

16 February 2023

Via FYI website

Kia ora

## **100 Resilient Cities Network**

Thank you for your request made under the Local Government Official Information and Meetings Act 1987 (the Act), received on 25 December 2022. You requested the following information:

*Please provide a copy of the application made by Council to join the '100 Resilient Cities Network', including all information regarding:*

- 1. the appointment and role description of the Chief Resilience Officer (incumbent or successor);*
- 2. the selection process for the appointment of said Officer;*
- 3. any agreement between Council and the Officer;*
- 4. any agreement between Council and the Rockefeller Foundation;*
- 5. financial support received by Council to hire an Officer;*
- 6. financing mechanisms to support investment in resilient infrastructure with the private sector;*
- 7. technical support for the Officer, including resources for implementing a resilience plan;*
- 8. assessments conducted using the City Resilience Framework;*
- 9. the inclusion of aboriginal tikanga advisors in consultation and decision-making processes.*

Wellington City Council has partially granted your request for information. Below are the documents that fall in scope of your request and my decision to release the document.

<b>Item</b>	<b>Document name/description</b>	<b>Decision</b>
1.	100 Resilient Cities Application (2014)	Release
2.	Job description for Chief Resilience Officer (March 2015)	Release
3.	Signed agreement (June 2015)	Release

In 2013, the Rockefeller Foundation pioneered the 100 Resilient Cities (100RC) project to help more cities build resilience to the physical, social, and economic challenges in the 21st century.

Wellington City Council was accepted into the 100RC in December 2014. In March 2017, we released the Wellington Resilience Strategy, which is available on our website [Resilient Wellington - Wellington Resilience Strategy - Wellington City Council](#)

- 1. The appointment and role description of the Chief Resilience Officer (incumbent or successor)***

The Chief Resilience Officer role was held from November 2015 until November 2021 (although the title changed to Head of Resilience in September 2020). We do not currently have a Chief Resilience Officer or Head of Resilience.

The letter of offer or contract (appointment) for this role contains confidential information specific to the recipient and their terms and conditions. I am therefore refusing this part of your request under section 7(2)(a) of the Act.

I have attached a copy of the position description (item two) that was sent out with the job offer documentation.

**2. *The selection process for the appointment of said Officer***

The selection process for the role was in 2015. We are not required to hold recruitment records back that far and do not have information on the selection process. I am therefore refusing this part of your request under section 17(g) of the Act as the information is not held.

I can advise that the applicant was an external candidate, who applied for the role in September 2015 and was appointed to the position in October 2015.

**3. *Any agreement between Council and the Officer***

The role was a permanent full-time contract, any other contractual details are confidential.

**4. *Any agreement between Council and the Rockefeller Foundation***

Please see attached item three.

**5. *Financial support received by Council to hire an Officer***

Please see attached item three regarding grant agreement.

**6. *Financing mechanisms to support investment in resilient infrastructure with the private sector***

Council signed off the Building Resilience Fund as part of the 2019/2020 Annual Plan, further information is available online: [News and information - Deadline extended for Building Resilience Fund - Wellington City Council](#)

**7. *Technical support for the Officer, including resources for implementing a resilience plan***

Being accepted into the 100RC programme gave Wellington access to around \$1million of expertise, logistical help and resources, including:

- support for appointing a Chief Resilience Officer (CRO) for a period of two to three years
- support for development of a robust resilience strategy (led by the CRO)
- management of a peer-to-peer network of member cities that can learn from and help each other (Resilient City Network)
- connections to solutions, service providers, and international private and public sector platform partners who can help Wellington implement the Wellington Resilience Strategy.

## **8. Assessments conducted using the City Resilience Framework**

We used this tool to assess the completeness of initiatives and understand various city systems' ability to cope with shocks and stresses. We also used it to ensure we had a representative sample of people and organisations contributing to the development of the strategy. The tool enabled us to broaden thinking in Wellington beyond disaster preparedness and recovery and ensure that the initiatives identified will make the best ongoing contribution to building the city's resilience. Given the wide range of assessments we conducted, if you require information on a specific area of interest or specific building etc. we can look at providing this to you.

## **9. The inclusion of aboriginal tikanga advisors in consultation and decision-making processes.**

The following people were involved in the Resilience Strategy as advisors:

- Lee Rahina-August, Port Nicholson Block Settlement Trust
- Leanna Barriball, Te Rūnanga o Toa Rangatira Incorporated
- Jo Taite Chief Executive Kaihautu, Ngāti Kahungunu Whanau Services
- Nicky Karu, WCC (Wellington City Council)
- Trevor Himona, WCC

### **Right of review**

If you are not satisfied with the Council's response, you may request the Office of the Ombudsman to investigate the Council's decision. Further information is available on the Ombudsman website, [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz).

Please note, we may proactively release our response to your request with your personal information removed.

Thank you again for your request, if you have any questions, please feel free to contact me.

Kind regards

Claudia Holgate  
**Senior Advisor, Official Information**

PIONEERED BY THE  
ROCKEFELLER FOUNDATION

# 100 RESILIENT CITIES

## 100 Resilient Cities Challenge

Apply by September 10, 2014  
[www.100resilientcities.org/challenge](http://www.100resilientcities.org/challenge)

The 100 Resilient Cities Challenge seeks to find 100 cities that are ready to build resilience to the social, economic, and physical challenges that cities face in an increasingly urbanized world. Is your city ready to become resilient?

We can't predict the next disruption or catastrophe. But we can control how we respond to these challenges. We can adapt to the shocks and stresses of our world and transform them into opportunities for growth. If your city applies for the 100 Resilient Cities Challenge, it could be one of 100 cities eligible to receive funding to hire a Chief Resilience Officer, assistance in developing a resilience strategy, access to a platform of innovative private and public sector tools to help design and implement that strategy, and membership in the 100 Resilient Cities Network.

The deadline to apply is September 10, 2014. Ignite the urban resilience movement. Apply today.

# 100 Resilient Cities Challenge Eligibility

Challenge entrants will be primarily municipal governments. Only one entry per city will be eligible for consideration in the challenge. All entrants will be required to submit a letter of support from the highest-ranking representative of the city government, whether elected or appointed. Generally, this representative would be a mayor, city chief executive officer, or city manager. Major institutions (e.g., a nonprofit organization, university, chamber of commerce, or research center) that have an affiliation with a city may apply on the city's behalf upon satisfying the following two requirements: (1) within the required letter of support, the highest ranking official must indicate agreement with all entry form answers and (2) the entry form must include at least one city contact and a valid email address. Affiliated organizations may also apply when a city cannot represent itself for legal reasons. Specific eligibility requirements are that entrants must:

- Be a city, defined as a legal governmental entity with a population of over 50,000 inhabitants possessing a municipal government or other elected or appointed chief executive officer uniquely assigned to govern that population.
- Agree to all legal terms and conditions of the challenge.
- Submit an entry form with all required fields completed through the challenge website at [100resilientcities.org/challenge](http://100resilientcities.org/challenge) or by email to [challenge@100resilientcities.org](mailto:challenge@100resilientcities.org).
- Be willing to provide material and references in support of their entry should they be requested by 100 Resilient Cities or its partners in operating the 2014 Challenge.
- If selected as a finalist, commit to developing and implementing a citywide resilience strategy as part of their participation in the 100 Resilient Cities Network. This will include the city's commitment to engaging with its community to gain input regarding the strategy process, as well as producing specific outputs and deliverables.
- If selected to join the 100 Resilient Cities network, agree to work with 100 Resilient Cities and its partners to utilize the suite of financial and technical support in order to develop and implement the resilience strategy; access the platform of services to support strategy implementation; create or expand the role of a Chief Resilience Officer within the municipal government, as a direct report/senior level advisor to the Mayor/Chief Executive of the city; actively participate as a member of and contribute knowledge to the 100 Resilient Cities network. All selected cities receiving grant money must use the financial resources in accordance with the suite of support, as determined in conjunction with 100 Resilient Cities' partners, and must collaborate to play an active role in leading the movement.
- Be available for contact by email or telephone at any point in the evaluation process, and available (if requested) for a site visit by 100 Resilient Cities or its partners.
- Submit the entry one of two ways: in English on the website, or by emailing it to an Outreach Associate. The latter option allows the entrant to complete the form offline in Arabic, Chinese, Russian, Portuguese, French, or Spanish. The designated Outreach Associate, as identified on the Challenge website, will then translate the entry into English and upload it on behalf of the entrant to the website.

Complete the entry form and submit it on the website or email it before the deadline of September 10, 2014, by 23:59:59 GMT. No entries will be accepted after September 10, 2014, by 23:59:59 GMT, regardless of the method of submission.

# 100 Resilient Cities Challenge Criteria

Finalists of the 100 Resilient Cities Challenge will meet the following basic criteria:

- The entrant will express commitment to the 100 Resilient Cities approach and willingness to lead the resilience movement, as demonstrated by their responses in the entry form;
- The entrant will have articulated the city's greatest vulnerabilities;
- The entrant will showcase a broad base of stakeholder / constituent support to achieve the vision outlined;
- The entrant will have articulated the desire to treat the city's resilience-building comprehensively, i.e., by building resilience in more than one realm of vulnerability, and through multi-sector partnerships including multiple government agencies, private sector actors, civil society organizations, etc.;
- The entrant will have articulated an approach to ensuring that the development of a city-wide resilience strategy will include the engagement and voice of the city's poor and vulnerable residents and will explicitly benefit this population;
- The entrant will have successfully cleared the challenge due diligence process;
- The entrant will meet all legal requirements;
- The entrant will garner high scores from a panel of judges, ten being the top score, using the below scoring system, with a focus on the following areas:

## **Commitment (4)**

- a. A demonstrated vision of and willingness for building and scaling the overall resilience of a city, using adaptable strategies, particularly in support of the city's most poor or vulnerable populations;
- b. Explicit support by senior city leadership to actively participate in the 100 Resilient Cities program and promote government and policy change where necessary to achieve resilience;
- c. Expressed desire to address shocks or stresses by agreeing to the 100 Resilient Cities approach that includes the appointment of a Chief Resilience Officer who reports directly to the city's chief executive or to the chief executive's direct reports;
- d. Articulation or representation of ways in which the city intends to monitor and build on successful activities, processes, services, etc. for developing a broader resilience plan.

