

Better Every Day



THE CHIEF ADMINISTRATIVE OFFICER'S QUARTERLY REPORT ISSUE 9

THE MENTAL HEALTH ISSUE

Better Every Day is a publication of The City of Calgary—we're Calgarians serving the city we live in, the city we love, making life better every day.

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Located on the ancestral and traditional territories of the people of the Treaty 7 region in Southern Alberta, and homeland to the Métis Nation Battle River Territory (District 5 and 6), we are situated on land where the Bow and Elbow Rivers meet. The traditional names for this place we know as Calgary are *Moh-kins-tsis* (Blackfoot), *Wicispa Oyade* (Stoney Nakoda), *Otos-kwunee* (Métis) and *Guts-ists-i* (Tsuut'ina)

CALGARY INCORPORATED
AS A TOWN IN **1884**

POPULATION ESTIMATE 2022:
1,343,500

Lowest cost of living
of Canadian cities.

MERCER, 2023

Seventh most liveable
city in the world.

THE ECONOMIST INTELLIGENCE UNIT, 2023

Friendliest city
in the world. CONDÉ NAST 2023
READERS CHOICE
AWARDS

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

As the number of daylight hours disappear during winter, many residents of the northern hemisphere can feel a bit more blue. No matter our age, race, gender, or income, we can all experience stress and challenges to our mental health. We all have stories to share about mental health, stories borne from personal experience, or through loved ones. We know that resiliency, a sense of belonging, and the power of connection influence not only our individual lives but also the vitality of our entire community. Our hope is every Calgarian can reach their potential and have the support to deal with the average stresses that life inevitably brings.

The City is committed to helping Calgarians who are confronting mental health challenges to make the critical connections they need – to one another and to our community of excellent partner organizations. Central to the development and implementation of the [Calgary Mental Health and Addiction Community Strategy and Action Plan](#) lies a vision of helping Calgarians live well, creating hope, improving quality of life, and strengthening support for people, families, and communities living with mental health issues and addictions. Working together with community-based and grass-roots organizations we can more effectively address the needs of Calgarians within the familiar surroundings of their homes, schools, workplaces, and community, and transform how to respond to people and families in crisis.

It is important we build a community where people can talk about their mental health and can ask for help when they need it. While one in five Calgarians will experience a mental health issue or prolonged illness in their lifetime, five in five Calgarians can help make life better. Together, we can reduce stigma and shame by understanding these issues affect us all; that healing and recovery is possible. This edition of Better Every Day shares a selection of stories that exemplify the resilience and strength of our community, and the expertise found in our amazing partner organizations. These stories are representative of the shared journey we are on to nurture a culture where mental health is a conversation we all participate in, and where support is readily available for those in need.

David Duckworth, P. Eng, MBA



THE HEART AND THE DRUM BEAT AS ONE



Strong cultural ties bring healing to Indigenous Calgarians

On a November evening at the Forest Lawn Activity Centre, a room teems with Indigenous youth, numerous volunteers, and an Indigenous Elder. Workshop leader Sonny Campbell quiets the room by explaining the significance of the raw materials laid on tables in front of nine attentive students. Each place is laid with a round of damp deer hide, a white ash hoop, long lengths of rawhide lacing, a sturdy wooden stick, and a square of bronzed leather. Once assembled, the drum acts as a sacred tool to bridge the divide between the spirit and earth worlds.

Jayden and Flora

“The spirit of animal is in the hide and comes dancing while we’re singing; it will be running around us, calling the Spirits in,” explains Sonny. “When the song is done, the hide of the drum, the ring from the tree, delivers the message for what you are asking for in the song – protection, prayer. When you weave the lacing on the back of your drum, it represents how every living thing is connected to the Creator and we are one. The circle of the drum shows how no one is in front or behind, no one is above or below, but we are all together.”

The City-subsidized drum making workshops, amongst others, are organized by Flora Johnson, one of three Indigenous Community Connectors that are part of the Community Hubs Initiative. She works in the Greater Forest Lawn Community Hub. The Community Hubs Initiative is a partnership between The City of Calgary and United Way of Calgary. Flora, a Sixties Scoop survivor and Forest Lawn resident, is an artist and maker, eager to share her gifts and experiences with others so Indigenous stories and culture are not lost and can be passed down through the generations.

