



# Frequently Asked Questions (FAQs)

## 1. What is resilience?

Resilience is the capacity of individuals, communities, institutions and systems within a city to survive, adapt, and grow no matter what kinds of acute shocks and chronic stresses they may face. Shocks typically consist of single event disasters, such as fires, earthquakes, and floods. Stresses pressure a city on a daily or recurring basis, and include overtaxed transportation systems, high unemployment, endemic violence, and chronic food and water shortages. Urban resilience helps ensure a city's vitality, in both good times and bad, for the benefit of all its citizens.

Cities build resilience by first gaining a better understanding of their challenges, prioritizing those that are the most important, and developing interventions that solve multiple problems at one time. Resilience is not an end state, but a process that strengthens the underlying fabric of a city so it can be prepared for the challenges it anticipates and those that it cannot.

To learn more, visit [www.100resilientcities.org/resilience](http://www.100resilientcities.org/resilience).

## 2. What does 100RC offer to member cities?

Through 100RC, cities receive:

- Financial and logistical guidance for establishing an innovative new position in city government, a Chief Resilience Officer (CRO), who leads the city's resilience efforts.
- Technical support to develop a holistic Resilience Strategy that reflects each city's distinct needs.
- Access to an innovative platform of private sector and NGO services to support strategy development and implementation.
- Inclusion in the 100 Resilient Cities Network to share knowledge and best practices with other member cities.

They also receive access to the expertise of 100RC's global staff – some of the foremost resilience practitioners in the world, with skills in urban planning, engineering, finance, communications and other areas.

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## 3. How much money does each city receive?

The only funding a 100RC member city receives directly is for the salary of a Chief Resilience Officer. CROs are paid at local rates and therefore the funding for each city differs. However, each city has access to 100RC tools, services, staff and more – which in most cases can be valued in the millions, if not tens of millions, of dollars.

## 4. Which cities are part of the 100RC network? How does a city become a member?

We currently have 100 member cities in our global network. The list can be found at [www.100resilientcities.org/cities](http://www.100resilientcities.org/cities).

We selected these 100 through a 100 Resilient Cities Challenge—an application process that garnered more than 1100 applications over three years. 100RC selected a first group of 30 cities in December 2013, a second group of 33 in December of 2014, and a final set of 37 in May 2016.

Members of the 100 Resilient Cities team and a panel of expert judges reviewed applications from prospective cities. The judges looked for innovative mayors, a recent catalyst for change, a history of building partnerships and an ability to work with a wide range of stakeholders. Because 100RC is seeking to build a global movement, we also sought to select a wide range of cities – so that every city in the world can see itself in one of our members.

## 5. Which cities are part of the 100RC network? How does a city become a member?

Resilience incorporates sustainability and DRR, but also much more, encompassing a city's entire urban ecosystem. Whereas sustainability concerns a city's relationship with its natural environment and impact on it, resilience extends to all of a city's systems, including the social and economic, viewing them all as interdependent. And while DRR focuses on reducing damage caused by natural hazards, resilience concentrates on developing a proactive and integrated plan to anticipate these events but also strengthen the city in order to mitigate their damage of a disaster when they do occur.

By addressing a city's day to day challenges, resilience allows a city to withstand both expected and unexpected acute events. In this way, sustainability and disaster risk reduction are fundamental parts of building holistic resilience.

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## **6. Many governments have imposed austerity measures, or otherwise operating within severe financial constraints. Is this the appropriate time to add a new position to government?**

Resilience maximizes benefit, allowing governments to spend their funds in the most optimal way. By working across city sectors, a fundamental part of a Chief Resilience Officer's job is to ensure that cities get the most out of everything they do, and that every project or initiative the government engages in has more than one benefit.

For example, resilience is about making sure that if you are building a road, it does not have just one purpose. Instead, in working across silos of government, you realize that by raising that road you can create a flood barrier; by lighting it well, you can create a safe place for people to walk and gather; by using it to connect disenfranchised or isolated communities, you can improve social cohesion; and by connecting a community to a greater number of healthcare facilities, you can improve health outcomes.

Through this, one can accomplish many goals with one project, saving time, money, and effort. In an age of austerity, a Chief Resilience Officer then becomes an even more important part of government.

## **7. The grant you provide pays for one person. How can just that one person make a difference with so many issues?**

A CRO marshals the resources of the city, a team of consultants, our Platform Partners, and a wide variety of local stakeholders. A CRO is a connector, bringing together disparate people, processes and resources in an effective and efficient way.

The CRO is a catalyst for resilience, not its only agent. The vast majority of our cities are meeting the challenge by staffing their CROs with experts and administrators from the municipality. Again, our investment in the CRO salary is just seed funding to trigger larger scale change—something we are seeing take hold around the world.