## **Ability to Adapt (3)**

- a. Evidence of existing or proposed feedback mechanisms across a variety of stakeholders / constituents to maintain essential functions;
- b. Flexibility to test new techniques, processes, services, or systems that expand the city's ability to respond and emerge stronger when experiencing acute shocks (such as earthquakes and floods) and chronic stresses (such as violence and crime, pollution, pronounced inequality, serious energy shortages, lack of economic diversity, and inadequate housing);
- c. Agreement to launch a holistic approach that moves beyond developing disaster response and recovery planning, and addresses a city's vulnerabilities.

## **Readiness (2)**

- a. Demonstration of the city's ability to build the broad base of support (i.e., evidence of collaboration with other organizations and / or cross-agency cooperation and communication) needed to implement the outlined vision, confirming that the partnerships needed to achieve resilience and adopt a citywide strategy are underway;

- b. Feasibility of proposed activities, including participation in a global program, and ability to address possible risks with mitigation strategies based on lessons learned. In demonstrating the above, the entrant must specifically articulate the importance of resilience as relevant to the city's specific context.

**Leadership (1)**

- a. City faces the risk or existence of significant shocks and stresses, and models the adaptive, collaborative, and innovative qualities needed to implement new solutions with a clear willingness to share experiences, lead this network, and quickly change behavior in response to feedback mechanisms.

# 100 Resilient Cities Challenge Incentives

The Finalists identified during the 2014 100 Resilient Cities Challenge will be eligible to receive:

- Funding in the form of a grant to hire a Chief Resilience Officer;
- Technical support to develop a holistic resilience strategy that reflects each city's distinct needs;
- Access to an innovative platform of services to support strategy development and implementation. Platform partners come from the private, public, and nonprofit sectors, and will offer tools in areas such as innovative finance, technology, infrastructure, land use, and community and social resilience;
- Membership in the 100 Resilient Cities network to share knowledge and practices with other member cities.

The actual form and amount of awards will be determined at the discretion of 100 Resilient Cities.



# Indicators of a Resilient City

Please refer to the following definitions when answering Question 9 on the Challenge Entry Form.

**Minimal human vulnerability:** Indicated by the extent to which everyone's basic needs are met, before, during, and after an acute shock or chronic stress. Those with basic access to provisions like food, water, sanitation, energy and shelter will be able to better deal with unforeseen circumstances.

**Diverse livelihoods and employment:** Facilitated by skills training, business support and social welfare, which will allow citizens to better withstand changing macroeconomic trends. Access to finance and the ability to accrue savings will allow them to survive and thrive through shocks and stresses, both financial and otherwise.

**Adequate safeguards to human life and health:** Having widespread access to health facilities and services that can fulfill a wide variety of needs, including public education, sanitation, and traditional healthcare services. Having robust emergency response services.

**Collective identity and mutual support:** Observed as active government engagement with individual communities and vice-versa; and as communities that are well integrated internally, physically, and socially, as well as with other communities. This allows populations to face adverse events together, without civil unrest and violence.

**Social stability and security:** Having trustworthy and effective law enforcement with a positive and open relationship with citizens, supported by a transparent, just, and effective justice system. Law enforcement includes crime prevention and reduction, community education, and efforts to reduce corruption.

**Availability of financial resources and contingency funds:** Observed as sound financial management, diverse revenue streams to government, the ability to attract business investment, appropriately allocated capital and emergency funds. Includes the ability of private sector to flourish despite shocks and stresses.

**Reduced physical exposure and vulnerability:** Indicated by stewardship of the ecosystems that provide natural protection to the city; appropriate protective infrastructure that leverages natural protections where possible, effective land-use planning; and enforcement of hazard reduction planning regulations.

**Continuity of critical services:** Characterized by active management and maintenance of critical infrastructure (both natural and manmade) that protects and/or provides services to citizens. This increases the likelihood of this infrastructure surviving and mitigating shocks and stresses, and ensures that plans are in place for failures.

**Reliable communications and mobility:** Indicated by diverse and affordable multimodal transport systems and information and communication technology (ICT) networks, and contingency planning. This facilitates rapid mass evacuation and communication in the case of emergencies, and ensures that cities are well integrated and connected. Allows for populations, especially the poor and vulnerable, to access employment.

**Effective leadership and management:** Having a government, business community, and civil society run by trusted individuals who make rational decisions based on the best available information. Those decisions are made with an eye towards best outcomes for citizens, and are made after consultation with a variety of stakeholders.

**Empowered stakeholders:** Indicated by education for all, and access to up-to-date information and knowledge to enable people and organizations to take appropriate action on important issues. Stakeholders are citizens, private and public sector actors, NGOs, civil society groups and others.

**Integrated development planning:** Indicated by the presence of a sound city vision; a citywide development strategy that makes it possible to deal with multidisciplinary issues such as disaster risk reduction, climate change or emergency response; and plans that are regularly reviewed and updated by cross departmental working groups.

# 100 Resilient Cities Challenge Entry Form


Instructions: Please use 11-point font. Text that exceeds the given space will not be reviewed. The mark of "\*" indicates answers are required:

1.\* Please complete the following background information.

First and Last name and title of the person who completed this entry form:

First Name\* Nigel  
Last Name\* Taptiklis  
Title\* Mr  
Email\* xxxxx.xxxxxxxxx@xxx.xxx.xx

First and Last name and title of up to two key contacts (note: if you are an affiliated organization applying on behalf of a city, here you are required to list your official city contact and include his or her email address below)

<u>Contact 1*</u>		<u>Contact 2*</u>	
First Name	Brian	First Name	Anthony
Last Name	Hannah	Last Name	Wilson
Title	Mr	Title	Mr
Email Address 1	xxxxx.xxxxxx@xxx.xxx.xx	Email Address 2	xxxxxxx.xxxxxx@xxx.xxx.xx
Country*	New Zealand		
City*	Wellington City		
City Population*	190,959	Metro Area Population*	480,000
Phone number of the person who completed the entry form*			
Organization Name*	Wellington City Council		

I heard about the 100 Resilient Cities Challenge via (select as many as applicable):

- 100 Resilient Cities Challenge website
- Rockefeller Foundation website
- Rockefeller Foundation newsletter or listserv
- 100 Resilient Cities Challenge email communication
- Traditional local media coverage
- Online local media coverage
- Online international media coverage
- Web search
- Direct call from Challenge outreach staff
- Forwarded Challenge email from family, friend, or colleague
- Organization other than 100 Resilient Cities, please list:
- At the World Urban Forum in April 2014
- Social Media
- Other:
  
- I agree to all rules and legal conditions associated with this challenge.\*
- If selected as an awardee, I will commit to the 100 Resilient Cities resilience definition and approach.\*
- I am 18 years of age or older.\*
- I have the permission and support of my city government to submit this application (if applicable).

2.\* Select a total of four shocks that are most relevant to your city, and rank the shocks by order of the magnitude with which they affect, or threaten to affect, your city. Rank each shock on a scale of 1-4, with "1" = the greatest risk to your city. If you have ranked all relevant shocks but your selection does not total four, move to the next question.

- Blizzard
- Disease Outbreak
- 1 Earthquake
- 3 Flooding (Coastal and Rainfall)
- Hazardous Materials Accident
- Heat Wave
- Hurricane, Typhoon, Cyclone
- Infrastructure failure (i.e. bridge, nuclear, power plant, electrical grid)
- 4 Landslide
- Riot / Civil Unrest
- Terrorism
- 2 Tsunami
- Volcanic Activity
- Wildfire

2.1\* Select a total of four stresses that are most relevant to your city, and rank the stresses by order of the magnitude with which they affect, or threaten to affect, your city. Rank each stress on a scale of 1-4, with "1" = the greatest risk to your city. If you have ranked all relevant stresses but your selection does not total four, move to the next question.

- 3 Aging Infrastructure
- Chronic Energy Shortages
- Commodity Price Fluctuations
- Declining/Aging Population
- Drought & Water Shortage
- Endemic Crime & Violence
- Epidemic of Drug And Alcohol Abuse
- Food Shortage
- High Unemployment
- Impending Depletion Of Natural Resources
- Insufficient Educational Infrastructure
- Intractable Homelessness
- 4 Invasive Species
- Lack Of Affordable Housing
- Overpopulation
- Overtaxed / Under Developed / Unreliable Transportation System
- Political Instability / Sectarian Violence
- Poor Air Quality / Pollution
- Poor Health Infrastructure
- Pronounced Poverty / Inequity
- Refugees
- 2 Rising Sea Level And Coastal Erosion
- 1 Shifting Macroeconomic Trends / Over Reliance On One Industry
- Significant Environmental Degradation, Air / Water Pollution

3.\* Select four shocks that have limited to no impact on your city, and rank the shocks by order of the least magnitude with which they affect, or threaten to affect, your city. Rank each shock on a scale of 1-4, with "1" = the least risk to your city. If you have ranked all limited-impact shocks but your selection does not total four, move to the next question.