“These youth workshops are amazing. We haven’t really promoted our workshops publicly and they are already full,” says Flora. “There is a lot of laughter and when I see their eyes light up, they walk away with more knowledge and I hope confidence and pride in their culture. I want them to have the strength that I found during the trauma I experienced. To not live in fear, but to do things that make them feel happy and connected.”





Community Hubs like the one in Forest Lawn are places where residents can connect to their neighbours, increase their leadership skills, and access a variety of supports and services right in their own backyard. Working alongside residents and partners, Community Social Workers identify barriers and opportunities for residents to participate in community life and the hub reflects and strengthens the unique fabric of each neighbourhood. A large Indigenous population resides in the Greater Forest Lawn Area, so the hub need was identified to create a place that's welcoming and inclusive, one where people could connect on the spectrum of their healing journey. The community created a sacred medicinal garden, and having a dedicated space to develop and implement wellness, culture, and language initiatives led by community leaders like Sonny and Flora has made all the difference.

"It is kind of hard to explain how culture can help achieve wellness, but it does," says Flora. "Sometimes if something big is happening in your life, it is just sitting quietly and listening to the drum. It just feels safe and comforting. Things feel brighter and lighter."

"Indigenous People from all over Canada come to Calgary for many reasons; there's a lot of opportunity here," continues Flora. "But we know when we travel, you can go to the reserves, no matter where they are

located, and feel like it is home, and you can always feel connected. It is harder in a big city like Calgary where Indigenous People may feel alone, with nobody to talk to, nobody to share the kind of activities we do. It makes me fight even harder for our culture, because if you're Blackfoot, Cree, Dene, Inuit, Metis, it doesn't matter, we still have that connection."

Fifteen-year-old Jayden, who goes to school in Forest Lawn, attended the workshop with her sister Niya.

"I'm not really like entirely into my culture, at least not as much as I'd like to be," explains Jayden. "Getting to do this workshop is pretty cool. I'm not really immersed in it, and there isn't much opportunity to connect. We had a great conversation in my class about culture and identity. How identity is important to everyone's individual self, and being raised around your culture can help you grow up with morals and stability. It can provide you comfort, much like a safety net, and something that gives you a part of yourself. So, getting to do this, allows me to understand myself more while learning more about my culture."

Jayden says that up until her family made the move to Forest Lawn, where there is a larger Indigenous population, she really didn't know a lot about her Indigenous culture.

"Neither of us knew how to smudge, I didn't know what to do and I was very nervous. Now as we've grown up here, it's really cool to see more of our culture accepted and represented. It's cool to hear the language all of a sudden and I can use words like 'kookum' and 'mushum' (grandmother and grandfather in Cree) when talking about my grandparents and I don't have to feel embarrassed or ashamed. I like getting to hear and use my own language."

~Jayden



Elder Darren

The Greater Forest Lawn Community Hub is a project supported by The City of Calgary in support of the [Enough For All](#) strategy, The United Way of Calgary and Area, with Rotary Clubs of Calgary as a founding partner. [Community Hubs](#) are welcoming and inclusive spaces where residents build connections, access supports and services, and work together to identify and respond to community needs, all of which contribute to stronger neighbourhoods.



Tristan and Quentin

Sixteen-year-old Quentin and his brother Tristan attended after their mother learned about the workshop from Flora. Quentin says he felt comfortable to join the workshop as he is familiar with Flora's program offerings through the Community Hub. He is appreciative of opportunities to connect with his Indigenous heritage.

"I'm very proud of my Indigenous heritage and I want to learn everything I can about my culture throughout my life, especially knowing that a lot of people weren't able to."
~Quentin

"It's really important. I live in the city so there is a disconnect with our culture, being around so many other cultures, and not being able to be out on the land," he says. "Coming to these events makes me feel more fulfilled. My mom talks a lot about not being able to be connected to her culture throughout her life; her dad was ashamed to be Indigenous because of the residential school system. Seeing how much my mom has been impacted by not being able to learn her culture has helped me seek it out more and really want to be here."

