ATTACHMENT A

> **REPORT ON THE 100 RESILIENT CITIES NETWORK LEADERS' SUMMIT**

Overseas Travel Report:
100 Resilient Cities Network Leaders' Summit
—LORD MAYOR CLOVER MOORE

Executive Summary

In 2013, for the first time in history, more than 50 per cent of people globally lived in cities -- that is predicted to reach 70 per cent. In this increasingly urban world, city resilience will continue to be tested by natural and human-caused disasters. Cities are on the front line of the critical 21st century challenges, where the impacts of globalization, urbanisation and climate converge.

Through its 100 Resilient Cities project, the Rockefeller Foundation is seeking to create a global movement that will develop solution for the challenges of the 21st century, using the framework of resilience as the roadmap find those solutions.

Resilience is a way of thinking that ensures projects are designed to be practical, serve multiple problems at once and address long-term needs as well as immediate ones. Urban resilience is about a city's ability to survive –not just sudden disasters, but also slow developing chronic stresses that can impact a city.

Resilience is not just stronger infrastructure to address physical and environmental threats. Our resilience is based on the ability of our residents—particularly the most vulnerable—to prosper, no matter what kinds of chronic stresses and acute shocks our city experiences.

In the words of the 100 Resilient Cities Network: *"Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience."*

On 1 to 4 October 2015, the Rockefeller Foundation and the 100 Resilient Cities network held the first City Leaders Summit at Bellagio in Italy. Participation in the summit provided opportunities to:

–   Build relationships with other city leaders in the Network to share knowledge and experiences that can help deliver innovative solutions for our cities over coming years.
–   Provide information on emerging, cutting edge urban planning and policy best practices.
–   Pursue technical and financial support from the Rockefeller Foundation, 100 Resilient Cities and its private sector and philanthropic partners.
–   Help shape the work of the Network by sharing information on what Sydney is doing well.

The 100 Resilient Cities Network provides access to knowledge that the Rockefeller Foundation and the Network have built through work with cities and leading technical experts, including a set of tools and services that helps cities build resilience in an effective, efficient and integrated matter.

Over 700 cities have applied for membership, with 67 current member cities that are home to over 130 million people. Membership includes funding to hire a Chief Resilience Officer to lead the resilience building process in Sydney.

The location of the Summit, the Bellagio Center, was established in 1959 to promote international understanding and cooperation, with a particular focus on improving the lives of the poor and vulnerable. It was at Bellagio that the agreements were made that led to the creation of the Global Aids vaccine initiative, providing lifesaving medication to millions of people across the globe.

While travelling I took the opportunity to stop over in other cities to seek out new ideas for Sydney. I broke the journey for just over a day in Milan in transit to Bellagio, and for a day in Dubai returning home.

Preliminary financials indicate a total cost to the City of Sydney of $19,497 for the Lord Mayor and accompanying staff member for the travel. Final costings will be reported to Council as usual in the next Quarterly Report.

Attachment
1. City Leaders' Summit Agenda

100 Resilient Cities Summit (1 - 3 October)
Presentation: Michael Berkowitz, President of 100 Resilient Cities
Michael Berkowitz highlighted significant stresses and shocks being experienced globally:

- 863 million people reside in informal settlements worldwide.
- 375 million people in coastal cities will be homeless due to projected sea level rises
- 1 billion people in global capitals like Beijing and New Delhi face water scarcity by 2050.
- 1 billion living in water-scarce conditions.
- 16 million people have been displaced by the conflict in Syria.
- 28,000+ cases and 11,000+ fatalities in the most recent Ebola outbreak.
- India loses $11 billion in economic output yearly due to traffic congestion.
- Norfolk, Virginia has experienced 14 inches of sea level rise since 1940.
- The 2011 Canterbury earthquake led Christchurch to new innovations.