- 3 Blizzard
- Disease Outbreak
- Earthquake
- Flooding (Coastal and Rainfall)
- Hazardous Materials Accident
- 2 Heat Wave
- Hurricane, Typhoon, Cyclone
- Infrastructure failure (i.e. bridge, nuclear, power plant, electrical grid)
- Landslide
- 1 Riot / Civil Unrest
- 4 Terrorism
- Tsunami
- Volcanic Activity
- Wildfire

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- Aging Infrastructure
- Chronic Energy Shortages
- Commodity Price Fluctuations
- Declining/Aging Population
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- 1 Political Instability / Sectarian Violence
- Poor Air Quality / Pollution
- Poor Health Infrastructure
- Pronounced Poverty / Inequity
- 3 Refugees
- Rising Sea Level And Coastal Erosion
- Shifting Macroeconomic Trends / Over Reliance On One Industry
- Significant Environmental Degradation, Air / Water Pollution

4.\* Brief us on the long-term impact of your greatest existing or imminent stress.

Stress: Shifting Macro-economic trends / Over Reliance On One Industry

Cities compete globally for increasingly mobile businesses and people. The ever-present risk of a large earthquake, coupled with Wellington's economic reliance on government and professional services is our greatest existing stress.

Wellington is New Zealand's capital, a stunning and vibrant harbour-side city. But the city also has a major fault line running through it. Recent severe earthquakes in Wellington and devastating earthquakes in Christchurch have highlighted the risk of disruption for people, businesses and central government.

The chances of a magnitude 7.5 earthquake on the Wellington fault are assessed as 10% during the next 100 years. There are also numerous other fault lines within the region that could impact on Wellington City. To function, government and professional services are reliant on buildings, power, water and the ability of people to get to work, and Wellington's economy is reliant on the money these sectors and people spend here.

4.1\* Brief us on how your city will be impacted when your highest-ranking shock occurs.

Shock: Earthquake

Wellington City is situated at the southern end of the North Island and is the primary land/sea transport portal between New Zealand's two principal islands. The Wellington region comprises eight highly interconnected city and district councils with a combined population of 480,000 people, roughly 11 percent of the national total. Together they produce 13.5 percent of New Zealand's GDP.

A magnitude 7.5 earthquake on the Wellington Fault near the city could produce horizontal movement of 4 to 5 metres and up to 1 metre vertical movement. Critical infrastructure servicing the city, including gas, water and electricity all cross this main fault line and could be disrupted for up to 80 days.

Buildings would be damaged, with multiple fatalities expected and many thousands requiring medical treatment for injuries. Up to 50,000 people could be displaced from their homes. Tsunamis from water sloshing back and forth across the harbour are predicted to cause significant damage to the airport and to port facilities (including the fuel terminal).

4.2\* Select the last significant shock that occurred and briefly detail what happened and how your city reacted.

Last Significant Shock: Earthquake

Wellington was shaken by severe earthquakes in July and August 2013, causing considerable damage within the Wellington CBD, and the evacuation of some residents.

While the CBD was closed and reopened the following day (thanks to a rapid building assessment) residents were displaced for a much longer period. Pre-planning for displaced families meant disruptions to people's lives was minimised.

- 5.\* Of the four greatest shocks selected above, pick the one you are best prepared to face. Tell us why you are prepared to face this shock.

Shock:                   Flooding

Wellington is best prepared to face flooding. Floodplain Management Plans developed with communities provide a long-term strategy to reduce the social, economic and environmental impact of flooding. The strategy includes the floodplain and wider catchment, and from frequent, smaller events right up to the largest imaginable floods. The full range of options is considered, from avoiding development in high risk areas, to protective stopbanks; and from managing the river channel to flood warnings and emergency planning.

In high-risk areas inappropriate development is avoided through planning rules. Where development does take place in such areas (including infill development), we recommend that residual risk is recognised. Residual risk is the risk that a flood exceeds flood protection structures.

Because Floodplain Management Planning takes a long-term approach, considers the full extent of the flood problem and the full range of responses, and the community and stakeholders are involved in the decision-making process, we are confident that we achieve the best possible outcomes. For example, the Hutt

- 6.\* Of the four greatest stresses selected above, pick the one you are best prepared to face. Tell us why you are prepared to face this stress.

Stress:                   Aging Infrastructure

Like a number of other cities in the Western world, Wellington City invested significantly in developing its infrastructure after World War Two. A second major tranche of investment followed in the mid-to-late 1970s and early 1980s as the 'baby-boomer' generation began having their own children. Unfortunately, the materials used in the second round have not lasted as long as the previous (eg asbestos concrete pipes versus cast iron or steel pipes). This means both tranches are expected to start failing together, peaking from 2020/25.

In response, Wellington City has been developing some of the most sophisticated asset management planning information systems and analytics in the world. We are now able to track the condition and the probability of failure of individual pipes within the network, and the consequential risks of asset failure. While there is simply not enough money to replace all of our aging assets, our information systems enable replacement to be prioritised by risk and consequence.

Our information systems enable us to see the incremental improvements to the networks that new pipe materials

- 7.\* Write about an experience that demonstrated a need for greater resilience in your city and how it impacted your city's ability to function.

On 20 June 2013 (roughly one month prior to the 6.5 magnitude earthquake), the region suffered a one-hundred-year storm. Residents experienced wind gusts of more than 200km/h with very heavy rain. In Wellington Harbour, 10-metre swells coincided with a king tide.

The effects were widespread throughout the region and felt with particular intensity by residents living on our southern shorelines. The results included 30,000 residences without power, some for up to two weeks; fences and trees down; roads blocked; roofs torn off and windows smashed. The storm surge in the harbour under-scoured the track of one of Wellington's two main rail links (freight and commuters), disabling it for a week.

This experience highlighted some of our key vulnerabilities and resilience challenges. Wellington has only two major transport routes, both with multiple failure points, and our infrastructure must cope with multiple hazards (underground power lines cope better during a storm while overground power lines cope better during an earthquake). Also, coastal flooding is an emerging issue we must address due to projected increases in storm



8.\* Name the three critical partners (i.e., current networks, stakeholders, collaborators) across the city with whom you believe you will need to engage to be successful.

Partner 1

Name the Partner: The Wellington Region Emergency Management Office (WREMO), coordinates emerg

List their Sector (i.e. public, private, local civil society, international NGOs, academia):

WREMO is a semi-autonomous public sector organisation serving all nine councils of the region.

List any concrete examples of planned or completed work:

2013 - 2018 Regional Civil Defence Emergency Management Plan

Wellington Region ICoE for Community Resilience, part of the UNISDR's Integrated Research on Disaster Risk programme.

2014 – Technology and Innovation Award – Use of social media:

<http://www.iaem.com/documents/IAFM-Global-Awards-News-Release-11.11.14.2014.pdf>

Describe how you'll include them in developing and executing a resilience plan:

WREMO provides emergency readiness, reduction, response and recovery services for the Wellington region. We work with WREMO as part of a wider stakeholder group that includes local councils, emergency services, lifeline utilities, District Health Boards, and welfare organisations.

As a key stakeholder, WREMO has already been included in developing this application. We work closely with WREMO where we can complement and leverage each other's networks and resources to increase the

Partner 2

Name the Partner: Central Government

List their Sector (i.e. public, private, local civil society, international NGOs, academia):

Public

List any concrete examples of planned or completed work:

Both Ministry of Foreign Affairs and Trade (MFAT) and Ministry of Civil Defence Emergency Management (MCDEM) have already been included in resilience baseline planning meetings.

MCDEM provide a Capability Assessment Tool for local officers to assess emergency management capability, with the next assessment scheduled to take place in January 2015

Describe how you'll include them in developing and executing a resilience plan:

Central Government takes the lead role in matters of national importance such as:

- the statutory framework for our resilience work
- large-scale infrastructure investments (eg the state highway network)
- Post-event recovery (eg the Canterbury Earthquake Recovery Authority)

### Partner 3

Name the Partner: Community organisations, NGOs, and universities. Community Partners include NZ Police

List their Sector (i.e. public, private, local civil society, international NGOs, academia):

Community and academia

List any concrete examples of planned or completed work:

Victoria University School of Architecture – identifying opportunities for Master’s research projects on urban coastal resilience.

Massey University Joint Centre for Disaster Research – ICoE for community resilience.

Describe how you’ll include them in developing and executing a resilience plan:

Central to any planning and delivery is the city’s existing network of agencies, groups and organisations that are already delivering services and support to local communities on a daily basis. With our established partnerships and networks, a Chief Resilience Officer will be well-placed to coordinate and collaborate across layers of government, and with the community and private sectors to connect to and integrate current work to develop a Resilience Strategy for Wellington. Our universities are also anchor tenants in the city.

8.1 One of the main offerings 100 Resilient Cities provides is access to a platform of services and partners.

Has your city previously engaged in a partnership with large private sector actors? (Mark ‘yes’ or ‘no.’)

Yes

No

If yes, briefly describe that experience.