## **8. Building resilience is expensive. How are we going to pay for the suggested initiatives that come out of the strategy process?**

Resilience strategies are generating a great diversity of resilience-building projects, policies and initiatives, and not all of them require additional financing. Promoting community cohesion, reforming government agencies, and improving building codes can cost little but make a significant difference.

At the same time, the strategies are serving as a great magnet for investment. At the time of release, about 40% of initiatives tend to be full funded (many by the cities them-

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selves). In addition, our cities have already leveraged more than US\$500M to implement resilience building projects globally from national governments, philanthropies, multilaterals and other sources.

Finally, we offer a suite of Platform Partners to assist in the implementation process. We aim to offer cities everything from innovative financial products to world-class risk analysis tools that reduce the cost of resilience building and connect cities with resources they need. To-date, member cities have leveraged about US\$14M of in kind services from these partners as they design and implement their strategies.

## **9. Building resilience is expensive. How are we going to pay for the suggested initiatives that come out of the strategy process?**

The practice of resilience is necessarily broad in the initial stages, as it requires looking across all the systems, sectors and actors in a city and understanding how they interact. Once a city determines its key priorities, the focus narrows to addressing those challenges in a way that provides multiple benefits with each solution.

In other words, resilience is like a funnel, starting with a wide focus at the beginning and narrowing to specific actions in the end.

## **10. Building resilience is expensive. How are we going to pay for the suggested initiatives that come out of the strategy process?**

The Rockefeller Foundation created 100RC on its centennial in 2013 with a \$100M commitment that was later increased to \$164. The two are independent entities with their own internal procedures and governance.

Despite being independent entities, the Rockefeller Foundation and 100RC work very closely together. Rockefeller is one of the founders of both the fields of resilience and urban planning, with work dating back almost 75 years. Rockefeller is continuing to innovate in these fields and 100RC is a key mechanism in mobilizing those innovations in both the private and public sectors.

## **11. Building resilience is expensive. How are we going to pay for the suggested initiatives that come out of the strategy process?**

The City Resilience Framework (CRF), is a unique framework developed by Arup and supported by the Rockefeller Foundation. It provides an accessible, evidence-based articulation of city resilience, based on extensive research in cities around the world. If governments, donors, investors, policy-makers, and the private sector are to collectively support and foster more resilient cities, there needs to be a common un-

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derstanding of what constitutes a resilient city and how it can be achieved—the CRF provides that kind of coherence to the field. The CRF also underpins the 100RC Resilience Strategy development process as a method for understanding the complexity of urban systems and the drivers that contribute to a city’s resilience.

To learn more, please visit [www.100resilientcities.org/resilience](http://www.100resilientcities.org/resilience).

## 12. What will a CRO do?

A Chief Resilience Officer (CRO) is a top-level advisor to the city’s mayor or chief executive responsible for:

- Mobilizing and inspiring a broad range of key actors across the city toward action.
- Creating a holistic resilience strategy that builds on existing work in the city while establishing long term goals for an uncertain future,
- Galvanizing public, private, and nonprofit support and resources to implement resilience building efforts,
- Activating and strengthening collaboration and communication among city leaders in agencies, civil society, business, and regional/national government,
- Educating and influencing stakeholders to the value and benefits of resilience and fostered opportunities to leverage their work,
- Sharing the city’s resilience experiences and knowledge in an effort to help other cities around the world.

A full description of the role of a CRO here: [www.100resilientcities.org/CRO](http://www.100resilientcities.org/CRO).

## 12. What is the 100RC Platform?

We recognize the challenges our cities face can’t be solved by the public and philanthropic sector alone. To bring the best and brightest experts and tools to our cities, we have developed a set of strategic partnerships with global industry leaders and innovators, including curating a platform of resilience-building tools and services from the private, public, academic, and non-profit sectors.

Providing resources, beyond Rockefeller’s \$164 million commitment, isn’t the only goal. By introducing Platform Partners to cities, 100RC facilitates the creation of a larger marketplace for resilience tools. Our experience has shown that once Platform Partners understand what cities need, they can begin building new tools and improving old ones – tools that will be available to all cities, not just the 100 in our network.

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In our first few years, 100RC has facilitated 156 collaborations between our Platform Partners and member cities, totaling nearly US\$14M in solutions and services delivered to 100RC cities.

Based on their exposure to the real resilience challenges cities face, Platform Partners have developed or optimized 10 new solutions, designed new collaborations within our network and are beginning to adopt resilience as a mission for their own organizations. Through their efforts, we are building a stronger urban resilience marketplace for member cities and all cities around the world.

Read more about our Platform of Partners here: [www.100resilientcities.org/Partners](http://www.100resilientcities.org/Partners).

## 14. What is the goal of the 100RC Network?

The 100RC Network creates a space for cities and CROs to share best practices, solve problems collectively, learn from each other, and connect with other resilience experts. These Network activities enable CROs to become global resilience ambassadors, and catalyze the creation of a global practice of resilience building.