The 100 Resilient Cities project focuses on City government because:

- The 21st century is shaping as the century of cities—following the 19th century as the century of empires, and the 20th century as the century of nations.
- Mayors around the world are experimenting with new and innovative policy solutions, turning their cities into "living laboratories".
- Mayors are often able to take action in ways national governments and the international community cannot. The paralysis of the traditionally state-centric international order has been repeatedly put on display by the lack of meaningful international action on a wide range of issues, including the European financial crisis, climate change, and the Syrian conflict. Municipal leaders are taking action to improve the quality of life for their citizens in ways national governments simply are not able.
- Decisions made at the city level affect individual lives in a swift and direct manner.

This concept of resilience is broad by design, because it is about how various systems interact, and about cutting across silos of government, the private sector and civil society. It tasks all sectors that make up the fabric of a city with the responsibility of contributing toward making it a more resilient place for the benefit of all its citizens, particularly the poor and vulnerable.

Extensive research has shown that the seven key qualities of resilient cities are:

- **Reflective** – systematically learning from past to prevent repeating them. ***Santiago, Chile*** studied what wasn't working to redesign its public transportation system in 2007.

- **Resourceful** – recognising alternative ways to use resources to address problems. **Athens, Greece** targeted limited city resources to solving the challenges of a national economic crisis.
- **Inclusive** – involving many people for shared ownership of decision making. **New York, USA** consulted across the city and region to create its OneNYC resilience strategy.
- **Integrated** – destroying the silos that often paralyse large organisations. **Medellin, Spain** used public health, education, transportation and policing solutions for chronic violence.
- **Robust** – managing systems so they are not prone to cascading failures. New Orleans, USA built spare capacity from the start in its recovery from Hurricane Katrina.
- **Redundancies**, building sufficient capacity to accommodate disruptions. **Tulsa, USA** used grey and green infrastructure solutions to address flood risks.
- **Flexible --** able to change when facing changing circumstances. **Toyama, Japan** adapted its planning for an aging population.

Presentation: Dr Judith Rodin, President, The Rockefeller Foundation

Dr Judith Rodin stressed the role of the Summit to help meet the benchmark set by San Francisco journalist Herb Caen, who once wrote, "A city is not gauged by its length and width, but by the broadness of its vision and the height of its dreams."

The 100 Resilient Cities project is developed at the intersection of two trends: the growing demonstration of the power of resilience thinking and the ever-increasing dynamic influence of cities around the world. This presents the opportunity to make resilience the operating system for cities in service to the well-being of people anywhere.

The Rockefeller Foundation has been working with cities for more than 50 years and observes that "crisis is the new normal for cities around the world" due to:

- Rapid urbanization and changing demographics, including forced migration
- Globalization
- Climate change.

Dr Rodin observed: "Never before has there been disruption to this level of frequency and impact" and Mayors are at ground-zero for the problems, but also for innovation and solutions.

The Rockefeller Foundation worked with the city of New Orleans from 2006 on the recovery process after Hurricane Katrina and was invited to restart the recovery planning process. It aimed to do more than bring disaster relief to help New Orleans and other cities prepare and plan for such disruptions to reduce the extent of loss and suffering, and ensure more effective use of resources. Since then, the Foundation has invested half-billion dollars to test and refine the principles and actions cities need to embrace to manage the unavoidable and avoid the unmanageable.

Dr Rodin stressed that the private sector is ready to respond. The resilience frame work is being used by global investment banks, development finance institutions and insurance companies to build assessment of resilience into their work. Dr Rodin reported that Moody's maintained Norfolk's municipal financing credit rating, despite its increased flood risks, because of its work with the 100RC.

100 Resilient Cities has heard from software companies developing products. Berkeley, California is working with the commercial satellite imagery firm Digital Globe to effectively illustrate and communicate communities' earthquake risk. Rotterdam is working with Microsoft on cybersecurity. And New Orleans is working with Swiss Re on innovative finance.

Dr Rodin highlighted that, for the first time in the 21 years of UN COPs, an entire day in Paris is devoted to cities and another to resilience. There is a UN Envoy dedicated to cities and new Millennium Development Goals will explicitly address cities.

70 percent of the planet will live in cities by 2030 and 75 percent of urban infrastructure that will be built by 2050 hasn't been built yet. This presents a tremendous opportunity for better services, more social cohesion, and greater economic development.

