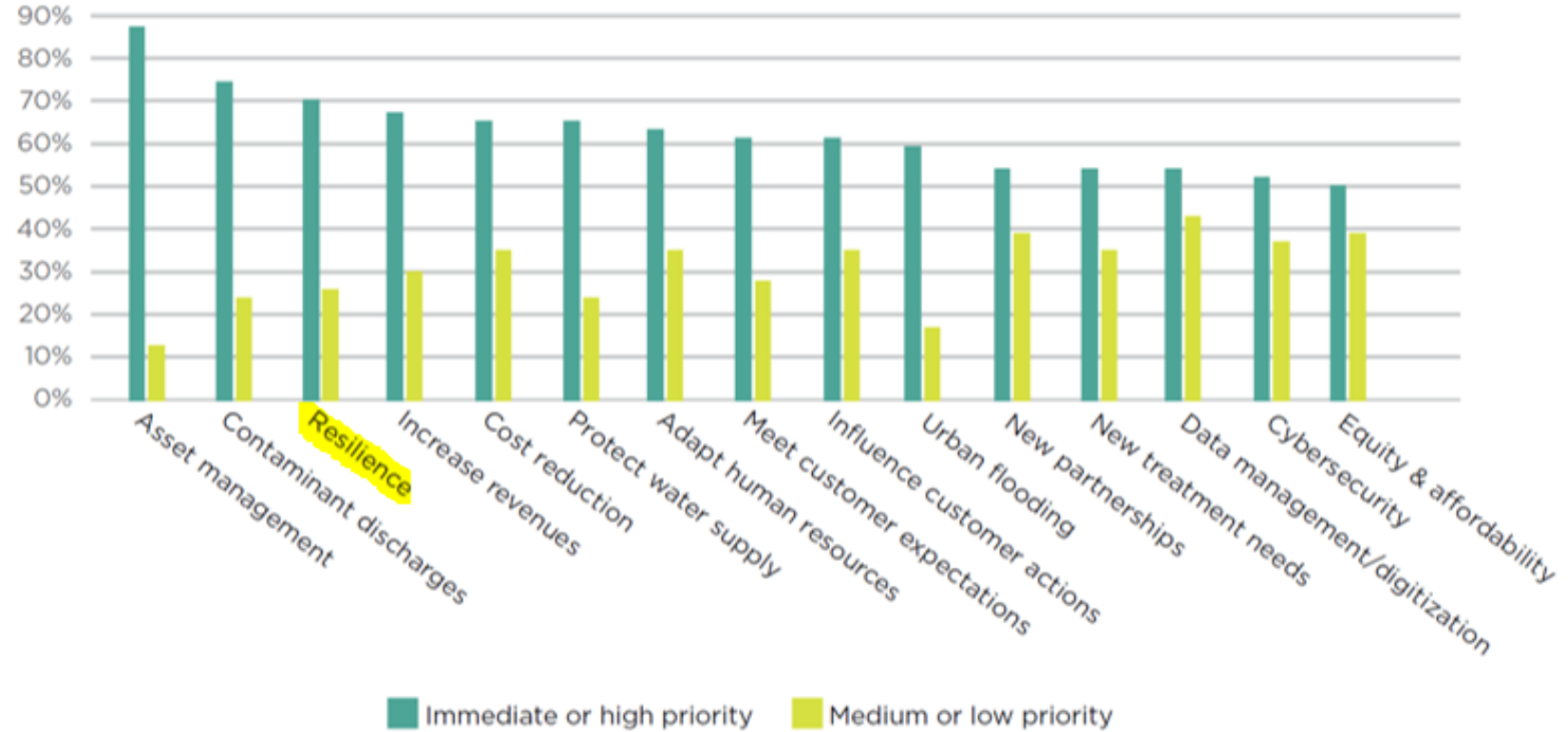
CONFIDENTIAL

Canada's Municipal Water Sector
Key Trends, Needs, Leading Practices and Innovations



© 2019, Federation of Canadian Municipalities. All Rights Reserved.

This report was developed by Canadian Water Network (CWN) on behalf of the Green Municipal Fund, which is delivered by the Federation of Canadian Municipalities (FCM) and funded by the Government of Canada. CWN has reproduced this report with FCM's permission. While use of this report has been authorized, FCM provides no representations, warranties or guarantees of any kind and takes no responsibility arising in any way from any and all use and reliance on the information contained in this report.