100 Resilient Cities was created in part to address the gap between finding solutions and scaling them. While many cities face similar challenges, they often start from scratch in trying to solve them. By connecting resilience practitioners around the world, we hope to accelerate the pace of change and bring solutions to cities more quickly and effectively.

## 15. What is the 100RC Resilience Strategy Process?

The Resilience Strategy process is a 6-12 month effort to develop a roadmap to resilience for the city. It is broken into two distinct phases. In the first, the CRO leads what is essentially a full body scan of the city. By engaging a wide variety of stakeholders and using tools from 100RC and beyond, the resilience team begins to understand the city's challenges, and how those need to be prioritized.

In the second phase, the Resilience Strategy team begins to surface solutions to address the gap between what the city's challenges are and its capacity to solve them. In doing so, the team works to design initiatives that address multiple challenges through single solutions and focus on both the shocks and the stresses.

At the end of this process the city will have a comprehensive and actionable resilience strategy that has both overarching goals and individual initiatives that range from infrastructure projects to legislation to new city procedures.

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The main objective of the 100RC Resilience Strategy Process is to catalyze action, investment and support within city government and from outside actors. Rather than a static road map, the resilience strategy is a living document, continuously revisited as priorities are addressed and initiatives get implemented.

Read more about the Resilience Strategy here: [www.100resilientcities.org/Resilience-Strategy](http://www.100resilientcities.org/Resilience-Strategy).

## 16. Who are the Strategy Partners working with member cities?

100RC works with some of the best global technical experts to help build the capacity of local governments in our member cities to design and deliver Resilience Strategies (e.g. AECOM, HR&A, Dalberg, Accenture, Arup, Perkins Will, Buro Happold and others). These firms have local offices and global headquarters, allowing 100RC to use their local and global influence to maximize impact across regions, facilitate lessons sharing, and scale best practices.

## 17. What is the Resilience Dividend?

The Rockefeller Foundation defines the resilience dividend as the return on resilience investments, whether it is a financial return, or more qualitative, such as reduced inequality or increased social cohesion. It is the idea that building resilience realizes benefits in both times of crisis and times of calm.

To learn more visit [www.resiliencedividend.org](http://www.resiliencedividend.org).

## 18. What is the Resilience Dividend?

The world is rapidly urbanizing and the moment to influence the future of our cities is now.

Today, just over 50% of the world's population lives in cities, and yet those areas are already responsible for 80% of global GDP. The challenges of the 21st century, from globalization to climate change to migration will all disproportionately affect urban centers.

By 2050, over 70% of the world's population will live in cities, deepening and widening the impact of these patterns.

As today's cities adapt to these challenges, it is estimated that more than 60% of metropolitan regions that will exist in 2050 have yet to even form.

As they do, over 3 billion more people will be added to urban centers, and massive investments will be made to construct the infrastructure necessary to support them.

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Estimates are that a staggering 75% of urban infrastructure that will exist in 2050 does not exist today.

Cities are most vulnerable to the greatest economic, social, environmental, and political challenges of our time – but also offer our best opportunity to solve them.

- Cities are the leading contributors to the climate crisis, consuming around 75% of global energy and accounting for over 70% of global CO2 emissions.
- Since over 90% of urban areas are coastal, cities are the first to experience the consequences of the climate crisis, from sea level rise and chronic flooding to the growing frequency of ever-powerful coastal storms.
- The world's 300 most economically productive cities are responsible for approximately \$37 trillion in annual GDP -- translating into over 12% of economic activity at risk from emerging man-made and natural threats, with most risk carried by cities in emerging economies.
- Over 60 % of the world's 21.3 million refugees and 80% of 40.8 million internally displaced persons live in urban environments.

To learn more about why cities are the place to start building resilience, read our blog at [www.100resilientcities.org/Six-Big-Reasons](http://www.100resilientcities.org/Six-Big-Reasons).

## **19. How long will you continue to pay the salary of the CRO? Does the city have to pay once your work is done?**

100RC pays the salary of the CRO for at least two years, and potentially for three. We expect (and have seen) that a city gains such great value from the role – far more than the salary – that it will continue allocating money for it. By ensuring that CROs are paid at a locally appropriate rate, it becomes easier for cities to continue to fund the position.

Our “bet” that seed funding for a CRO would catalyze longer term change within cities systems is paying off, as evidenced by the fact that nearly all of the cities that have reached the end of their grant period have continued to fund and support their CRO with their own resources. Indeed, many cities have formalized resilience offices as key agencies, and built sizable interdisciplinary offices to deliver the work.

## **20. How does a grant of 1 million dollars help? Our infrastructure needs are in the billions.**

Cities do not actually receive a grant of \$1 million. 100RC pays for the salary of a Chief Resilience officer, but the rest of the benefits of working with us come in other, even

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more valuable, forms. They include deep technical expertise; support to develop a Resilience Strategy; and access to our platform – the best resilience building tools in the world, provided by the private sector, the public sector, and NGOs.