Session: Economic Role of Resilience Planning

Research for 100 Resilient Cities by McKinsey & Company highlights economic benefit of resilience solutions, based on the historical and growing impact of shocks and stresses.

Cities globally face significant economic impacts owing to chronic stresses — such as air quality, water scarcity, homelessness, housing affordability, ageing infrastructure, crime and violence, unemployment, changing demographics, poverty/inequality— and acute shocks — such as bushfires, flooding, severe storms, terrorism, infrastructure failure, disease outbreak or civil unrest. McKinsey estimated around $100 billion globally in economic impact in 2014 alone due to acute events.

100 Resilient Cities identifies that the impact of shocks and stresses is growing due to:

- **Increased frequency and intensification**: the number of natural disasters over four years from 2010 to 2014 was comparable to the number over 11 years from 1980 to 1991.
- **Compounding**: cities are facing multiple acute events at the same time as managing chronic challenges.
- **Global exposure**: interconnectedness compounds impacts, including exposure to global events such as the global refugee crisis due to 7.6 million people displaced by the civil war in Syria.

The four key strategies for resilience solutions include:

- **Social and Community Engagement,** such as education and training, community preparation, support for vulnerable groups, and environmental and social equity.
- **Policy and City Leadership**: such strategic planning, land use, taxes and pricing.
- **Technological**: such as monitoring, emergency response, simulation and prototype.
- **Natural and Physical Infrastructure**: such as wetland restoration, building design and storm water management

Resilience planning needs to be designed to deliver ongoing improved economic performance, and provide for reduced impacts of acute events and faster recovery.

Discussion with Mayors

The 100 Resilient Cities Leaders' Summit was an opportunity for City leaders to share experience and knowledge, and build connections so that we can continue to cooperate on innovative solutions.

Key messages were to act immediately so that chronic stress don't become acute shocks; to break down silos, achieve more than one result from projects, and to use networks and partnerships to develop innovative results.

A common concern was homelessness and housing affordability, from cities as diverse as Rotterdam and Amman. In Los Angeles, the homeless population increased 12 per cent between 2013 and 2015, resulting in more than 9,500 homeless people sleeping in makeshift encampments or vehicles. Just prior to the Summit, Los Angeles declared a state of emergency on homelessness, calling for a

one-off $100 million to address the growing crisis and $100 million annually for solutions to housing affordability and the lack of emergency shelter.

Diverse housing and public transport are vital, especially for essential low-paid city workers forced into outlying suburbs. A response in many cities is to require minimum levels of affordable housing in new developments.

Cities such as Amman (Jordan), Athens (Greece) and Thessaloniki (Greece) face an acute humanitarian and political crisis due to waves of refugees and growing conflict, such as neo-nazi riots. I was personally struck by Amman's approach to treat refugees "as guests", despite 1.6 million refugees arriving in Jordan since 2010.

Cities that experienced acute shocks—such as Christchurch's earthquake and Hurricane Katrina in New Orleans—are showing how to build long-term resilience through practical solutions that meet multiple needs, such as flooding mitigation that also provides new parks and energy infrastructure that reduces greenhouse gas emissions.

Some specific case studies:

–   **New Orleans, USA**: .In 2005, Hurricane Katrina left massive destruction in New Orleans, revealing many of the city's long term stresses: unemployment, crime and violence, lack of economic opportunity, and poor education systems. The city has since worked to adapt by investing in innovative green infrastructure for major storm surge and hurricane protection, while providing additional opportunities for New Orleans' residents. Its strategies have focused on integrated solutions that link new opportunity and fight climate change. Due to its early work with the Rockefeller Foundation, New Orleans has completed its Resilience Strategy, focused on the three key themes of adapt to thrive (embracing its changing environment), connect to opportunity (ensuring it is an equitable city) and transform city systems (to be dynamic and prepared). The Strategy is available at http://resilientnola.org.

–   **Rotterdam, Holland**: A park in the ZoHo district serves multiple benefits. In dry weather, it provides a sports field, an amphitheatre and skate park. It is a popular neighbourhood meeting space that fosters greater social cohesion. During wet weather, the sunken areas become pools and the park is able to collect 1.7 million litres of water and slowly release the runoff into the ground and nearby canal. The City of Sydney has adopted a similar strategies to climate proof our city, such as the Sydney Park water re-use project, sunken parks in Green Square, and underground tanks to store and meet the majority of parks' water needs.