Utility Resilience

- Key components of resilience
 - Uncertainty and risk management
 - Vulnerability assessments
 - Cross-sector and government coordination



Resilience

Traditional definition

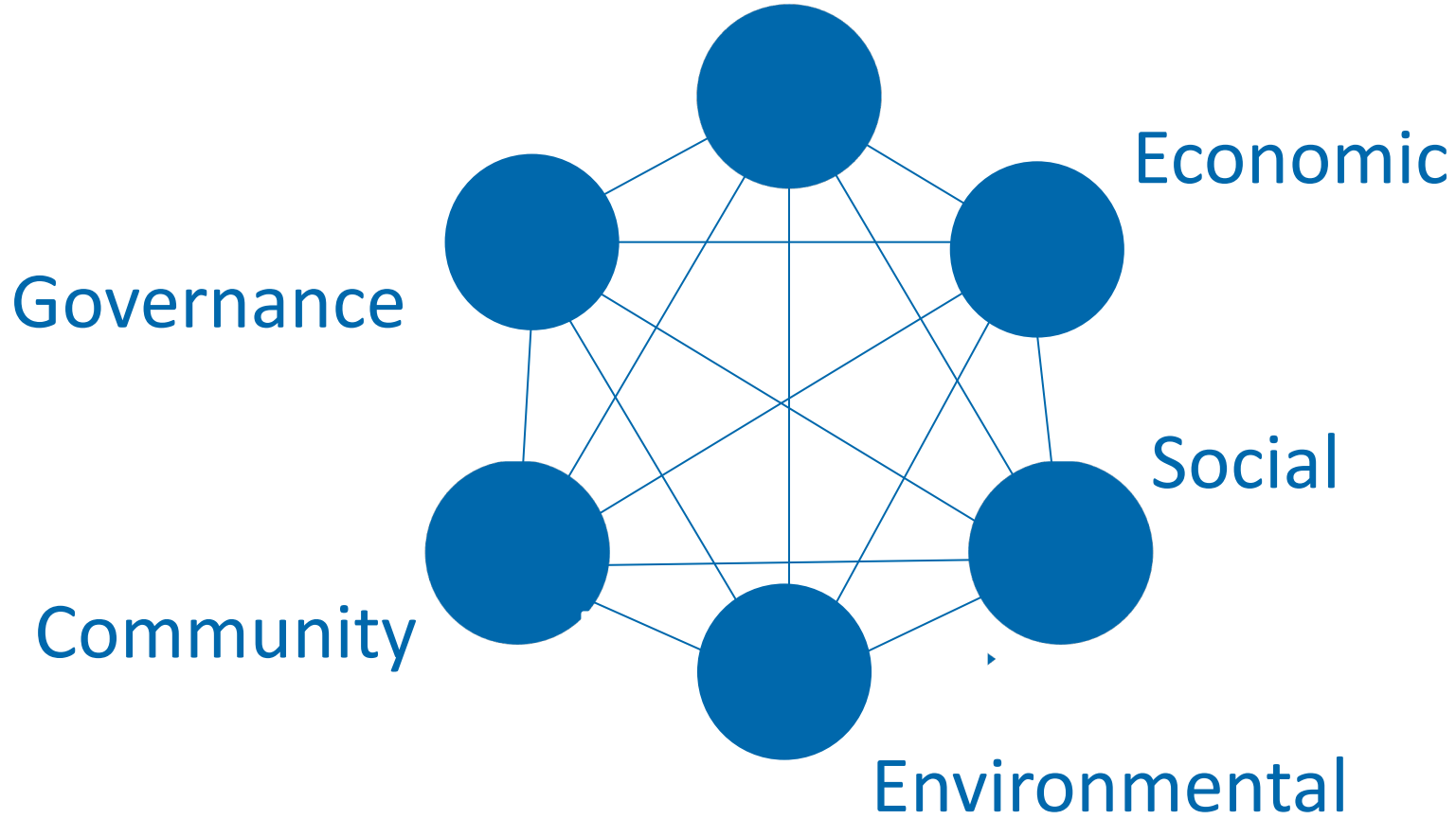
- The ability of a system to absorb, adapt to and rapidly recover from a disruptive event

Stockholm Resilience Centre

- Resilience is the capacity of a system to deal with change **and continue to develop**. It is about how humans and nature can use shocks and disturbances, like a financial crisis or climate change, to spur renewal and innovative thinking.