Flora is inspired and hopeful, and strengthened with more funding, feels she can continue to share Indigenous culture, break down barriers between different cultures, reduce shame and stigma, and bring healing to Indigenous People from all Nations. She says the trauma she experienced helped her appreciate the things that are important, and to her, it's about giving back to the community, giving back to the people.



"As a dedicated Indigenous Community Connector, I see youth really wanting to learn and know their culture as it is healing. They want to take their culture back, and for me, that gives me peace of mind. This is who I am. This is my path. This is my journey. This is my connection."

~Flora



THE POWER OF HUMAN CONNECTION

Strong relationships mean strong health

Social isolation and chronic loneliness are major risk factors that have been linked with poor physical and mental health. This is especially true for seniors due to large changes in health and social connections that come as a part of growing older. Many seniors who are socially isolated often have no one to talk to about their fears and anxieties. This can lead to increased risk of mental illness, including depression and even suicide.

“There’s a lot of research, especially in the last 10 years, around social isolation and a lot of it points to some common themes,” explains Annastasia Stevens, Co-Executive Director of the [Calgary Seniors’ Resource Society](#) (Calgary Seniors). “We really see that isolation is exasperated by major life transitions, so it might be things like the death of a spouse, or moving, and having to sell their long-term home or downsizing. It might be retirement. We see that sense of social isolation linked to those major life transitions.”

In cities like Calgary, weather can also be a factor preventing seniors from getting out and connecting. There are seniors who go weeks at a time without seeing someone, translating into a huge impact on mental health. Annastasia says Calgary Seniors typically sees an increase in requests during the winter months.

“Weather really impacts people’s ability to connect socially and to get out and do those acts of daily living, like picking up their groceries, getting mail, getting some exercise,” says Annastasia. “We know that exercise and good healthy food and social connection are paramount to healthy aging, but it can be difficult for people to be able to access those things when they’re inhibited by snow and ice.”



Dianne and Debra

DID YOU KNOW?

■ The Calgary Seniors’ Resource Centre has a roster of 3,000 volunteers.

■ The City along with The Calgary Seniors’ Resource Society and several partner organizations is part of an [age-friendly collaborative](#) to ensure Calgary is a city where all people have lifelong opportunities to thrive.

■ Calgary Seniors receives funding from The City through Family & Community Support Services (FCSS), a joint municipal-provincial funding

program designed to establish, administer and operate preventive social services.

■ According to the 2021 Federal Census there were 177,405 Calgarians aged 65 years and over.

■ The population of Calgarians aged 65 years and over is forecast to increase by 79 per cent to 295,000 by 2041.



Through [Family & Community Support Services \(FCSS\)](#), a joint municipal-provincial funding program designed to establish, administer and operate preventive social services, The City of Calgary is supporting a few initiatives led by Calgary Seniors, including leading research in social inclusion supports for vulnerable seniors.

“Social connection and having a sense of purpose is what’s leading to longevity and as an organization we aim to facilitate those connections between our volunteers and our seniors,” continues Anastasia. “We have access to social workers as well if seniors require more professionalized supports to help with managing life changes and challenges. It’s this holistic community of support that helps seniors find those connections and to feel a part of the community.”

Calgary Seniors currently has nine volunteer-delivered social support programs offering seniors assistance. Seniors may reach out directly to access the programs, which range from transportation, a friendly check-in or visiting, shopping or pet assistance, or may be referred from other agencies or even family.

“We’re pretty passionate about creatively problem-solving social isolation,” says Anastasia. “It can be those little things that give someone a boost and maybe, help them out of a blue day if they know

someone was thinking about them; if they get a friendly phone call or receive a beautiful card in the mail. Older adults can feel reluctant to ask for help. There may even be fear about being removed from their home or that their pet might be taken away. Calgary Seniors aims to meet people where they are at. Often focusing on a practical task, such as grocery shopping, allows seniors to feel more comfortable and the social relationship with the volunteer can unfold naturally.”