–   **Amman, Jordan**: Due to rapid growth and high migration, public transport hasn't met growing demand, leading to growing traffic congestion, reduced access and growing energy consumption. Amman is known in the region for its social inclusion, appetite for innovation, and ease of doing business. This reputation has led to significant expansion and development, which is challenging the city's infrastructure. The city is exploring ways to absorb its growing population in a sustainable way, while retaining its heritage and character.

Amman developed a comprehensive public transportation plan, including bus rapid transit; new bus routes to improve access to downtown areas; reduced clutter on footpaths; free downtown shuttle buses; and 10 new solar powered electric vehicle charging stations to start converting to renewable energy. The plan aims to address challenges holistically to reduce traffic, reduce pollution and improve economic opportunity. Amman aims to be a data driven government, continually comparing data to refine its plan. Through our work on George Street Light Rail and

planning for Green Square light rail, the City of Sydney has focused on public transport as a driver for urban renewal, economic development, opportunities for social inclusion, and improved health through greater walking and cycling.

- **Athens, Greece**: Since 2010, Athens undergone a massive fiscal crisis, creating a long-term stress where new crises break out and demand immediate action—such as energy shortages, poverty and increased air-pollution in winter. Political instability deters adequate long-term planning and action. Mayor Giorgos Kaminis and his administration are seeking to restore trust in government through independent leadership and competent management. The city is using the national financial crisis as an opportunity for innovation.

  The City has been working on integrated and multifaceted solutions, including increased transparency; stronger links with society to provide social support, enhance entrepreneurship and strengthen the economy; and making existing human resources more efficient and effective in times of crisis. Athens is redefining its identity as a progressive global capital and is strengthening and increasing flexibility in the local safety net system to shield residents as much as possible from the crisis.

- **Rotterdam, The Netherlands**: Ninety per cent of Netherlands' residents are expected to live in cities by 2050, increasing pressure on urban areas. Changing technology is increasing efficiency while displacing workers, so the city is working to bolster new industries and support entrepreneurs that respond to global trends. Rotterdam has found that old solutions for water and energy management are not working, so is combining a wide range of new approaches to become more robust.

- **Santiago, Chile**: Since 2007, the city has been redesigning and investing in its old 1970s public transport systems to increase mobility, provide public space and stimulate urban renewal. The "Nueva Alameda Providencia" project will include new bus rapid transit, bile lanes, footpaths, public plazas and lighting. The city is conducting a participatory process to for the design and management, including coordination with national and local governments—a learning from the past chaotic transport planning done in silos.

- **Christchurch, New Zealand**: Christchurch is a city recovering from a series of earthquakes in 2010 and 2011 that caused widespread destruction and major loss of life. The cost of the earthquakes and the effects are estimated to be the world's fifth most costly to insurers at NZ$4 billion. The earthquake worsened and created new stresses, including a housing crisis, rapid suburban development and social cohesion challenges due to a large immigrant population of recovery tradespeople deciding to settle permanently. Changes in geology required a major retrofit to infrastructure and land use policies. The city's is taking a community-led approach to its Resilience Strategy, applying lessons from the earthquake focused on economic development and diversification, and tackling the challenge of housing affordability.

- **Toyama, Japan**: In response to a dramatic increase in the proportion of over 65s, Toyama is consulting and working to create a more compact city. A critical strategy is Japan's first complete light rail network, designed to reduce dependence on private vehicles and create a city with all amenities within walking distance. This has been coupled with downtown regeneration, including a new grand plaza, trams integrated into the existing road, attractive new urban spaces and private investment incentives. The conversion of an old port train line with declining use has seen passenger number more than double on weekdays and increase three and a half times on

weekends. The integrated mix of strategies has seen a population shift back to the city and on transport corridors.

Designing Resilience

The Summit had a workshop with Laurent August of Veolia, a global company working with many city governments on environmental solutions, including large-scale water, energy and waste projects.