Resilience

Infrastructure



Resilience and total utility management

Calgary



John Kotter's Dual Operating model



Utility profile – Yorkshire Water, UK



FINANCIAL CAPITAL

Our financial health and efficiency.



HUMAN CAPITAL

Our workforce's capabilities and wellbeing.



MANUFACTURED CAPITAL

Our pipes, treatment works, offices and IT.



INTELLECTUAL CAPITAL

Our knowledge and processes.



NATURAL CAPITAL

The materials and services we rely on from the environment, especially water.



SOCIAL CAPITAL

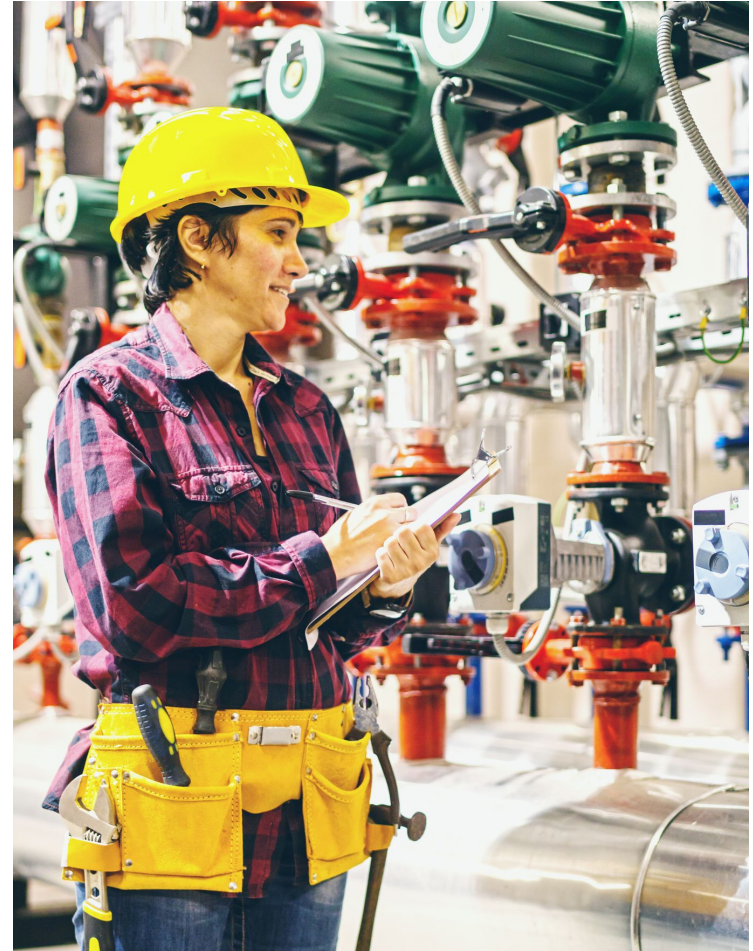
Our relationships and customers' trust in us.

“Sustainability Accounting”

Source: https://www.yorkshirewater.com/media/1766/yorkshire_water_dmf_website_case_study.pdf

People – human capital

- People, knowledge, skills, wellbeing, health, intellect, collaboration, trust
- Intangible asset
- Retirements and aging workforce
- New competencies required



Financial capital

- Asset management
- Reduce operating costs
- Improve revenue generation
- Account for broader costs – natural capital, resiliency to climate change, affordability and equity



Affordability and equity – social capital

- Increase knowledge of the customer
- Rate structures that best support and transfer costs proportionately across incomes and customer categories
- Community connections / partners (e.g. United Way's Utility assistance program)



Summary

Resilience

- Infrastructure
- Economy
- Social
- Environmental
- Community
- Governance

Yorkshire Water's Six Capitals

- Financial capital
- Manufactured capital
- Natural capital
- Human capital
- Intellectual capital
- Social capital

Breakouts

Building resilience in an organization requires connecting the dots.

Drawing on your experience or examples from elsewhere, what are some examples that enabled connections among the 'capitals' that helped to build resilience in your organization?

Breakouts

Wrap up & Networking

Looking ahead to tomorrow

Dr. Andrea Bonime-Blanc

“Gloom to Boom: How Leaders Transform Risk into Resilience and Value”

- Eight elements of Organizational Resilience