Yes, we work closely with a range of private sector actors. Some examples include:

- The Council has recently let two five-year contracts with Downers EDI and Leightons Ltd for maintenance and renewal of roading assets. The contract supports investment in our physical resilience to accommodate natural processes: climate change impacts, unexpected natural events, and urban activity including population growth and resource use.
- The Wellington Lifelines Group, where we are working with utility and transport service providers to learn from each other, understand hazards, interdependencies and best practice for risk reduction, and to coordinate activities to reduce vulnerabilities.
- GNS Science – The ‘It’s Our Fault’ study looked at the likelihood of large earthquakes for Wellington and their impacts on humans and the built environment. GNS was recognised with a national award for this work.
- Tonkin & Taylor – Applied research and project support for sea level rise adaptation from the city level to hyper-local analysis. Sea level rise is an emerging stress for all coastal cities and working closely with New

8.2 Include website links to the critical partners and networks with whom you already engage. (optional)

Lifelines group - <http://www.getprepared.org.nz/welg>

Within the Lifelines Group:

9.\* Mark the first three priority areas you intend to address for the launch of your resilience plan. For a more detailed explanation of these priorities, visit our FAQ.

- Minimal human vulnerability
- Diverse livelihoods and employment
- Adequate safeguards to human life and health
- Collective identity and mutual support
- Social stability and security
- Availability of financial resources and contingency funds

- 1 Reduced physical exposure and vulnerability
- 2 Continuity of critical services
  - Reliable communications and mobility
  - Effective leadership and management
- 3 Empowered stakeholders
  - Integrated development planning

10.\* Please attach your letter of support from the chief executive officer of your city. This letter must (1) clearly state that the city's chief executive officer agrees with all answers to the questions found within this application, (2) indicate a commitment to providing the necessary support if the city is selected for the 100 Resilient Cities program, and (3) briefly detail the city's capacity and willingness to adopt and implement a citywide strategy.

First and last name and title of the person who signed the letter

First Name

Last Name

Title

Appointed

Elected

Time served in office (# months elapsed from entering office until present day)

Duration of their remaining tenure (# months remaining in term of office)

Eligible for another term? (Mark 'yes' or 'no.') If yes, how long is the term?

Yes

No

Point of contact for executive office, e.g. the mayor's executive assistant

First Name

Email Address

Last Name

Phone Number

Chief press officer contact information

First Name

Email Address

Last Name

Phone Number

11.\* Cities are currently integrating the role of Chief Resilience Officer (CRO) using various approaches; the following outlines models that are being implemented across the globe. Select the model of greatest interest to your city based on the city's structure and needs:

- Model A:** An existing staff member becomes the city's CRO, and resilience is a new portfolio. For example: A city combines the Office of Emergency Management (OEM) and Office of Climate Change into a single department: The Office of Resilience. The former head of OEM is appointed CRO and reports directly to the Mayor. All the employees of the two formerly separate departments report to this new CRO.
- Model B:** An existing staff member becomes the city's CRO. The employee retains components of an existing portfolio, and adds a focus on resilience. For example: A city appoints the Chief of Preparedness as CRO, adding resilience to her portfolio. The city then hires an additional staff member to ensure the efforts are sustainable.
- Model C:** The CRO is a new staff member, the portfolio is new. For example: A city creates a new Office of Resilience and hires an outside employee to run it. No existing city departments are altered. The CRO coordinates across all government silos to create a resilience strategy.
- Model D:** The CRO is a new staff member, the portfolio is existing or merged with other functions. For example: A city merges the Department of the Environment and the Earthquake Preparedness office, creating a new resilience office headed by a CRO hired from outside the government. The employees from the formerly separate departments all report to the CRO, who reports directly to the Mayor.

11.1\* Describe the reason why the model that you selected will work best for your city, including the political support you have in place to support this structure.

Model D fits with current resilience work best. We've been redesigning our resilience programmes since the Christchurch earthquakes. We'll be drawing on two examples in particular for an overarching resilience strategy and work programme: first, the establishment of the Council's Building Resilience office, and second, the creation of a shared emergency management office between the four cities and four district councils of the Wellington Region. Both examples have strong political support at their respective levels, and are being recognised for exemplary work.

12.\* Outline your specific vision for the Chief Resilience Officer, including the proposed CRO reporting structure you plan to implement if your city is selected as a network member. Please also indicate if your city already has any similar position to the CRO role. Note that 100 Resilient Cities values CRO structures in which the CRO reports directly to the city's chief executive or to his / her direct reports.

A Resilient Community – Ready and Capable is the vision for the Wellington Region, as approved by the Region's Mayors.

The CRO will link stakeholders across local and central government, and business and community to develop the Resilience Strategy. To be effective, all stakeholders must 'own' the strategy, so the process is as important as the product. The strategy will be regionally integrated, and as the capital city, our work is well-placed to contribute to New Zealand's national resilience building efforts.

The CRO will broaden and prioritise Wellington's resilience building and risk reduction activities to:

- mitigate vulnerability to natural disasters
- connect and empower communities to build their own resilience, and to influence the wider factors impacting on their resilience (from 'poor and vulnerable' neighbourhoods to the Chamber of Commerce)
- synchronise plans and approaches to ensure critical services (lifelines) perform under stress
- identify gaps and actions to incorporate chronic stresses such as climate change and Wellington's economic growth challenges

- 13.\* We appreciate that cities need to start large projects at different times based on their elections cycles, budgeting processes, etc. Please select your city's preferred month in 2015 to begin planning and implementing your resilience plan and state why your city recommends this month. To better understand and adequately plan for the work undertaken during the first few months, the current 100 Resilient Cities Engagement Cycle is roughly as follows: Months one and two center on city onboarding; an initial strategy workshop, with stakeholders from across silos and sectors, happens at the end of month three. The CRO recruitment process takes place during months three and four. The strategy development phase - an intensive period - occurs over six to nine months, starting at the beginning of month five.

Preferred Month  
(e.g. March):            January 2015

January 2015

A resilience baseline and steering committee of local stakeholders will be created by December 2014. If possible, the process would start in January and the CRO recruitment process would be fast-tracked so that the appointment would be made by the start of March. The CRO would then attend the Third UN World Conference on Disaster Risk Reduction in Sendai, Japan in March as an official member of the New Zealand Delegation. The strategy workshop would then follow this 'big-picture' opportunity and include the CRO and a wide variety of

- 14.\* Has your city previously accepted grants from international civil society organizations?  
(Mark 'yes' or 'no.')

Yes

No

- 14.1 If yes, list the organization and describe how you collected this grant (e.g. you received it directly, had a fiscal sponsor).

Name of Organization

N/A

- 14.2 Detail the nature and length of the grant (e.g. technical assistance infrastructure planning grant that lasted 24 months).

Length in Months

N/A

15. 100 Resilient Cities is interested in the possibility of testing partnerships among adjoining municipalities that have both applied for the Challenge. Are there any adjoining cities that you would be interested in partnering with while developing your resilience strategy and, if so, which?

City                      These arrangements would buil

Point of Contact

First Name              Mayor Lianne Dalziel and CRO                      Last Name              Victoria Hart, Team Leader Susi

Title                      Daniel Homsey, Director of Strategic Initiatives, City Administrator's Office, City and County

15.1 Do you know if they are applying? (Mark 'yes' or 'no.')

Yes

No

## Chief Resilience Officer

### Job Description

<b>Role Title</b>	Chief Resilience Officer
<b>Leadership Group</b>	Strategy & External Relations
<b>Team</b>	Strategy & External Relations Management Team
<b>Reports to</b>	Directly to: Director Strategy and External Relations Dotted reporting line to the: Chief Executive Officer and Mayor
<b>Term</b>	A two year fixed term contract

### Welcome to Wellington City Council

We serve the residents and businesses of the city of Wellington. To ensure we meet their needs we consult and engage with them on a regular basis and develop our vision and long term plans to meet those needs.

Our vision for the city is articulated in **Wellington Towards 2040: Smart Capital**. There are four pillars to this strategy:

- **People-Centred City**  
Building a healthy, vibrant, affordable and resilient city with a strong sense of identity and “place” expressed through urban form, openness and accessibility.
- **Connected City**  
A city with easy access to regional, national and global networks. Connections will be: physical, allowing for ease of movement of people and goods; virtual, in the form of world-class ICT infrastructure; and social, enabling people to connect with each other and their communities.
- **Eco-City**  
Proactively responding to environmental challenges, taking an environmental leadership role as the capital city of clean, green New Zealand.
- **Dynamic City**  
A city with a dynamic centre – a place of creativity, exploration and innovation. The central city will continue to drive the regional economy and provide Wellingtonians and visitors alike with unique and outstanding experiences.

#### Our foundation values are:

- Aim high
- Encourage fresh thinking
- Deliver what’s right
- Work together
- Act with integrity and respect
- Aspire to zero harm to our staff and customers

#### Te Tiriti o Waitangi/The Treaty of Waitangi

Wellington City Council is committed to the principles of the Treaty of Waitangi – partnership, participation and protection - and as such, we work with our iwi partners and the wider Māori community to meet their needs and aspirations for the city.

## Purpose of the Role

This role has been established in partnership with the *100 Resilient Cities* Initiative pioneered by the *Rockefeller Foundation*. The purpose of the role is to lead the development and implementation of a coherent resilience strategy for Wellington. It will draw on the existing work that the city does, from other agencies across the city, and be the pivotal connection to the *100 Resilient Cities* Initiative. The success of the role will be in the ability of the incumbent to transition between strategy development and implementation with ease. The role also creates a link between Wellington and the other member cities around the world thereby facilitating knowledge sharing and collaboration between cities on their shared urban resilience building challenges.