Mr August put the case that resilient solutions require breaking down silos, including those within city governments and those between government, private sector and community. He argued that cities need to work with the private sector to develop solutions: don't just specify the job to do, work with companies to help design innovative solutions for the problems and the desired outcomes.

Some other key observations from this session:

− Citizens have growing expectations for quality management and transparent operations. Cities won't have a choice to be smart, responsive and resilient.
− Data-based modelling, forecasting and management is required to achieve smart solutions and can be used to provide transparent, real time interaction.
− Effective data and mapping—smart technology—can show when acute shocks are starting to happen.
− It is important to make it easy for citizens—such as New York's "Dial 311" strategy for a single point of contact with the city, via a simple phone number.

Resilience Pledge

Summit participants agreed to work towards a resilience pledge—a proposal that City Leaders commit the equivalent of 10 per cent of their city's budget per annum in support of the city's defined resilience goals and activities.

While the City of Sydney is still developing its Resilience Strategy, our current budgets provide for more than 10 per cent in resilience projects, such as our commitment of $220 million for George Street light rail and funding of more than half of the $100 million trunk drainage works at Green Square.

Through the 100 Resilient Cities project, the City is working with other metropolitan local government areas and the State Government on a metropolitan-wide resilience strategy. As the project develops, we will need to explore with these partners the appropriate participation in the proposed resilience pledge.

100 Resilient Cities acknowledges that member cities will use different budgetary and policy approaches to achieve the resilience pledge, based on the local context.

Milan, Italy

Like Sydney, Milan is Italy's economic engine room—a fashion, industrial, banking, TV, publishing and convention capital, famous worldwide for its refined taste. The economic success of modern

Italy rests in large part on Milan's style, attitude and ability to publicise its strengths. It is a hardworking, fashion-conscious, time-is-money city.

Milan is Italy's second-largest city and the capital of Lombardy. It has a city population of 1.35 million people (with 7,400 residents per square kilometre) and a metropolitan population of around four million people (around 2,000 residents per square kilometre).

While Milan has an historic reputation as a congested city, the reality in 2015 is an inviting and walkable city centre that the City Government has carefully reclaimed for residents, workers and tourists. Its historic city core has style, beauty, and an imposing, solid grandeur.

Although high density, the city centre has a human scale, generally up to about eight stories. Its extensive laneways and pedestrian areas are paved with attractive porphyry stone, generally both footpaths and roadways, which has been in use for centuries.

Milan uses is public space well. It excels in outdoor dining, with large areas dedicated to dining areas protected with awnings and umbrellas, in a mixed zone area with residents above. Many restaurants in the main pedestrian and shopping areas operate without any indoor seating.

Images: Milan's outdoor dining culture (top and bottom left); a welcoming pedestrian environment on a narrow laneway trafficable by cars (bottom right).

Italy was noticeably welcoming to residents with dogs, as people went into shops and travelled on public transport with their pets. The approach was noticeable in the friendly style of signage.

Images: 'Bravo' for positive park signage in Bellagio (left); a stylish sign welcoming dogs on-lead in the Castello Sforzesco, one of Milan's most prominent landmarks (right).
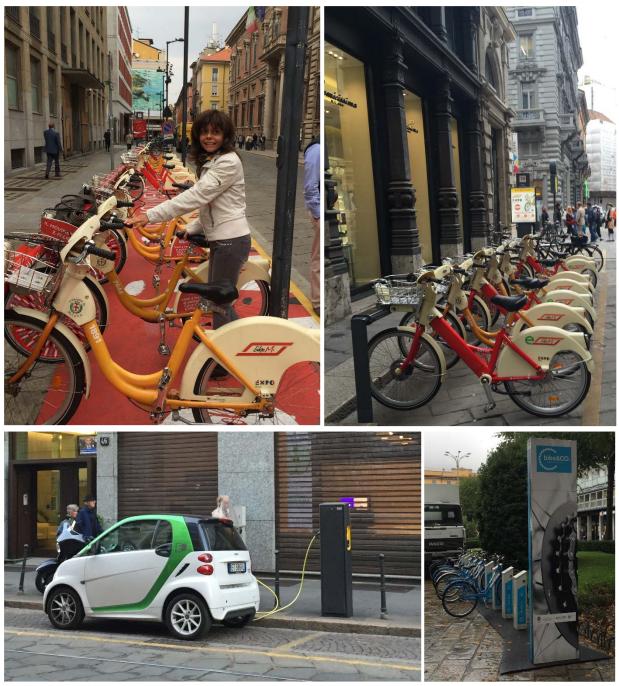
Active transport

