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May 24, 2019

Mr. Brad Stevens
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191

Dear Brad:

Letter of Support for Resilient Calgary Strategy

Alberta Health Services, Calgary Zone is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Along with our own efforts, this strategy advances Calgary's vision: a great place to make a living, a great place to make a life.

In particular, we feel the strategy's focus on **Inclusive Futures** and **Natural Infrastructure** helps to accomplish our collective goals and aspirations to/of supporting Calgarians in achieving optimal health and reducing health inequities.

Another *Resilient Calgary* strategy pillar and outcomes most aligned with our own endeavours critical to strengthening our city's resilience are **Strengthening Resilience through Business Continuity**. There is significant business continuity work already underway within Alberta Health Services in recognition of the importance of sustaining health service operations in the face of significant environmental and public health emergencies. Collaboration with other *Resilient Calgary* partners will increase the value of this work.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy.

Sincerely,

A handwritten signature in black ink, appearing to read "David Strong", written over a horizontal line.

David Strong, MD MHSc FRCPC
Lead, Medical Officer of Health
Calgary Zone



Mr. Brad Stevens
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191

Re: Letter of Support for *Resilient Calgary* strategy

Dear Brad,

The Canadian Poverty Institute at Ambrose University is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Along with our own efforts, this strategy advances Calgary's vision: a great place to make a living, a great place to make a life. This aligns with our own vision of creating a community where the material, social and spiritual gifts and needs of all people are realized.

We are particularly supportive of the attention paid to Inclusive Futures. It is our strong belief that social exclusion is a root cause of poverty. In order to create a resilient city, it is essential that we build inclusive governance structures that empower our citizens socially and economically. Addressing social exclusion will lead not only to a stronger community, but will also support a resilient economy where everybody flourishes. Ultimately, resilience benefits everyone and in this way contributes to a community where poverty cannot take root.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy by supporting the research and knowledge needs of The City and its stakeholders as we continue to explore resilience together.

Sincerely,

A handwritten signature in black ink, appearing to read "Derek Cook".

Derek Cook
Director,
Canadian Poverty Institute
Ambrose University

150 Ambrose Circle SW, Calgary, Alberta, T3H 0L5
www.povertyinstitute.ca



Blackfoot Confederacy Tribal Council

May 21, 2019

Mr. Brad Stevens
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191

Re: Letter of Support for *Resilient Calgary* strategy

Dear Brad,

The Blackfoot Confederacy Tribal Council is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Along with our own efforts, this strategy advances Calgary's vision: a great place to make a living, a great place to make a life.

In particular, we feel the strategy's focus on **PILLAR TWO: INCLUSIVE FUTURES** Support for the Revitalization of Indigenous Cultures and Languages and the creation of trusted and informed relationships with Indigenous Communities helps to accomplish our collective goals and aspirations of **the Blackfoot Confederacy Tribal Council**.

Other *Resilient Calgary* strategy pillars and outcomes most aligned with our own endeavours critical to strengthening our city's resilience are **also included within the other Pillars for the Future of Calgary's Economy, and Natural Infrastructure**,

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy **with the continued support by the Blackfoot Confederacy Nations of Kainai-Blood Tribe, Siksika, Piikani and Amskapi Pikuni**.

Sincerely,

A handwritten signature in black ink, appearing to read "Genevieve A. Fox".

Staahtsittayaaki Dr. Genevieve A. Fox
Education Director,
Blackfoot Confederacy Tribal Council

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Branch Office: 820 – 59 Avenue, S. E., Calgary, Alberta T2H 2G5, Unit 100
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May 27, 2019

Brad Stevens
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191

Re: Letter of Support for *Resilient Calgary Strategy*

Dear Brad,

Evergreen <https://www.evergreen.ca> is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Evergreen is a national organization that seeks, through partnerships, to advance flourishing cities. Calgary, like most dynamic cities is on the verge of transformative change. Across the country and globally there is a desire to adapt our approach to city building – an imperative to build cities that are low-carbon, economically inclusive, and resilient to changing climates, growing populations, digital transformation and ever-increasing infrastructure costs.

We enthusiastically supports the Resilient Calgary Strategy and believe that its implementation will advance Calgary's vision: a great place to make a living, a great place to make a life.

In particular, we feel the strategy's focus on Strategic and Applied Foresight is critical to the city's future well being. Given the increasing complexities of 21st century cities, success will depend on strategies that are robust across a range of possible futures. Embedding foresight into the organizations fabric will enable the City to manage risk more effectively. Expertise in this area will also establish Calgary as a futures focused city and will attract interest from cities across Canada and globally to learn from its visionary approach to city building.