## Detailed description of Chief Resilience Officer

<p><b>Purpose of the Role:</b></p> <p>The Chief Resilience Officer will work with key stakeholders to develop and implement a comprehensive resilience strategy for Wellington City.</p>	
<p><b>Key Relationships:</b></p>	
<p><b>Internal</b></p> <p>Mayor and Councillors</p> <p>Chief Executive Officer</p> <p>Director Strategy and External Relations</p> <p>Chief Infrastructure Officer</p> <p>Other Executive Leadership Team members</p> <p>Business Unit Managers</p>	<p><b>External</b></p> <p>Residents and Ratepayers</p> <p>Wellington commercial organisations</p> <p>Industry bodies</p> <p>Interest groups and NGOs</p> <p>Neighbouring councils</p> <p>Relevant Central Government Agencies, Ministries &amp; Departments</p> <p>Wellington Region Emergency Management Office (WREMO)</p> <p>IRDR Wellington Region International Centre of Excellence in Community Resilience</p> <p>Academic institutions and community</p> <p>Chief Resilience Officer, Christchurch City</p> <p>100 Resilient Cities (100RC) and the 100RC Network of member cities</p> <p>Media</p>

Key Responsibilities	To achieve this you will need to:	As a result we will see:
<p><b>Strategy and Planning</b></p> <p>The CRO will develop a cohesive resilience strategy for the city and coordinate its implementation.</p>	<ul style="list-style-type: none"> <li>▪ Maintain an understanding of legislative, planning and policy settings.</li> <li>▪ Develop a comprehensive understanding of the council's current policy, planning and resilience initiatives.</li> <li>▪ Work closely with 100RC and designated Strategy Partner to</li> </ul>	<ul style="list-style-type: none"> <li>▪ A comprehensive and action-orientated resilience strategy in place and under implementation for Wellington.</li> <li>▪ An evaluation approach and framework in place for the resilience strategy.</li> <li>▪ Early testing and prototyping of</li> </ul>



Key Responsibilities	To achieve this you will need to:	As a result we will see:
	<p>leverage the benefits and services of the 100RC network and Platform.</p> <ul style="list-style-type: none"> <li>▪ Facilitate/participate in city agenda-setting workshop.</li> <li>▪ Work across Council business units and with cross-sectoral stakeholders to lead the development of a robust, inclusive, action-oriented resilience strategy in line with 100RC guidance.</li> <li>▪ Drive implementation of the Resilience Strategy including: coordinating efforts across government and multi-sector stakeholders; secure funding needed to implement priority resilience initiatives; monitor and evaluate implementation progress.</li> </ul>	<p>key assumptions and initiatives .</p>
<p><b>Thought leadership</b></p> <p>The CRO will serve as the principal advisor and expert on resilience and guide the delivery of priority resilience initiatives for Wellington.</p>	<ul style="list-style-type: none"> <li>▪ Inform the Council's policy, regulatory and investment decisions with expert advice.</li> <li>▪ Apply and adapt 100 RC's resilience strategy and practice for Wellington.</li> <li>▪ Promote awareness and offer insight that may advance the understanding of resilience planning that are relevant to Wellington.</li> <li>▪ Coordinate resilience efforts internally and through stakeholders across diverse community sectors and professional disciplines.</li> <li>▪ Be comfortable navigating and learning new and unfamiliar disciplines quickly.</li> <li>▪ Be resourceful and willing to experiment, pursue new ideas, and take risks.</li> <li>▪ Be a good and concise communicator. and confident public speaker.</li> <li>▪ Lead the development of a communication strategy for Wellington's resilience-building initiative.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wellington is seen as a resilient city with the infrastructure, communities and economy to make it attractive to new business.</li> <li>▪ Wellington's position as a key stakeholder in the International Centre of Excellence in Community Resilience is strengthened.</li> <li>▪ Leading researchers and practitioners are attracted to Wellington and help to accelerate what works.</li> </ul>

Key Responsibilities	To achieve this you will need to:	As a result we will see:
<p><b>Relationship Management</b></p> <p>The CRO will build and strengthen relationships with stakeholders in central and local government and across diverse sectors and professional disciplines</p>	<ul style="list-style-type: none"> <li>▪ Understand the local setting and establish and maintain engagement from key influencers across diverse sectors and professional disciplines.</li> <li>▪ Collaborate to share knowledge and identify lessons from diverse community sectors and other cities.</li> <li>▪ Ensure active and inclusive stakeholder and public engagement throughout the strategy development process.</li> <li>▪ Serve as primary representative to the 100RC Network and initial point of contact for platform partners (coordinate with 100RC Relationship Manager, participate in 100RC Network calls, conferences, etc.).</li> <li>▪ Represent Wellington in international resilience fora (conferences and media) and be available for technical training and learning opportunities with 100RC (including an annual international CRO Summit).</li> <li>▪ Monitor and report to 100RC on progress towards key milestones.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased cohesion across stakeholders, sectors and disciplines so that new initiatives can be taken up quickly where relevant.</li> <li>▪ New cross-sector partnerships to implement applicable resilience initiatives.</li> <li>▪ Access to information needed for city resilience.</li> <li>▪ Increased credibility as a city and region to influence government policy settings.</li> </ul>
<p><b>Leadership</b></p> <p>The CRO must be able to inspire, influence, and enlist others to drive the development, implementation and evaluation of the Resilience Strategy</p>	<ul style="list-style-type: none"> <li>▪ Generate energy and enthusiasm for the task within traditional stakeholder groups.</li> <li>▪ Be a strong team player, with the ability to demonstrate emotional intelligence and sound judgement whilst collaborating and cooperating on decisions and initiatives.</li> <li>▪ Work with other leaders and elected members to deliver on the agreed city Resilience Strategy.</li> <li>▪ Coordinate multi-streams of activity to achieve integrated and holistic outcomes.</li> <li>▪ Identify issues or risks, and develop and implement mitigation strategies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The CRO working collaboratively and well regarded by stakeholders.</li> <li>▪ Project risks are well managed including stakeholder expectations.</li> </ul>
<p><b>Health and safety</b> – Leaders will provide visible leadership in health and safety systems</p>	<ul style="list-style-type: none"> <li>• Take responsibility for a work environment where hazards and risks can be openly raised, discussed and</li> </ul>	<ul style="list-style-type: none"> <li>• A team culture, supported by processes and practice, that views health and safety as a critical</li> </ul>

Key Responsibilities	To achieve this you will need to:	As a result we will see:
and practices to assist in the achieving of the value of “aspire to zero harm”	<p>addressed.</p> <ul style="list-style-type: none"> <li>• Celebrate and reward health and safety successes; challenge attitudes and behaviours that don't support workplace safety.</li> </ul>	element of business as usual.

## JOB REQUIREMENTS – Chief Resilience Officer

### Qualifications:

Related tertiary qualification essential

### Experience

#### Strong demonstrable knowledge of and experience in:

- End-to-end program design, delivery and evaluation for one or more major initiatives
- Facilitating, influencing, energising and engaging diverse stakeholders, coordinating and executing a project across multiple sectors or disciplines
- Local knowledge and understanding with proven knowledge of the local context
- Ability to navigate and influence Wellington's political processes
- A minimum of 10 years' experience in a related field
- A sound understanding of resilience principles with expertise in one or more areas of resilience eg. urban design, infrastructure planning, natural hazards climate change.
- Leading people outside line-management structures.

#### Preferred experience:

- Cross-sector project implementation - Has successfully implemented a major project that required coordinating with and executing across multiple sectors or disciplines
- Has experience working in city government, and preferably a strong background in at least one key governance domain (e.g. transportation, health, social services, economic development, emergency response, planning, etc.)
- Has successfully delivered on a substantial initiative within Wellington City
- Has successfully managed a team including both direct reports and peers, as well as consultants or contractors
- Has served as a representative in learning and discussion forums – ideally in a multi-cultural setting or at least a cross-sectoral setting.

### Necessary skills

- Excellent writing
- Public speaking
- Options analysis.

### Leadership competencies

Core competencies define the level of ability required to be a leader

- **Critical thinking** – You are intelligent with a depth and breadth of knowledge and are comfortable dealing with concepts and complexity. You make reasoned and timely decisions without letting emotions influence the decision. As a capable and agile thinker you do not intimidate others or get frustrated with the process.
- **Leadership courage** – You step up when times are challenging and lead people through this time. You are a role model for the culture and values of the Council and you see the strengths and weaknesses of people. You manage any conflict in a reasoned manner through to an accepted resolution.