Milan is now a pedestrian-friendly city, with networks of pedestrian-only areas and low-traffic lanes. In the city core people, not cars, dominate. Many pedestrian walk signals operate automatically and those that are activated by a button respond quickly, making the city a pleasure to walk.

In July 2015, it was reported that the City intends to ultimately pedestrianise the entire historical town centre—beginning with an announcement for the central Piazza della Scala, lining it with an existing pedestrian zone consisting of Cathedral Square and the area around Galleria Vittorio Emanuele II, the spectacular historic shopping arcade.

Bikes riders also share the streets, footpaths and public spaces without conflict or problems.

Milan was one of the first Italian cities to introduce a bike hire system. Its bike sharing scheme, BikeMi (www.bikemi.com) is now almost ubiquitous and regularly used in the city centre. The first 30 minutes of bike use are free, with a daily fee of €2.50 and a weekly fee of €6. Milan has few separated cycle routes, although the City Government is expanding its network.

Images: From top left—two images of the MikeMi bike hire in Milan, Italy; bike hire in Como, Italy; and an electric car charging point in Milan.

Milan public transport

Milan has an extensive public transport network, readily accessible to every part of the city centre.

The Milan Metro has four lines running mainly underground and was most recently expanded as part of the Milan Expo, currently underway.

The extensive Tram/Light Rail network has 18 urban lines and is the biggest network in Italy. However, like Sydney, large portions of the network, which once consisted of 30 lines, were removed from the 1950s to the 1970s. Many of the historic trams have been maintained and operate alongside modern light rail trams.

While Milan also has an extensive bus network, during my time in the city centre I saw no public buses (the only buses in the city centre were tourist coaches).

Images: Milan's extensive light rail system operates on narrow streets.

Zona a Traffico Limitato

Milan is one of a number of cities globally to introduce road pricing to manage congestion and pollution. Other cities include London (introduced 2003), Durham (2002), San Francisco, Singapore, Oslo and Stockholm (2006).

On 16 January 2012 the City of Milan (Commune de Milano), led by Mayor Giuliano Pisapia, introduced "Area C", a congestion charge in the central Zona a Traffico Limitato (ZTL). The ZTL covers around 8 square kilometres of the city centre.

A charge is applied to every vehicle entering the zone on weekdays between 7.30am and 7.30pm, with an earlier end at 6pm on Thursdays for late shopping. Motorists purchase a ticket from a meter, certain shops, or the Italian electronic toll road payment system. Vehicle entering the zone generally pay €5, although the 77,000 residents living within the zone have 40 free accesses per year and a discounted rate of €2. Some other vehicles are exempt (buses, taxies, electric vehicles, motorcycles,

scooters, police cars and emergency services). High polluting vehicles (eg, diesel Euro 3 or below) are banned. The zone is managed by 43 gates, monitored by video cameras.

The TZL had previously been established in 2008 as part of "Ecopass", a program that charged vehicles with higher pollution levels. Ecopass effectively encouraged drivers to purchase less polluting cars, but had limited impact on congestion. Within a few years, most cars had uncharged access and traffic returned to previous levels.

The objective of "Area C" was to drastically reduce Milan's chronic congestion, further reduce continuing high levels of smog and particulate matter affecting public health, and encourage sustainable mobility and public transport use.

The congestion charge was established through a referendum in June 2011, which was backed by almost 80 per cent of voters, and started as an 18-month pilot. In the first month, the number of cars entering the city centre decreased by 33 per cent—about 40,000 less per day. The reduction led to increased speeds for public transport, especially for buses during the peak hours. Accidents have been reduced by just under 30 percent.