The strategy as a whole balances the visionary with the pragmatic. We are excited to see a bias towards action with Resilient Calgary strategy building off of existing plans and assets to grow an inclusive economy and resilient natural and future ready infrastructure.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy by bringing our assets including the Community Solutions Network and our broader Future Cities Canada platform [\[evergreen.ca\]\(https://www.evergreen.ca\)](https://futurecitiescanada.ca/pro-</p></div><div data-bbox=)

National Office Evergreen Brick Works, Suite 300, 550 Bayview Avenue, Toronto, ON, Canada M4W 3X8 Tel 416-596-1495 Fax 416-596-1443

British Columbia Office 90-425 Carrall St. Vancouver, BC, Canada V6B 6E3 Tel 604-689-0766
info@evergreen.ca | 1-866-426-3138 (Toll free in Canada)

Evergreen is a not-for-profit organization. Our CRA Registration Number: BR 131815/263 PRC201



grams-projects/learning-networks/community-solutions-network/ to work with the City of Calgary, its institutions and residents.

Sincerely,

Robert Plitt
Executive Director, Programs
Evergreen/Future Cities Canada
rplitt@evergreen.ca
647 283 0562

evergreen.ca

National Office Evergreen Back Works, Suite 300, 550 Bayview Avenue, Toronto, ON, Canada M4W 3X8 Tel 416-596-1495 Fax 416-596-1443

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Donations are tax deductible. Charitable Registration Number: BN 131915-63 RR0001



Mr. Brad Stevens
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191

Re: Letter of Support for *Resilient Calgary* Strategy

Dear Brad,

As the Outgoing President of **Global Shapers Calgary**, an initiative of the World Economic Forum, I am pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019. It is heartening to see that Calgarians from all walks of life, including Calgary's youth leaders, were involved in guiding this strategy.

I believe this strategy advances Calgary's vision: a great place to make a living, a great place to make a life. One of the priorities of the World Economic Forum and Global Shapers Calgary is ensuring that cities successfully adapt to the impacts of the Fourth Industrial Revolution and the strategy's focus on **The Future of Calgary's Economy** aligns strongly our priorities.

In the coming year our organization's projects will be based on priorities of World Economic Forum that align with local needs in Calgary. Many of these priorities are the focus of the Resilient Calgary strategy pillars including "Inclusive Futures" and "The Future of Calgary's Natural Infrastructure". We believe the Resilience Strategy team's efforts in this area are critical to strengthening our city's resilience.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy by being champions of the policy and by mobilizing a young generation of Calgarians to engage with issues highlighted in the strategy.

Sincerely,

Umair Pervez

Global Shapers Calgary

pervez.umair@gmail.com

+1.647.993.8531



Palix Foundation
#540, 1100 1 Street SE
Calgary, AB T2G 1B1

May 24, 2019

Mr. Brad Stevens
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191

Re: Letter of Support for *Resilient Calgary* strategy

Dear Brad,

The Palix Foundation is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

Along with our own efforts, this strategy advances Calgary's vision: a great place to make a living, a great place to make a life.

In particular, we feel the strategy's focus on working with the community to create safe, stable and supportive physical and social environments for children, youth and families helps to accomplish our collective goals and aspirations to build the foundations of resiliency for all.

Other *Resilient Calgary* strategy pillars and outcomes most aligned with our own endeavours critical to strengthening our city's resilience are working across sectors and partners to develop evidence informed, cross sector prevention and intervention approaches.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy by being committed and involved in making Calgary a place where all children, youth and families can work, play and thrive.

Sincerely,

A handwritten signature in black ink that reads "M. Gagnon". The signature is written in a cursive style with a large initial "M" and a long, sweeping tail.

Michelle Gagnon, MBA, PhD, ICD.D
President & CEO
Palix Foundation, Alberta Family Wellness Initiative
403-390-7246
mgagnon@palixfoundation.org



UNIVERSITY OF
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May 24, 2019

Mr. L. Brad Stevens, JD, MBA, ICD.D.
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191
P.O. Box 2100, Stn. M
Calgary, AB T2P 2M5

Re: Letter of Support for Resilient Calgary strategy

Dear Brad,

The University of Calgary is thrilled to offer our full support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019. The university has had the honour to partner with the City in this journey, beginning with the application to the Rockefeller Foundation 100 Resilient Cities in 2015. Our campus community has enthusiastically offered support and expertise to help develop the *Resilient Calgary* strategy at every phase — through the hands-on work of our researchers and students and by participation on the ResilientYYC Steering Committee.

As part of the foundational pillar of our *Eyes High* strategy, the University of Calgary is committed to integrating with the City by fully engaging the communities we both serve and lead. Sustainability — a key factor of resilience — remains a core value in both our *Eyes High* institutional strategy, as well as our robust *Sustainability Strategy*. The university is a nationally recognized leader in sustainability and one of only a handful of STARS Gold-rated institutions. Our *Sustainability Strategy* commits to specific goals: engagement with the City and our community regarding sustainability and resilience, student training to fill professional roles in sustainability, and sustainability education to develop well-informed citizens who understand and implement the principles of sustainability and community resilience. We strongly believe that a resilient Calgary is a healthy Calgary with a bright future. Along with our own efforts, the *Resilient Calgary* strategy advances Calgary's vision: a great place to make a living, a great place to make a life.