Dianne, 78, and Debra, 42, have been friends for the past six years and were matched through the Shopping Companion program. Dianne has lived in Calgary for nearly 60 years, and when she was in her late teens, she started losing her peripheral vision due to an inherited disease, until finally twenty years ago she lost most vision.

“My mother, who had the same condition, told me that just because you are blind, doesn’t mean you just give up,” says Dianne. “I live alone and do my own cooking; I’m quite independent. But Debra has reduced a lot of stress in my life. Before she came along it was hit and miss through other programs, and when my son wasn’t busy he could help me shop, or I could get one of the neighbors to shop online for me, but it was always a bit stressful shopping and getting groceries.”



“I know there are people in my building who are socially isolated, who lack contact with the outside world and don’t have anyone to chat with,” Dianne says. “Sometimes talking on the phone helps, but it’s nothing like meeting somebody and giving them a hug. I think the pandemic brought the conversation to the table. I like being alone but there is a limit to how long you can be alone before you start to feel isolated.”



Aside from the shopping assistance, after six years, Debra and Dianne have developed a true friendship. “We laugh a lot when we are together and she has taught me to be more open,” says Dianne. She says she enjoys hearing about things from Debra that aren’t necessarily the topics of discussion in her senior’s residence and Debra enjoys sharing her life with Dianne.

“Dianne gives me all sorts of advice, we’ve been through a lot over the past years,” says Debra. “I’ve been through a divorce, my sister has had kids, I quit my job, I travel. There’s just been countless times Dianne has provided advice to me on my life and I so

appreciate it because it’s just a different perspective coming from someone who is not my age. It’s nice to have that personal connection with her and I honestly feel like it’s one of those things in my life where I don’t feel like it’s a chore. It’s something that I get to do because I want to.”


Debra says she started volunteering with Calgary Seniors as she wanted to spend more time with seniors “and people who are older and smarter than I am. I was just working all the time or traveling, and I lived kind of a selfish lifestyle. I knew giving back and volunteering was something I had the ability to do.”



“This whole experience has taught me a lot,” says Debra. “I think that before I didn’t really spend a lot of time being in the moment. I take my time with things now – I feel like that is something that I’ve gained from our relationship, not rushing through everything and really living life.”

Calgary’s Mental Health and Addictions Strategy

The Strategy is a community-based, cross-sector initiative with the core goal to create hope and strengthen support for everyone. It is guided by three sets of actions:

BEING WELL Wellness at home, at school, at work and in the community	GETTING HELP What you need, when, where and how you need it	STAYING SAFE Security at all times, especially in a crisis
<ul style="list-style-type: none"> ● Help communities to become places where all people belong and support each other. 	<ul style="list-style-type: none"> ● Establish a coordinated network of mental health and addiction services so that people can easily get the help they need when they need it. 	<ul style="list-style-type: none"> ● Strengthen existing crisis supports.
<ul style="list-style-type: none"> ● Share information in schools and in the community to help people understand what mental health and addiction are and how to support themselves and others. 	<ul style="list-style-type: none"> ● Transform a system of early access to mental health and addiction services through schools. 	<ul style="list-style-type: none"> ● Transform how to respond to people and families in crisis and prevent future crises.
<ul style="list-style-type: none"> ● Promote approaches to positive mental health in workplaces. 	<ul style="list-style-type: none"> ● Transform a system of early access to mental health and addiction supports and services through workplaces. ● Build capacity of local organizations to meet the mental health and addiction needs in the community through convening around common actions. 	<p>Read more about the Strategy here.</p> 



DD



THE TIES THAT BIND

Newcomer supports essential to wellness

Durgadevi (DD), her husband, and three-and-a-half-year-old daughter, immigrated to Calgary from India just over three months ago. DD's husband works in the IT sector and was offered a once-in-a-lifetime job opportunity in Calgary, one that offered a promotion, and room for advancement. They made the difficult decision to leave their culture, their existing jobs, and their close-knit families, and move to a new city, one where they knew nobody.

Moving to a new country sounds exciting and adventurous, and for DD and her family, may present much opportunity. But for some, a big move may come unexpectedly, due to unrest, personal and economic safety, or religious or gender persecution. With migration comes major transition, presenting unique experiences and challenges for newcomers navigating the cultural, social, and economic dynamics of a new country, all while trying to maintain ties to their ancestral culture, and rebuilding social and community networks.