The traffic reduction of over 30 per cent in the zone has been sustained over several years, with overall traffic in Milan reduced by about seven percent. However, the primary effect of the scheme seems to be that motorists who previously drove through the city centre to get somewhere else now avoid it.

Income from the congestion charge is invested in public transport, walking, cycling and policies to reduce air pollution. In the first year, the program provided over €13 million to increase services on the Milan Metro and surface public transport, and to expand the BikeMi bike hire scheme.

The transparent use of revenues on transport has helped gain public support. Reports on the impacts of "Area C" are on the City of Milan website (www.comune.milano.it).

The congestion charge was made permanent on 27 March 2013.

Dubai, United Arab Emirates

Dubai has undergone phenomenal growth in the past half century, growing from around 60,000 residents in 1970 to 2.41 million people in 2015. The city has been transformed from a former small pearl-diving town into a city of global aspiration.

Dubai is now a city of multi-story development, as exemplified by the Burj Khalifa, the 829.8 metre, world's tallest building. It has emerged as a global transport hub, a tourist destination and a fast growing economy. While Dubai remains a city with intense property development, some building project remain incomplete since the 2007 global financial crisis.

Dubai is a car-oriented city where massive and often spectacular architect-designed buildings compete for attention. It is reported to be one of the most congested cities in the Middle East. The city has just two Metro lines, constructed in the past decade. The majority of the lines are above ground, including raised tracks running alongside major highways.

A current Meraas Development called The Beach provides an example of growing attention being given to people-oriented development. It includes a pedestrian esplanade that links four plazas, including retail, dining, entertainment, trees, grass, playgrounds, fountains and a running track. The precinct reflects a diversity of architectural and public domain design.

Images: Dubai's characteristic multi-story residential development (top); medium scale development typical of Emaar, including four residential blocks with a central courtyard (middle); new Beach development by Meraas reflecting a focus on the needs of pedestrians (bottom).

A distinctive feature of Dubai is a number of massive hotel complexes that operate as mini-villages, providing not just tourist accommodation but also entertainment, dining, shopping and private residential. An example is the Madinat Jumeirah, which re-creates and ancient marketplace (souk) with a traditional Middle Eastern style.

Images: A Souk (market) within the Madinat Jumeirah complex; Model of Dubai downtown development, with the Burj Khalifa in the foreground.

Dubai recently joined the C40 in August 2015, committing to implement sustainable climate-related actions, including:

– Dubai Plan 2021 includes for objectives to build connectedness, sustainable resources, clean environment and resilience for the built environment.
– A carbon abatement strategy to reduce overall greenhouse gas emissions by 16 per cent by 2021 compared with estimated business as usual.
– An integrated energy strategy 2030 which aims to secure a sustainable supply of energy, including renewable targets and reduced demand for water, power and fuel.

Summit Agenda

Half-Hourly from 10:30am – 5:00	**Summit Orientation**, Frati or Sfondrata, corresponding to room location
Until 6:00	**Registration**, Car-side on Arrival
6:30-7:30	**Cocktail Hour**, Sfondrata Conference Room and Terrace
7:10	Welcome from Peter Madonia, Chief Operating Officer, The Rockefeller Foundation
7:15	Toast from Mayor Aboutaleb
7:30-8:30	**Dinner**, Sfondrata Dining Room

Transportation will be provided between all buildings and off-site facilities

Summit Agenda

8:00-9:00   **Breakfast**, Frati or Sfondrata, corresponding to room location

9:00-10:00   **Welcome Addresses from Michael Berkowitz, President, 100 Resilient Cities, and Mayor Giorgos Kaminis, Athens**, Frati Chapel
Michael Berkowitz's remarks frame the municipal leader's imperative to respond to global threats and marshal support beyond the jurisdiction and across sectors. Mayor Kaminis' remarks focus on the value proposition of resilience, collaborating with Mayors given global change, and leveraging a world-wide network.

10:00-10:45   Break, Frati

10:45-12:00   **Introductions**, Frati Chapel

12:15-1:00   **The Political Argument for Resilience**, Frati Chapel
Jefrey Pollock (Global Strategy Group) and Ben Page (Ipsos) deliver insights into their polling research about how constituents perceive and prioritize resilience issues. Remarks offer insight on how City Leaders can shape messaging to the public, media, and policy makers.