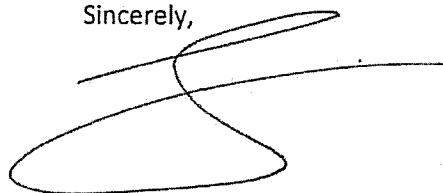
At the heart of the *Resilient Calgary* strategy is a clear focus on the future. As an educational and research institution, we focus on producing a better future, for our students, our city and our world. Hundreds of university scholars work daily — often with community and industry partners — to research the technologies, policies and practices that will advance resilience in physical infrastructure, the natural environment, economic and governance systems, communities, and individual health and well-being. All of the pillars and outcomes of the strategy strongly resonate with our goals and mission.

The University of Calgary wholeheartedly endorses the *Resilient Calgary* strategy and applauds the tremendous work of the City Resilience Team who have led an impressive effort to engage the full spectrum of voices in our community and get at the heart of what resilience means for Calgary. We are very much looking forward to the implementation phase of the strategy and wish to confirm our clear commitment to collaborate with the City and our community partners to realize the actions and outcomes of the strategy. Through the Urban Alliance, our long-term strategic research partnership with the City, we have a well-established vehicle for working together.

We are already collaborating with the City on important resilience issues, and we are committed to tackle new gaps and questions that arise from implementation of the strategy. The university has made major commitments and investments in programs and facilities to support research and training that impact city and community building in Calgary – many of these are relevant to the resilience goals of the strategy. One such example is the newly-created City Building Design Lab in the Castell Building. The historic former site of the Central Public Library will be an ideal place to test and de-risk new urban and building design approaches that improve sustainability and resilience. Our UCalgary scholars and our architecture, planning and landscape students are eager to get started!

The University of Calgary is optimistic about another rewarding partnership with the City of Calgary to make our community an even better, more resilient place to live.

Sincerely,

A handwritten signature in black ink, appearing to be 'Edward McCauley', written over a horizontal line.

Edward McCauley, PhD, FRSC
President and Vice-Chancellor

cc: Susan Skone, Associate Vice-President (Research)
John Alho, Associate Vice-President (Government and Community Engagement)



CUMMING SCHOOL OF MEDICINE

David B. Hogan
M.D., F.A.C.P., F.R.C.P. (C)
Professor
Academic Lead, Brenda Strafford Centre on Aging
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May 22, 2019

Mr. Brad Stevens
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191

RE: LETTER OF SUPPORT FOR RESILIENT CALGARY STRATEGY

Dear Brad,

The Brenda Strafford Centre on Aging, O'Brien Institute for Public Health, University of Calgary is pleased to provide a letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of the Calgary City Council on June 4, 2019 as we believe it will advance the City of Calgary vision to be "A great place to make a living, a great place to make a life".

While we stand fully behind the strategy as a whole, we would like to highlight our particular support for Pillar A.1, which we feel is essential to accomplish our collective goal of accommodating to the aging of our population. In 2014 Calgary's population 65 years of age and older was estimated to be approximately 120,000. By 2042 this is projected to more than double to an estimated 287,000 (source: City of Calgary Community and Neighbourhood Services). Having more of us live longer represents a great success, but it will be associated with challenges that we believe are manageable as long as we plan for them. For example, there is great interest in promoting aging-in-place but this will have to take a place in neighbourhoods and homes not designed for this contingency. Retooling and strengthening public infrastructure to accommodate the demographic changes we have and will be experiencing in the City's population is an important component of the resiliency strategy.

We look forward to the implementation of the *Resilient Calgary* strategy and hope to add value to it by advocating responsibly for our aging population and ensuring that the actions taken are both evidence-informed and evaluated.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Hogan".

Dr. David B. Hogan
Academic Lead, Brenda Strafford Centre on Aging
O'Brien Institute for Public Health
University of Calgary, Department of Medicine
Health Sciences Centre
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United Way of Calgary and Area

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May 24, 2019

Mr. Brad Stevens
Chief Resilience Officer and Deputy City Manager
The City of Calgary
Mail Code #8191

Re: Letter of Support for *Resilient Calgary* Strategy

Dear Brad,

United Way of Calgary and Area (United Way) improves lives by mobilizing the caring power of communities and is one of the largest social sector focused organizations in Canada with a reach deep into Calgary and area communities. The vast community of donors, staff, volunteers and agency partners have actively been engaged in resiliency for decades, and we are excited to take our partnership with the City of Calgary to a new level.

The United Way is pleased to provide a strong letter of support for the *Resilient Calgary* strategy being brought forward to the Priorities and Finance Committee of Calgary City Council on June 4, 2019.

The strategy is reflective of current and future stresses and shocks in four key pillar areas of: economics, inclusive leadership and decision-making, natural infrastructure, and infrastructure resilience. In particular, we feel the strategy's focus on inclusive leadership and decision-making helps to accomplish our collective goals and aspirations of finding new ways of responding to changing community needs to improve the social landscape of our city, and in turn, create lasting social change.

We look forward to further developing our relationship with *Resilient Calgary* and hope to add value to the implementation of the strategy through our continued partnership with the City of Calgary.

Yours sincerely,

Karen Young
President and CEO
United Way of Calgary and Area