

Resilience Pledge

Detailed Resilience Pledge

10% Resilience Pledge Proposal

One objective of the City Leaders Summit is to generate concrete outcomes that City Leaders can take away from their time spent at the Summit. To meet this objective, 100 Resilient Cities and the City Leaders Summit Leadership Committee would like to present the 10% Resilience Pledge Proposal for City Leaders, detailed in the sections below. The opportunity to take the 10% Resilience Pledge will be launched at the City Leaders Summit in October and extended to all 100RC member cities.

Under the 10% Resilience Pledge, a City Leader pledges to commit the equivalent of 10% of the city's budget per annum in support of the city's defined resilience goals and activities. For cities with an existing Resilience Strategy, the goal is to make these committed resources available no later than the start of the city's Fiscal Year 2017. For cities that are developing their Resilience Strategy, the goal is to incorporate this pledge into the strategy.

While each member city will understandably access different budgetary and policy approaches to achieve the 10% Resilience Pledge based on local context, 100RC and the City Leaders Summit Leadership Committee want to ensure expenditures made in fulfillment of the pledge meaningfully impact resilience goals across the city.

Highlighted approaches to achieve 10% Pledge:

1. Funding Resilience Initiatives: Existing or planned spending that directly supports the city's defined goals as outlined in its Resilience Strategy, as applicable. This includes new programs and pilot projects, as well as ongoing programs.
2. Improving Resilience Value: Leveraging and improving already funded initiatives to help achieve improved resilience. These Initiatives are not currently included in a Resilience Strategy. This could be done through the application of a "resilience screen" on capital projects, expense budget items and procurements.
3. Enhancing Policies and Regulations: Implementing programs that leverage/partner with the private sector or another third-party to support resilience via policy, regulations, or public-private partnerships.

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For each city whose City Leader takes the 10% Resilience Pledge, 100RC will seek to provide the city with \$5 million US dollars' worth of goods and services from 100RC's Platform Partners, subject to the city's ability to handle the resources and the dictations of the city's Resilience Strategy, over the next five years and during the course of the city's active participation as a 100 Resilient Cities member city, to support that city's efforts to build resilience. Further information and illustrative examples of how the pledge might be met are available in Section 4 of this document.

Benefits of the Pledge

By taking the 10% Resilience Pledge, City Leaders will benefit from:

1. Increased availability to 100RC Platform Partner goods and services based on participation over the next five years and during the course of the city's active participation as a 100 Resilient Cities member city.
2. External validation of the importance of resilience to further their agenda.
3. Additional connection points to other City Leaders and member cities.
4. An opportunity to elevate their cities on the world stage as leaders of the burgeoning resilience movement.
5. Opportunity to leverage pledge to galvanize additional local resources, including possible addition and cultivation of local Platform Partners.
6. Global exposure in the media following issuance of a 10% Resilience Pledge press release.

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10% Resilience Pledge Statement

I, [insert City Leader's name], pledge that [insert city's name] will commit the equivalent of 10% of the city's budget per annum to fund defined resilience goals, as outlined in our [current or future] Resilience Strategy, for each fiscal year that I remain in office. This Pledge commits resources of [insert actual quantity equal to 10% of the city's budget] to be expended during [insert nearest modifiable budget cycle or release date of resilience strategy]. For each year that I remain in office, I pledge that an amount equivalent to 10% of [insert name of city]'s total annual budget during those fiscal years, will be dedicated to funding [name of city]'s resilience goals. This Pledge will remain in effect for the duration of my tenure in office.

As a result of my commitment to the 10% Resilience Pledge, 100 Resilient Cities commits to make available Platform Partner goods and services worth up to 5 million US dollars over the next five years to support [insert city's name]'s resilience building efforts.

City Leader's Name

City Leader's Signature

Date of Signature

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Highlighted Approaches to Achieve the 10% Resilience Pledge

1. Funding Resilience Initiatives: Existing or planned spending that directly supports the city's defined goals as outlined in its resilience strategy. This includes new programs and pilot projects.