1:00-2:00   **Lunch**, Frati or Sfondrata, corresponding to room location

2:15-3:00   **The Return on Investment of Resilience**, Frati Chapel
Jeremy Oppenheim (McKinsey Global Institute) discusses the economic imperative of global resilience trends to capitalize on cost savings, create resilient economies, and attract investment.

3:00-3:30   Break, Frati or Sfondrata

3:30-4:30   **City Resilience in Action: Resilience Cases from the World**
Leadership Committee members lead small groups using resilience case studies as comparative examples. City Leaders generate conversation regarding the state of resilience within their city or region and surface new thinking on solutions among the group. Groups are organized by theme, region, or interest to provide meaningful consultation, experience, and options. Subject matter experts are available to facilitate or advance critical thinking.

Accra, Frati Library	Rotterdam, Sfondrata
Amman, Frati Living Room	Conference Room
Santiago, Tower	Toyama, Sfondrata Dining Room

Transportation will be provided between all buildings and off-site facilities

Summit Agenda

4:45-5:00	Transportation to Lake
5:00-6:30	Boat Tour of Lake Como
6:30-7:00	Transportation Directly to Dinner
7:00-7:30	**Cocktail Hour**, Villa
7:30-8:30	**Dinner**, Villa
7:40	Remarks from Dr. Judith Rodin, President, The Rockefeller Foundation
9:00-10:00	**Classical Music Concert featuring violinist, Matteo Fedeli**, Frati Chapel

Transportation will be provided between all buildings and off-site facilities

Summit Agenda

8:00-9:00   **Breakfast**, Frati or Sfondrata, corresponding to room location

9:00-9:30   **Opening Remarks and Special Speaker,** Sfondrata Conference Room

> Michael Bowers (Mercy Corps) discusses the current refugee crisis, as it pertains to social resilience in cities. Delivery concludes with Q&A.

9:30-10:35   **Leveraging the Market and Resources**, Frati Chapel

> Designing Resilience

> Laurent Auguste (Veolia) describes hard and soft infrastructure integration, solving multiple resilience challenges, and maximizing resources. Delivery concludes with Q&A.

> Funding and Financing Resilience

> **Jitinder Kohli** (Center for American Progress) discusses innovative financing and public and public/private finance mechanisms to exploit limited resources for maximum resilience return including capturing cost savings for future investment. Delivery concludes with Q&A.

10:35-11:00   Break, Sfondrata

11:00-11:10   **Introduction of Round Table Discussions,** Sfondrata

11:15-1:00   **Round Table Discussions**, Frati, Sfondrata, Tower

> City Leaders attend two out of three round table discussions on the topics below. Discussions are facilitated by experts from 100RC and The Rockefeller Foundation, and groups have the opportunity to counsel each other about emerging and urgent resilience topics.

>> Leveraging the City's Budget, Administration, and Procurement, Tower Conference Room
>> Maximizing Partnerships for Action, Frati Library
>> Innovative Financing, Sfondrata Conference Room

11:15-1:00   Round Table #1

1:00-2:00   **Lunch**, Frati or Sfondrata, corresponding to Round Table location

2:00-2:30   Break

Transportation will be provided between all buildings and off-site facilities

Summit Agenda

2:30-3:45   **Small Group Consultations**, Various Locations in Frati and Sfondrata - *please check in with ushers for details*

City Leaders break into self-organized groups to discuss how to cultivate, implement, and scale resilience in their cities, including balancing political challenges, election cycles, and leading change through the Chief Resilience Officer.

3:45-4:15   Break, N/A

4:15-5:15   **Reflection and Commitment**, Frati Chapel and Courtyard

City Leaders gather to discuss the 10% Resilience Pledge as a call to action.

5:15-6:30   Break, N/A

6:30-7:00   Transportation to Dinner

7:00-9:00   **Dinner at Le Darsene**

8:30-8:45   Closing remarks from Mayor Mitchell Landrieu, New Orleans

Transportation will be provided between all buildings and off-site facilities