According to [one Canadian study](#) examining common mental health issues in immigrants and refugees, resettlement usually brings about much hope and optimism, which has a positive effect on well-being. However, disillusionment, demoralization, and depression can happen because of migration-associated losses, or later, if initial hopes and expectations are not realized. Immigrants and their families may face enduring obstacles to advancement in their new home because of structural barriers and inequalities aggravated by the recent global pandemic, exclusionary policies, racism, and discrimination.

Fortunately, Calgary has many resources, expertise, and supports to help newcomers not only settle into their new home, but also to manage stress and mental health if necessary. One such organization is [The Immigrant Education Society \(TIES\)](#), a non-profit organization that just celebrated its 35th anniversary, providing innovative language education, customized employment training and placement, and integration services for newcomers. TIES has three physical locations in Calgary, as well as a renowned research arm that partners with local and international post-secondary institutions.

"Canada, especially Calgary, is very welcoming and here people from all cultures have been very warm," says DD. "But it's just the three of us and my daughter misses her grandmother very much, and my mother-in-law feels like we've left her behind. Sometimes it makes me feel sick."

To help feel connected, DD joined a mom's group for newcomers offered by TIES called Healthy Minds for Families. [Healthy Minds](#) is offered alongside a range of social inclusion, mental health, and crisis response initiatives offered by TIES, funded by The City of Calgary through [Family and Community Support](#).

[Services](#) (FCSS), the [Community Safety Investment Framework](#), and the [Mental Health and Addictions Investment Framework](#). Healthy Minds provides multi-cultural mental health intervention, using extensive research to meet the psychological needs of newcomers and other vulnerable Calgarians.

“This program really helped build confidence within me, and it helps communicating with people from other cultures experiencing the same loneliness and challenges of being both a mom and a newcomer,” explains DD. “We are so close; they are like family. This program has the magic of just connecting people. I feel like I can do so much more for myself and for others. At first, I felt sick and now things are working, and even though I miss my family, things are so much better now.”

Ronni Abraham, Manager, Settlement and Mental Health for TIES says the organization views mental health, settlement, and language learning holistically. Most of their programs incorporate a language component as here in Calgary, speaking English is key to success.

“When you are a newcomer, everything is connected,” explains Ronni. “[Speaking English is] the key to your kids doing well in school, it’s the key to finding employment, it’s the key to feeling connected to your community, navigating your city, it’s the key to everything. Almost all our employment programs have a language component built in as it’s a preventative piece that may keep people isolated in their homes and isolated in their language groups.”

DD feels fortunate to have learned English in school in India, but despite that and holding a Master of Business Administration, she feels one of her biggest barriers moving to Calgary was finding employment. “I now have two part time jobs with the encouragement and help from Healthy Minds, and was able to find childcare, where my daughter feels happy, so I feel happy,” she says.

With its holistic approach based on leading newcomer research, TIES, through Healthy Minds is always looking to create new services and programs, improve navigation, and provide referrals to partner newcomer organizations. It is their hope they can impact the stability of these services well into the future.

“While language is certainly a big piece, the idea of well-being, to have a good life, you need to have sufficient money, a place to live, to have your basic needs met, have friends, and to find a sense of welcome and a sense of community - newcomers aren’t different from average Calgarians in those ways,” says Ronni.

“We see amongst newcomers that there’s a lack of knowledge about these concepts that in North America we just figure everyone knows well - everyone knows what depression is,” explains Ronni. “In Healthy Minds, our first pillar is information sharing, how people can contribute to their own mental well-being. Building mental health literacy in newcomers is important because when you don’t have an actual concept for depression and your language doesn’t include a word that would describe it, how do you tell someone that you can’t get out of bed in the morning?”





DID YOU KNOW?

TIES has provided service to over **300,000 newcomers** in its 35-year history.

Last year, Healthy Minds saw **768 Calgarians in over 3274 counselling appointments.**

Women are more likely to seek services than men.