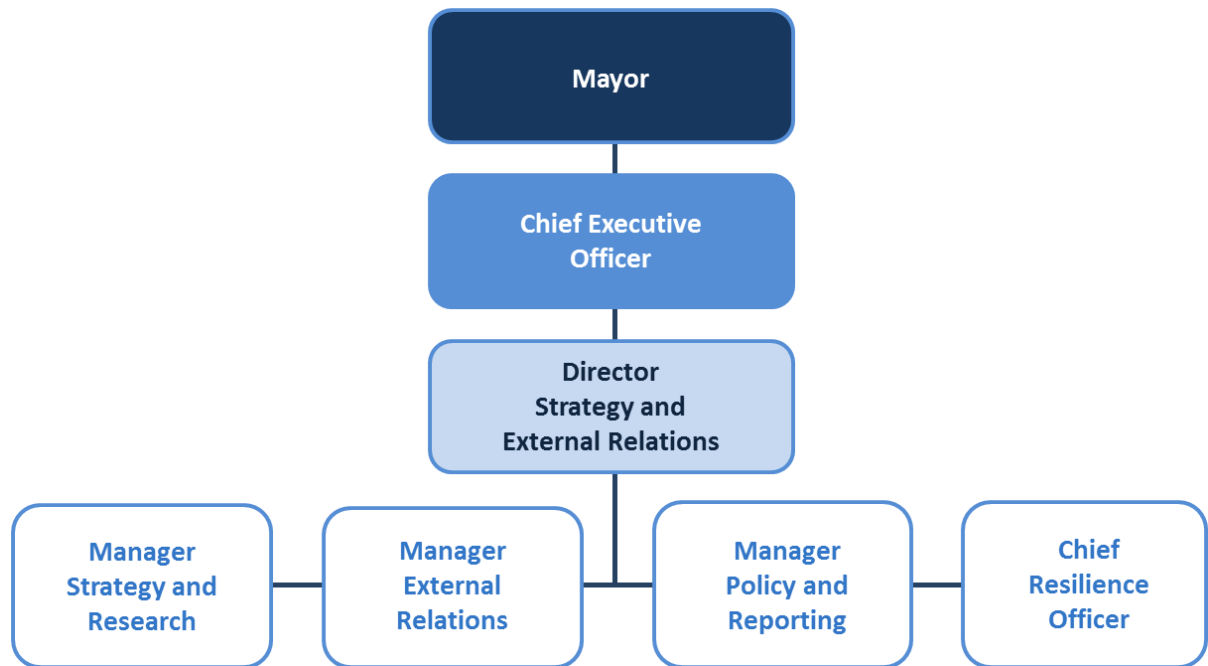
- **Politically astute** – You understand the political context in which the Council operates and are sensitive to political processes. Can remain politically neutral while working with complex political situations and understand the key policies and practices behind the required procedures. You will work consistently to meet the needs and expectations of the Mayor, CEO and Councillors.
- **Operational ability** – With a focus on value for ratepayers you get things done and eliminate roadblocks. You create strong teams of empowered people who understand organisational processes and always look for opportunities for improvement. You are motivated to demonstrate energy and drive for yourself and others to achieve results.
- **Professionalism** – you promote and behave in ways that support the culture and values of the Council. You are self-aware and accept criticism and feedback positively. You remain professional even in tough times by being calm and holding things together. You learn from mistakes and strive for personal development.
- **Energy and drive** – You work towards the end goal - not losing sight of it or giving up when faced with setbacks that may derail the process for achieving results. You are flexible in your approach and those of others and others approach when working towards required outcomes. You are motivated to demonstrate energy and drive for yourself and others to achieve results.
- **Effectiveness for Maori** - Understanding and meeting the needs of Māori in the Council's internal working environment and in the delivery of services to the Wellington community.
- **Biculturalism and Diversity** – Acts in ways that promote an environment of biculturalism, diversity and inclusion in the workplace.

**Delegated authorities:**

**Disclaimer**

The responsibilities above are intended to describe the general nature and level of work required by the incumbent to achieve the expected outcomes for the job. From time to time, the incumbent may be required to perform duties outside of these responsibilities as required.

**Figure 1. Organisational Tree with CRO**



June 23, 2015

Kevin Lavery  
Chief Executive Officer  
Wellington City Council  
101 Wakefield Street Wellington,  
P.O. Box 2199 Wellington  
6140, New Zealand

## GRANT AGREEMENT

Dear Mr. Lavery:

Rockefeller Philanthropy Advisors, Inc. ("RPA"), on behalf of the 100 Resilient Cities Initiative ("100RC" or the "Project"), a sponsored project of RPA (together, "RPA/100RC"), has approved a grant to The City of Wellington ("GRANTEE") for the purposes described herein. This letter (the "Grant Agreement" or "Agreement") summarizes the terms and conditions under which RPA/100RC has awarded this grant to GRANTEE. In accepting this grant, GRANTEE becomes a Member City of 100RC.

1. **Amount and Purpose of Grant.** The purpose of this grant is to fund a Chief Resilience Officer for the City of Wellington and assist GRANTEE in building its capacity to maintain and recover critical functions despite shocks and stresses so that the city's people, communities and systems can bounce back more quickly and emerge stronger from these shocks and stresses. GRANTEE, as a Member City, will partner with RPA/100RC to develop and begin implementation of a resilience strategy. These responsibilities are outlined in the City Commitment, Milestones and Deliverables Schedule attached, hereto, as Addendum 1. To accomplish these goals, the grant is structured in two components:
  - a. **Direct Funding** - GRANTEE will receive direct funds up to \$153,623 New Zealand Dollars per year to pay for the salary and benefits of the position of Chief Resilience Officer ("CRO") for a period of two years. The exact amount of the direct funds will be finalized after GRANTEE has provided the CRO's resume and proof of comparable salaries and RPA/100RC has reviewed the candidate selected and their actual salary and benefits. The responsibilities of the CRO will include driving the development and implementation of a resilience strategy for the city and working with RPA/100RC through an assigned Associate Director ("AD") to coordinate services and technical support. To optimize the effectiveness of the CRO, the position will be a prominent leadership position, empowered by the full support of the City's Mayor or local equivalent. A draft organizational chart created by the CITY and illustrating the CRO's position and any staff working within the CITY hierarchy is attached, hereto, as Addendum 3.

- b. **In-Kind Technical Assistance and Capacity Development** - RPA/100RC will contribute in-kind technical assistance and capacity development to accomplish the grant purpose in several ways. RPA/100RC will dedicate and fund resources to work with GRANTEE to support the city's development of a resilience strategy. This will include making available RPA/100RC staff experts and other service providers hired by RPA/100RC to work directly with GRANTEE as needed. Also, RPA/100RC will develop a platform of third-party partners ("Platform Partners") who can offer tools and services to GRANTEE to assist in creating and implementing a resilience agenda. RPA/100RC will also organize a CRO peer network so that GRANTEE's CRO can connect with CROs from across the globe to share strategies and learnings. GRANTEE as a Member City agrees, where it is in the best interest of the city and consistent with the development and implementation of its resilience strategy, to work with the resources and Platform Partners made available to GRANTEE through this grant. Separate agreements regarding the specific terms of such services may be required.
2. **Term of Grant.** Direct funding for the position of CRO will be provided to GRANTEE for two years from date of hire of CRO. In-kind technical assistance, capacity development, and Platform Partner services will be provided as needed for a term of three years from the hire of CRO, and may be extended through the request of an extension or modification of the grant. RPA/100RC will deem the Grant Agreement null and void if the CRO is not receiving salary and benefits within one year of the execution of this Agreement.
  3. **Legal Status of Grantee.** RPA/100RC has made this grant with the understanding that the GRANTEE is a government entity or instrumentality as defined in the United States Internal Revenue Code, or alternatively the code of a foreign government, or agency or instrumentality of a foreign government
  4. **Payment of Grant Funds.** RPA/100RC will disburse grant funds every six months to GRANTEE in support of the CRO's yearly salary, as defined above, upon receipt of this Grant Agreement signed by an authorized officer of GRANTEE, receipt of all documentation detailed in Addendum 2, and upon the hiring of a qualified CRO candidate who has undergone 100RC review and approval. The CRO must be receiving salary and benefits from the GRANTEE before grant payment can be made. Grant funds through the first and second year will be disbursed in four instalments, at an interval of six months, subject to compliance with all other terms and conditions of this Grant Agreement.
  5. **Use of Grant Funds.** Subject to the terms and conditions of this Grant Agreement, GRANTEE agrees to use the grant funds provided solely for the charitable purposes described above and to achieve the specific deliverables described in the Addendum 1. GRANTEE will promptly inform RPA/100RC and AD of any changes in key personnel, or significant difficulties in making use of the funds for the purposes described herein. Change of CRO must be approved in-writing by 100RC in order to maintain eligibility for direct funding of CRO salary and benefits.
  6. **Return of Unused Funds.** Any unused grant funds, and any income earned on grant funds not spent or committed for the purposes of the Project, must be promptly returned to RPA/100RC within 90 days of notice from RPA/100RC.

7. **Anti-Terrorism/Anti-Corruption.** GRANTEE hereby confirms that it takes reasonable steps to comply with U.S. anti-terrorism laws and regulations. GRANTEE warrants that it will not directly or indirectly engage in, support or promote violence, terrorist activity or related training, money laundering, corruption or any other unlawful or illegal activity. In addition, the GRANTEE represents and warrants that the GRANTEE has, or will have in place, as of the execution of this Grant Agreement, the systems required by New Zealand law to reasonably detect and prevent corruption, terrorism, fraud and money laundering.

GRANTEE hereby certifies that it takes reasonable steps to ensure that grant funds are not ultimately distributed to terrorist organizations and does not support, directly or indirectly, any terrorist activities or violence of any kind, and that it takes reasonable steps to ensure that staff, board and other volunteers have no dealings whatsoever with terrorists or terrorist organizations and do not support, directly or indirectly, terrorist activities or violence of any kind. GRANTEE further warrants that none of GRANTEE's officers, directors or other authorized persons who may have contact with GRANTEE is designated as a "prohibited person" under any U.S. government issued list or is a national of a U.S. sanctioned country.

8. **Reports.** GRANTEE will use reporting templates provided by RPA/100RC to submit full and complete reports on the manner in which the funds are spent based upon the approved program plan and budget GRANTEE submitted, and the progress made in accomplishing the purpose of the grant. Reports should be completed according to the schedule and requirements laid out in the attached Addendum 1.