Example A: Resilient New Orleans

- While New Orleans' massive drainage infrastructure system reduced flood risk, it also inadvertently caused other problems, such as soil subsidence and poor water quality. It is also costly to operate and maintain.
- As part of New Orleans' Resilience Strategy, the city will fund ways to make the water management systems more robust through green and grey infrastructure and relationship development. This investment will count toward achieving the 10% Resilience Pledge.

Example B: OneNYC

- OneNYC, New York City's resilience strategy, builds on prior long-term sustainability plans for New York City, expanding on the critical targets established under previous plans. The plan organizes its vision for New York around the principles of Growth, Equity, sustainability and resilience. Beneath each of those visions sits 80 specific targets and over 200 initiatives to achieve this vision.
- As a part of OneNYC, New York City has an integrated goal around planning for vibrant neighborhoods. To reach this goal, the City set forth a set of initiatives and sub-initiatives that invest in vibrant mixed use communities that align public transit, housing, and jobs while offering residents access to essential retail and services. These investments will count toward achieving the 10% Resilience Pledge.

Example C: Norfolk's Institutionalization of the CRO

- In 2015, the City Manager of Norfolk announced that the city will make the role of Chief Resilience Officer and supporting office a permanent position in its city government.
- The annual cost of institutionalizing this office and overhead will count toward achieving the 10% Resilience Pledge.

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2. Improving Resilience Value: Leveraging funded initiatives to help achieve resilience goals. The examples below illustrate cities which have expanded initiatives to achieve multiple goals.

Example A: Rio de Janeiro's LED Lighting

- In order to improve street lighting, Rio de Janeiro proposed replacing 75% of street lights with LED lightbulbs, which would result in a 45-50% cost savings, with the project paying for itself in 7-8 years. The proposal remained “on the shelf” for three years and came from a World Bank sponsored study.
- As a host of the 2016 Olympics, Rio is undertaking a large number of infrastructure projects. By applying the resilience screen to this concept, the city will actively identify how to make the project more robust and integrate other solutions that provide multiple benefits. Realizing the street light investment could be further upgraded to include temperature, wind, and air quality sensors, allowing the city to monitor and predict weather events, as well as back up solar paneled batteries that would supply power during storms. The installation of the lightbulbs will count toward achieving the 10% Resilience Pledge.

Example B: Rotterdam's Playground to Protect Against Flooding

- Rotterdam, a city that sits 80% below sea level, has to be innovative in its struggle against storm surges and sea level rise. Rotterdam is protected by a series of dykes, dams and surge barriers, which the city builds larger and larger to protect economic infrastructure from rising flood waters.
- Rotterdam has resolved to work with its immediate environment and live with the water. Instead of contesting an endless struggle against the tides, it uses them to its advantage. Dual-purpose water plazas act as children's playgrounds and basketball courts during dry spells, and temporarily hold storm water during heavy rains. The resilience value is increased by not only building protection from flooding, but also building multi-purpose space to support the community. The full cost of building the playground could be attributed toward achieving the 10% Resilience Pledge.

Example C: Boulder's Boulder Creek Flood Management

- Following flooding on Boulder Creek, the City of Boulder began to plan a flood mitigation program to control spring water runoff.
- Rather than just building concrete barriers along the creek, Boulder leveraged the opportunity to integrate walking and bicycle paths, along with open spaces into the flood protection. Rebranded the “Greenway Plan” the City successfully achieved multiple benefits beyond the initial scope of the flood control. Implementation of the “Greenway Plan” strategies outlined in the plan could be attributed toward achieving the 10% Resilience Pledge.

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Example D: Complete Streets Names in Kigali

- Kigali's lack of street names has made navigation difficult for business travelers and tourists.
- In 2013, the Kigali City Council announced that it would name all streets with a combination of letters and numbers, to make navigation easier. This benefit helped improve communication, transportation and commerce, which represents increased resilience value, which could be attributed towards achieving the 10% Resilience Pledge.

3. Enhancing Policies and Regulations: Implementing programs that leverage/partner with the private sector or another third-party to support resilience via policy, regulations, or public-private partnerships.