Only 40 per cent of newcomers ever seek formal help from newcomer serving organizations.

Healthy Minds also offers psychoeducation to help newcomers with mental health literacy through online workshops, certified mental health counselling seven days a week in 11 primary languages for counselling and others through interpretation, and community initiatives and development activities for families and youth.

“Our entire program is built on access – there is no one ineligible for our services – so how do we help newcomers take that step through our door?” says Ronni. “We do this in several ways, but every time we hit a barrier, we try to find a way to overcome it, whether it’s space or timing or a modality of counseling or approach. We have over 85 per cent of people who book appointments come and keep those appointments, which is a very high rate for free services.”

While DD has not used the counselling services offered through Healthy Minds, she feels her caring mom’s group energizes her and gives her a sense of purpose.

“I feel my family there with those girls and that is what we now need – apart from money, a job, apart from being in a healthy relationship with my husband,” says DD. “We need ‘me’ time and friends to chat with and to ask us if we are okay, and why were you not here today. We cry, we laugh, we giggle, we gossip. This is why I love it so much. It reassembles your brain wires, and I make sure I am there because of the positivity I can receive but also give. It’s a safe place. When we cry there together, we grow again.” 🗣️

“It’s about building equitable opportunities for newcomers that allow them to be served in the ways that those of us that were born here in Canada have a better hope of accessing because we don’t have to learn the system before we access the system.”

~Ronni

CONNECTING CALGARIANS TO PROVIDE BETTER ACCESS TO MENTAL HEALTH SUPPORTS

Mental health services are critical to a safe and healthy city, and every day more Calgarians request access to services across the city. Many individuals face challenges navigating multiple fragmented systems amongst well-meaning service providers.

Disjointed care, without a comprehensive approach, hinders effectiveness and efficiency, and ultimately impacts people requiring services. Integrated care aims to connect people to the right services at the right time, and reduce the fatigue of repeatedly sharing personal stories by ensuring relevant information is shared among providers.

To combat the challenges faced by this lack of information sharing, innovative support agencies the [Distress Centre](#) and [Kindred](#) are leading collaborative initiatives to help centralize their respective processes and move toward a person-centric approach to care.

Both Robyn Romano, CEO of the Distress Centre and Jessica Cope Williams, CEO of Kindred are excited to integrate their existing systems to better serve the community. “The more conversations Robyn and I had about our initiatives, the more we knew they fit together,” says Jessica.

In 2022, in partnership with other organizations, the Distress Centre started on the development of the Community Information Exchange (CIE), a collaboration bringing together network partners from multiple domains, including health and wellness, housing, justice and legal, economic stability, and education in order to share information. The CIE removes the burden of an individual having to navigate each piece of the system separately. Similarly, in September 2020, Kindred created Community Connect YYC (CCYYC), a platform that helps to consolidate and book counselling appointments across the city.

As both initiatives continue to grow and evolve, the Distress Centre and Kindred are exploring ways to integrate the systems to deliver a more comprehensive approach to mental health care. Recent funding from The City of Calgary’s [Community Safety Investment Framework \(CSIF\)](#), a collaborative funding partnership between The City and Calgary Police Services, is helping them achieve this goal.

“We think of these projects as the same project living in different lanes – at some point we want to bring them together so that they serve each other and Calgary,” says Jessica. “The funding from CSIF will allow us to do that.”

Robyn agrees. “The big thing about these projects is the coordination,” she says. “Often counselling can be a first step and people may need added support and services after that. By continuing to bring these services together we can help those who need these supports.”

While the Distress Centre and Kindred are in the initial phase of determining how to best incorporate these systems and work together, they are quick to credit The City with giving them the inspiration to collaborate. “The [\[Mental Health and Addictions\] Strategy](#) did a good job of bringing agencies together,” says Robyn. “The Strategy gave organizations a common language and some common goals,” adds Jessica. “It was a significant investment to be able to put that all together.”

Both Jessica and Robyn agree that this budding partnership will make life better for Calgarians. “This is getting people the services they need,” says Jessica. “The organizations are doing the heavy lifting, as opposed to that resting on an individual to get the help they need. It shifts the burden.”