All reports must be signed by the CRO and their supervisor. In addition, GRANTEE will, upon request send to RPA/100RC copies of papers, manuscripts, and other materials that are produced as a direct result of RPA/100RC's grant to the extent it is legally able to do so and subject to any conditions notified to RPA/100RC .

9. **Requesting an Extension or Modification of the Grant.** To request an extension or modification of this grant, GRANTEE must submit a detailed explanation of the need for the extension or change with an up-to-date progress report and financial accounting. Under no circumstances can the purpose of the grant be modified.

All extension or modification requests should be sent to the AD via e-mail. If the request is approved, RPA/100RC will send a written notification to your organization amending this Grant Agreement, which will include a revised schedule of deliverables, reporting requirements, and new payment terms, if applicable. This notification should be appended to the original Grant Agreement.

10. **Contacts.**

- 100 Resilient Cities – Nicola Thomson, Associate Director, [nthomson@100resilientcities.org](mailto:nthomson@100resilientcities.org)
- GRANTEE Grant Administrator – Nigel Taptiklis, Senior Policy Advisor, WCC, [nigel.taptiklis@wcc.govt.nz](mailto:nigel.taptiklis@wcc.govt.nz)
- Rockefeller Philanthropy Advisors, Inc.: Kate Mulligan, [kmulligan@rockpa.org](mailto:kmulligan@rockpa.org).
- Communications-related questions should be addressed to 100RC Communications Office, [MYoung@100RC.org](mailto:MYoung@100RC.org).



11. **Record Maintenance, Inspection and Retention.** GRANTEE agrees to maintain clear and adequate records of receipts and expenditures for this grant and make such records available to RPA/100RC upon request. GRANTEE agrees to maintain separate reporting and accounting for grant funds. GRANTEE does not need to open a separate bank account. GRANTEE agrees to retain its accounting records related to the Project, as well as copies of the reports submitted to RPA/100RC, for at least four years after completion of the use of the grant funds. GRANTEE recognizes RPA/100RC's right to audit GRANTEE's books and records with respect to these funds.
12. **License to Use Materials.** To the extent permitted by the laws governing GRANTEE, GRANTEE hereby grants RPA/100RC a perpetual, worldwide, non-exclusive license to use, reproduce, distribute, display, perform, edit, adapt, create derivative works from and otherwise utilize, exploit and sublicense, in all languages and all media now known or hereafter developed, all written work or reports, publications of any kind, and any materials of any nature created by GRANTEE regarding this grant, as a result of this grant or in connection to this grant (collectively, the "Materials").
13. **Warranty and Covenants.** GRANTEE represents and warrants that so far as it is aware, GRANTEE has the full right and authority to grant licenses and rights granted in this Agreement and that GRANTEE's rights in any of the Materials and RPA/100RC's license of the Materials will not violate any intellectual property, contractual or other rights of any third party.
14. **Monitoring and Evaluation.** GRANTEE agrees to participate in evaluation activities as directed by RPA/100RC to enable RPA/100RC to monitor and evaluate key aspects of the Project. GRANTEE also agrees to make its books and records available for inspection by RPA, 100RC or its designee at reasonable times and permit us to monitor and conduct an evaluation of operations under this grant, which may include a visit by our personnel or our designee to observe GRANTEE, a discussion of the grant with your organization's staff, and a review of financial and other records connected with this grant.
15. **Compliance and Termination.** In the event that RPA/100RC or GRANTEE decides to terminate this grant before the end of the grant term, RPA/100RC will require GRANTEE to provide a financial report showing expenditures to date of termination. If expenditures exceed grant funds paid, RPA/100RC will make payment in the amount of the excess expended, provided that such expenditures are reasonable and all Deliverables due to that point or otherwise agreed between RPA/100RC and GRANTEE have been submitted to RPA/100RC. If grant funds paid exceed expenditures, GRANTEE will be required to remit the balance to RPA/100RC.
16. **Confidentiality.** In the course of the grant activities, GRANTEE may have access to or be directly or indirectly exposed to RPA/100RC's confidential information, including information relating to programs, financial information, grantmaking processes and any proprietary information, but not including information that was known to GRANTEE or in the public domain before disclosure or that becomes part of the public domain except by a breach of this Agreement by GRANTEE. GRANTEE agrees to use reasonable measures to hold confidential all such confidential information and shall not, without RPA/100RC express consent, use it for purposes other than those permitted in this Grant Agreement or disclose it to third parties.

In the course of the grant activities, RPA/100RC may have access to or be directly or indirectly exposed to GRANTEE's confidential information, including information relating to programs, financial information, grantmaking processes and any proprietary information, but not including information that was known to RPA/100RC or in the public domain before disclosure or that becomes part of the public domain except by a breach of this Agreement by RPA/100RC. RPA/100RC agrees to use reasonable measures to hold confidential all such confidential information and shall not, without GRANTEE's express consent, use it for purposes other than those permitted in this Grant Agreement or disclose it to third parties.

**17. Grant Announcements; Public Reports and Use of RPA, 100RC Name and Logo**

GRANTEE acknowledges that (i) RPA owns all rights in "Rockefeller Philanthropy Advisors," "RPA," "100 Resilient Cities," "100RC," and its other names, trademarks, service marks, logos, and other indicia of source (collectively, "RPA Marks"); (ii) the RPA Marks must be used in accordance with RPA's quality control standards conveyed to GRANTEE from time to time; (iii) all goodwill arising from use of the RPA Marks under this Grant Agreement will inure to the benefit of RPA and GRANTEE will not acquire any rights of any nature in any of the RPA Marks; and (iv) GRANTEE will not (and will not assist any party to) register or attempt to register any RPA Mark in any jurisdiction in the world.

RPA encourages GRANTEE to announce this grant; however, GRANTEE must receive approval, in advance, from the AD to use any RPA Mark or any language that purports to interpret RPA/100RC intent in making the grant. GRANTEE agrees to note in its communications that RPA is supporting GRANTEE's efforts through its sponsored project, 100RC.

The designated AD must also approve, in advance, any press release or other media or public communication, written or electronic, GRANTEE intends to issue concerning the awarding of the grant. AD must also approve, in advance, any use of the RPA Marks for any purpose. Member Cities are free to disseminate information about their experiences and findings during the course of the Project to those who might benefit from this knowledge; in that connection, RPA, through its Project, 100RC, views itself as an active partner that can further enhance and expand communications outreach and expects to be notified in advance regarding media outreach. For further information or assistance related to communications concerning this grant, please contact the AD.

100RC's Web site will include specific information about your participation as a Member City. This information will be updated regularly.

**18. Relationship of Parties.** The relationship of RPA/100RC to GRANTEE is that of grantor and grantee. RPA/100RC is not responsible or liable for strategies or outcomes of strategies developed as a result of activities performed under this Grant Agreement. Nothing contained in this Grant Agreement shall be deemed to constitute either party a legal partner, joint venturer, employee or agent of the other party for any purpose. Neither party has the power to bind the other party or to incur any obligations on its behalf, without the other party's prior written consent.


**19. Indemnification.** To the extent permitted by the laws governing GRANTEE, GRANTEE agrees to defend, indemnify and hold harmless RPA/100RC, its officers, agents, and employees, from and against any direct liability, loss, expense or damages (including all costs and reasonable attorney's fees) or claims for injury arising out of the activities carried

out pursuant to the terms of this Grant Agreement, including claims for loss or damage to any property, or for death or injury to any person or persons. Further, GRANTEE agrees to defend and indemnify RPA/100RC against any direct liabilities, damages or expenses (including all costs and reasonable attorney's fees) that RPA/100RC incurs based on a third party claim arising from a breach of GRANTEE's warranties, covenants, duties or obligations under this Agreement that may result from any action or omission of GRANTEE, its contractors and subcontractors, or any of its or their officers, agents or employees. The total liability of the GRANTEE under this Agreement is limited in aggregate to the sum of direct funds received from RPA/100RC under this Agreement.

20. **Governing Law.** 100RC/RPA, as the grantor, makes the selection of governing law that will apply to this Agreement. The selection is determined, in part, by 100RC/RPA's limited capacity to develop working knowledge of the laws governing the many Member Cities of the Project. Therefore, This Agreement will be governed by and construed in accordance with the substantive laws of the State of New York, United States of America, without regard to the choice of law principles. United States law applies to the extent issues are covered under federal laws.
21. **Authority.** You represent and warrant that you have the full legal right and authority to enter into this Agreement on behalf of GRANTEE.
22. **Entire Agreement.** This Agreement in English, including the attached Addendums, constitutes the entire understanding between GRANTEE and RPA/100RC with respect to its subject matter and supersedes all prior agreements, discussions or representations between us. Any modification of this Agreement must be in writing, signed by RPA/100RC and GRANTEE. On behalf of RPA/100RC, may I extend every good wish for the success of your work.

Sincerely,

Date: 6-23-2015

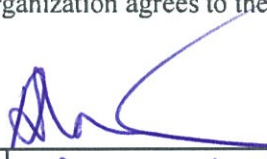


Jane Levikow  
Vice President, Sponsored Projects & Funds  
Rockefeller Philanthropy Advisors, Inc.

The undersigned organization agrees to the terms and conditions set forth in this letter.