• Example A: Permeable Pavement in New Orleans

- New Orleans sits below sea level and experiences frequent flooding, particularly during storms.
- The city recently created a new regulation in their zoning ordinance, requiring that new development and redevelopments that are over an acre in size, or have 5,000 square feet of impervious surface, must develop a stormwater management plan that can retain, detain, and filter the first one and one quarter inch (1.25") of stormwater runoff during every rain event through green infrastructure. The allowable techniques include permeable pavement, vegetated swales, rain gardens and bioretention areas, as well as detention and retention basins. The private investment to implement this initiative could be attributed toward achieving the 10% Resilience Pledge.

Example B: Retrofitting Properties in San Francisco

- San Francisco history of earthquakes requires the need to improve private properties' seismic strength. While the City was able to provide some direct resources to improve seismic strength of some facilities, paying for all properties is not possible.
- Leveraging and innovative financial program called Property Assessed Clean Energy (PACE), which provides homeowners access to property equity that is partially administered by the city, helped the city achieve its retrofitting goals by partnering with home owners.
- As part of San Francisco's GreenFinance SF property assessed clean energy (PACE) program, owners are able to improve seismic strength, energy efficiency, and water conservation of their homes. The homeowner's investment through the PACE program could be attributed toward achieving the 10% Resilience Pledge.

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Timeline for Preparation

Under the 10% Resilience Pledge, a City Leader will commit to advancing the equivalent of 10% of the city's budget towards defined resilience goals. For cities with a Resilience Strategy, the goal is to start this process no later than the start of Fiscal Year 2017. For cities that are developing their Resilience Strategy, the goal is to incorporate this pledge into the strategy development process. This opportunity will be launched at the City Leaders Summit in October but will include participation from all 100RC member cities.

While some City Leaders will embark on implementing the 10% Resilience Pledge sooner than others, all City Leaders and Chief Resilience Officers (CROs) will have an opportunity to further explore and understand the possibilities and methodologies associated with achieving the 10% Resilience Pledge. A timeline of activities that support the 10% Resilience Pledge are outlined in the table below.

Activity	Timeline
Associate Directors (ADs) conduct meetings / conference calls with CROs and City Leaders attending the City Leaders Summit (and/or their designees) to discuss the 10% Resilience Pledge Proposal, available options under the pledge and other related questions.	Weeks of 9/7/2015 - 9/21/2015
CROs work to determine feasibility of the 10% Resilience Pledge in their city.	Weeks of 9/14/2015 - 9/21/2015
CROs prepare and execute a brief for their City Leaders (and/or their designees) on the 10% Resilience Pledge.	Week of 9/28/2015
City Leaders commit to 10% Resilience Pledge at the City Leaders Summit, and 100RC issues a press release.	10/3/2015
CROs and appropriate city officials work on implementation strategy, in alignment with their strategy development process.	Ongoing
For those attending, cities with CROs provide updates on progress at the CRO Summit and access additional information and resources to support the Pledge.	11/8/2015 - 11/14/2015
Cities with a strategy in place submit formal 10% Resilience Pledges that include methodology.	1/31/2016
Cities continue to submit formal 10% Resilience Pledges on a regular basis, in alignment with the launch of their strategy.	Ongoing
Cities report out on how they are working toward their 10% Resilience Pledges.	Annually

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Appendix A: Resilience Value Committees and Resilience Screen Considerations

Each member city will understandably access different budgetary and policy approaches to achieve the 10% Resilience Pledge based on local context. To ensure consistent oversight of resilience projects and in turn promote a favorable view of resilience spending by credit agencies, for example, cities can establish a resilience committee that reviews defined projects to ensure they are complementing resilience goals of the city. This committee can be co-chaired by the CRO and cover capital project approval, large expense budget items and important procurements.

The committee can leverage resilience screens to effectively evaluate opportunities.

100RC will work with cities to develop appropriate city structures that utilize tools for evaluating and improving resilience value of city initiatives.

Appendix B: Budget Calculation Worksheet

Each member city will allocate funds differently, based on their unique budget structures and cycles. An illustration calculation worksheet is outlined below.

Annual Budget Types	Budget Amount
People / Personnel Budget	
Operations Budget	
Capital Budget, or Bonded / Third-Party Funded Large Projects	
Other Budgets	
Allocation to 10% Resilience Pledge	