“This project is a great example of the community coming together to better serve people,” adds Robyn. “It’s years in the making but it’s something we’re all willing to be in together, because we know we can build something better for the people we are serving.”



Statistics provided by Kindred

14 FACTORS ENHANCE PSYCHOLOGICAL SAFETY IN THE WORKPLACE

We all have a right to feel safe at work. The City of Calgary recognizes the vital importance of a workplace culture that actively promotes employee well-being and prevention of injury with the understanding that a psychologically safe and healthy environment leads to a healthy, safe, supportive, and inclusive workplace. This commitment also contributes to our goal of becoming an employer of choice, attracting and retaining employees who can fully contribute, collaborate, and deliver exceptional and innovative public service.

The City is aligned with the Canadian National Standard for Psychological Health and Safety in the Workplace with its 14 Factor Model. Each of these areas represent ways to continuously improve physical and psychological safety and are measurable through healthy workplace metrics, the The City of Calgary Corporate Employee Survey, and employee programs.

A Corporate Psychological Safety Task Force comprising experts across the organization will create a framework guided by the factors to provide a unified employee experience in psychological health and safety. The framework will also offer a roadmap on how to apply knowledge, tools, and resources to the benefit of all employees and those we serve.

“Psychological safety is the key to creating a workplace where people can be confident enough to act without the undue fear of being ridiculed, punished or fired – and be humble enough to openly doubt what is believed and done.”

Robert Sutton, Professor, Management Science, Stanford University

“Psychological safety and courage are simply two sides of the same (immensely valuable) coin. Both are – and will continue to be – needed in a complex and uncertain world.”

Dr. Amy Edmonson, Professor of Leadership and Management, Harvard Business School





LOOK AHEAD

This list is not exhaustive.

DECEMBER 2023

Enjoy all of the [fun outdoor activities](#) Calgary has to offer

[Glow Calgary](#)
until Dec 31

[Zoolights](#)
until Jan 7

[New Year's Eve](#)
Dec 31

[Heritage Park](#)
[New Year's Eve Dinner](#)
Dec 31

JANUARY 2024

[2024 Canadian National Skating Championships](#)
Jan 8 – 14

[High Performance Rodeo](#)
Jan 15 – Feb 4

[BIG Winter Classic](#)
Jan 24 – 28

[International Holocaust Remembrance Day](#)
Jan 27

FEBRUARY 2024

[Black History Month](#)
February

[YYC Hot Chocolate Fest](#)
Feb 1- Feb 29

[Chinook Blast](#)
Feb 2 – 19

[Chinese Lunar New Year Festival](#)
Feb 10

[Block Heater](#)
Feb 15 – 17

[Pink Shirt Day](#)
Feb 22

MARCH 2024

[International Women's Day](#)
Mar 8

[Earth Hour](#)
Mar 25

ANYTIME

[Snow Bans Restricted Parking Online Map](#)

Know which streets have parking restrictions by using The City of Calgary's online map that shows banned parking locations.

[City of Calgary Map Gallery](#)

[Development Map](#)

Stay informed about the developments in your neighbourhood and across The City.

[Volunteer with The City of Calgary](#)

Experiences include Off-Leash Ambassadors, Animal Wellness Support, Adopt-A-Park, Tour Guides and more!



HAVE YOUR SAY

[Cornerstone Regional Park](#)

Seeking public input on amenity options for a new regional park in Cornerstone.

Until Dec 15

[Secondary Suites Feedback](#)

Seeking online feedback from homeowners with registered or unregistered suites, or renters who live in suites.

Until Dec 15

[Short-term Rental Study](#)

An online survey to gather information about experiences with and perceptions of short-term rentals in Calgary as part of a multi-year research collaboration between the University of Calgary and The City.

Until Dec 31

[GamePLAN: Reimagining Public Recreation](#)

Seeking input from Calgarians to help inform a Recreation master plan and strategy.

Until Jan 31

[Climate Equity & Energy Poverty](#)

In person focus group discussions with vulnerable populations and marginalized groups to understand challenges with heating and powering homes and paying the bills to ensure comfort and safety.

Until Jun 30, 2024