GRANTEE

Signed:



Name:	Andy Matthews
Title:	Acting Chief Executive
Date:	8 July 2015

Addendum 1: City Commitment, Milestones, and Deliverables Schedule

Deliverable	Due Date
<b>Ongoing Activities</b>	Ongoing
1. City will coordinate with 100RC all press activity around resilience building during time grant is active	
<b>Signed Grant Agreement</b>	June 2015
1. City will ensure grant is executed and supporting documentation has been provided as outlined in Addendum 2	
2. City will assign a Grant administrator and provide contact information to 100RC	
<b>Hire and Empower Chief Resilience Officer (CRO)</b>	July 2015
1. City will hire a CRO into a prominent leadership position with the full support and authority of the Mayor. The CRO's role will include: <ul style="list-style-type: none"> <li>a. Establish a compelling vision for resilience and lead city dialogue around resilience</li> <li>b. Drive the development of a resilience strategy</li> <li>c. Serve as primary point of contact for the 100RC network and platform partners</li> <li>d. Be a productive peer contributor in the 100RC network</li> </ul>	
2. City will formally announce CRO and establish role within City	
3. City will support the CRO in coordination and convening resources to drive implementation of the strategy	
<b>Grant Agreement Payment (Year 1)</b>	Upon Receipt of Required Documentation (see Addendum 2)
1. Prior to Grant Payment City will provide all documentation outlined in Addendum 2: <ul style="list-style-type: none"> <li>a. CRO name &amp; resume</li> <li>b. Final organization chart</li> <li>c. Proof of remuneration to be paid to the CRO</li> </ul>	
2. The CRO must be hired and receiving salary and benefits before grant payment will be made to the City	
<b>Resilience Strategy</b>	2 <sup>nd</sup> Quarter 2015*
1. Mayor or equivalent will commit and ensure participation of high level City officials.	
2. City will support CRO in working with 100RC and selected consultant partner, funded by RPA/100RC, to develop a Phase 1 Resilience Strategy	
3. City will complete Phase 1 Resilience Strategy	
4. City shares publically Phase 1 Resilience Strategy	
<b>Semi-Annual Reporting</b>	Annually June 30 & December 31 During Life of Grant
1. Progress & Fiscal Report – Grant Administrator will provide complete and accurate overview of progress in the 100RC program. 100RC will provide format and reporting requirements each May and November.	
2. Reports must be approved by the CRO's supervisor prior to submission to 100RC.	
<b>Access and Use 100RC Platform of tools and services</b>	CRO is Hired
100RC will make Platform tools available to member Cities when the CRO is hired.	
<b>Grant Agreement Payment (Year 2)</b>	Anniversary of the CRO's Hiring
Subject to compliance with all other terms and conditions of the Grant Agreement.	

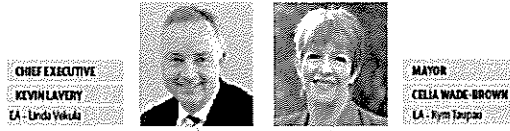
Addendum 2: Required Supplemental Documentation

\*The due date for this deliverable is subject to when the CRO is hired. The Resilience Strategy is expected to be a six to nine-month process completed within the first nine months of the CRO being hired. If a time extension is required, a written request should be made to the 100RC Associate Director.

Due Date	Documentation	Description
Before Execution of Grant Agreement	<b>Calculation &amp; Validation of CRO Salary &amp; Benefits</b>	<ol style="list-style-type: none"> <li>1. <b>Salary:</b> a pay scale for the appropriate city title; comparable salary information for currently-filled like positions.</li> <li>2. <b>Benefits:</b> an administrative instruction or policy as established by the overseeing human resource agency.</li> </ol>
	<b>CRO Position</b>	<ol style="list-style-type: none"> <li>1. CRO job description</li> <li>2. Job posting (if being advertised)</li> </ol>
Draft Before Execution of Grant Agreement	<b>Organization Chart or Narrative</b>	Org chart or narrative should include:
Final Before Payment		<ol style="list-style-type: none"> <li>1. CRO's office title (i.e. Deputy of X)</li> <li>2. Department where CRO will sit</li> <li>3. CRO's peers within the department</li> <li>4. Chain of command between the department and Mayor (or equivalent)</li> <li>5. Who the CRO reports to</li> <li>6. Who reports to the CRO (where applicable)</li> </ol>
Before Payment	<b>Selected CRO and actual remuneration</b>	<ol style="list-style-type: none"> <li>1. CRO's name</li> <li>2. CRO's resume</li> <li>3. Proof of remuneration to be paid to the CRO</li> <li>4. Confirmation that CRO has started receiving salary and benefits from the City</li> </ol>
	<b>Proof of Entity</b>	<ol style="list-style-type: none"> <li>1. For US grantees a W9 and IRS Tax Exemption letter are required.</li> <li>2. For international grantees an equivalency is required. Please contact 100RC for additional guidance.</li> </ol>
	<b>Wiring Information</b>	<p>An electronic payment information form will be provided by 100RC to be completed by GRANTEE</p> <ol style="list-style-type: none"> <li>1. For US grantees, grant payment will be made via Automated Clearing House (ACH)</li> <li>2. For International grantees, grant payment will be made via wire transfer</li> </ol>

Addendum 3: Organizational Chart

Organisational structure



Department	Manager	Sub-Manager	Staff	Department	Manager	Sub-Manager	Staff	Department	Manager	Sub-Manager	Staff	Department	Manager	Sub-Manager	Staff	Department	Manager	Sub-Manager	Staff																							
<b>Chief Executive Office</b>	Kevin Lavery			<b>Finance</b>	Bob Jones			<b>City Manager Office</b>	John Galloway			<b>Mayor's Office</b>	John Galloway			<b>City Council</b>																										
<b>Strategy and Research</b>	Paul Hughes	Head of Innovation Simon Geild Digital Strategy Digital Business Support Cross-organisational design and working City Centre Collaboration Innovation projects/units	Paula O'Connell	<b>Strategy and Business Planning</b>	Raynda Beal	Strategic Asset Management Planning AMR Council Plan <b>Business Information and Technology (BIT)</b> Applications Development & Support Information Centre Project Management - Three Company	Christine Reynolds	<b>Property</b>	Ella Bennett	Leasing Management Council Property, Asset Management, Leasing Sales and Acquisitions <b>Facilities Maintenance Contracts</b> Building Refurbishment Leasing Policy Manufacturing Buildings <b>City Planning</b>	Paul Brennan CDM's Office Leasehold Properties <b>Asset Evaluation Office</b> Customer Services Transfer Process ICTMMS Support and Advice Project Office <b>Public Works</b> Construction Investigations Infrastructure	Paula Thompson	Michael Hayes	Financial Strategy and Planning Financial Strategy Housing & Tenants Policies <b>Public Works</b> Highways Council Planning Transfer Process Insurance <b>Financial Accounting</b>	Marion Reed	Sharda Patel	HR Services Human Resources Admin Sustainability Payroll Stimulation Analysis and Reporting Change Management HR Policy <b>Organisational Development</b>	Carrie Lawrence																								
<b>Policy and Reporting</b>	David Hall	CCD's and City Growth Projects	Romy McCann	<b>Solution Delivery</b>		Process/Support IT Security ICT Help Desk RIT Training		<b>Public Works</b>	Paul Brennan	Street Cleaning & Hoarding Systems Street Engagement and Community Development <b>Parks Sport &amp; Recreation</b> Recreation Centres, Recreational Running and Landbased Programme Specialists and Triathlon	Paul Brennan				Business Reporting, Analysis and Performance Procurement Business Reporting	Richard Marshall	Account Receivable Payment Services Donor Council Grants Statutory	Barry Hyland	Business Reporting, Analysis and Performance Procurement Business Reporting	Richard Marshall	Organisational Development Organisational Development Culture Leadership Development Training and Development <b>Health Safety &amp; Wellbeing</b> Health & Safety Management Infection Control Business Continuity Management	Richard Marshall																				
<b>External Relations</b>	Siobhan Hall	AFSD and CCD's including Capacity City Growth projects e.g. Airport Construction Centre Dedunane Walkway Sign for Business redevelopment	Mark Doolan	<b>Transport &amp; Waste Operations</b>	Leif Leachman	Tram, Bus and Services Roads & Streets Cycleways Waste Management & Maintenance CEM & Fuel Tax		<b>Public Works</b>	Ella Bennett	Public Parks and Landscapes Planting <b>Building Compliance &amp; Consent</b> Building Planning inspections and reports <b>Land Information</b> Community Networks Libraries & Community Facilities Cultural and Leisure Centre Parking City Safety Local Area & CCTV Accident Management Public Health Recreation & Leisure Grants Community and neighbourhood support	Paul Brennan	Paul Brennan	Paul Brennan	Health & Safety Business Reporting, Analysis and Performance Procurement Business Reporting	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall	Richard Marshall															
<b>City Facilities</b>	David Hall	Major Events Events Policy Events Development Fund Sponsorship <b>City Arts &amp; Events</b> Arts and Culture Policy Public Art Policy Arts Programme Community Learning Regional Innovation Fund <b>City Design</b> Urban Regeneration Projects	Richard Marshall	<b>Public Works</b>	Paul Brennan	Street Cleaning & Hoarding Systems Street Engagement and Community Development <b>Parks Sport &amp; Recreation</b> Recreation Centres, Recreational Running and Landbased Programme Specialists and Triathlon		<b>Public Works</b>	Paul Brennan	Street Cleaning & Hoarding Systems Street Engagement and Community Development <b>Parks Sport &amp; Recreation</b> Recreation Centres, Recreational Running and Landbased Programme Specialists and Triathlon	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan	Paul Brennan

