

File No.: 04-1000-20-2017-145

August 4, 2017

s.22(1)

Dear s.22(1)

Re: Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")

I am responding to your request of April 7, 2017 for:

Copies of all communications, including e-mails, with the Rockefeller Foundation regarding Vancouver's application and admission to the 100 Resilient Cities network (<http://vancouver.ca/people-programs/resilient-city.aspx>), from January 1, 2016 to April 7, 2017.

All responsive records are attached. Some information in the records has been severed, (blacked out), under s.13(1), s.15(1)(l), s.19(1)(a) and s.22(1) of the Act. You can read or download these sections here:

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00

Under section 52 of the Act you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your request. The Act allows you 30 business days from the date you receive this notice to request a review by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number assigned to your request (#04-1000-20-2017-145); 2) a copy of this letter; 3) a copy of your original request for information sent to the City of Vancouver; and 4) detailed reasons or grounds on which you are seeking the review.

Please do not hesitate to contact the Freedom of Information Office at foi@vancouver.ca if you have any questions.

Yours truly,



Barbara J. Van Fraassen, BA
Director, Access to Information

Barbara.vanfraassen@vancouver.ca
453 W. 12th Avenue Vancouver BC V5Y 1V4
Phone: 604.873.7999
Fax: 604.873.7419

Encl.

:cf

❖ Question 2.0

Select a total of four shocks that are most relevant to your City, and rank the shocks by order of magnitude with which they affect, or threaten to affect your City.

Answer:

1. Earthquake
2. Hazardous Material Accident
3. Infrastructure Failure
4. Disease Outbreak

❖ Question 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.

Answer:

1. Lack of Affordable Housing
2. Rising Sea Level and Coastal Erosion
3. Lack of Social Cohesion
4. Aging Population

❖ Question 3.0:

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.

Answer:

1. Blizzard
2. NA
3. NA
4. NA

❖ Question 3.1:

Select a total of four stresses that are have limited to no impact on your City, and rank the stresses by of magnitude with which they affect, or threaten to affect, your City.

Answer:

1. Food Shortage
2. Political Instability/Sectarian Violence
3. NA
4. NA

❖ Question 4.0

Brief us on the long-term impact of your greatest existing or immanent stress.

Answer (250/250 Word Limit):

Lack of Affordable Housing

An interconnection of factors contribute to Vancouver's housing vulnerability, including a lack of senior government funding for new social housing, extremely low vacancy rates (0.5%), incomes not keeping pace with dramatic increases in housing costs (incomes increased by 9%, home prices by as much as 480% since

1970s), intergenerational trauma in Aboriginal families caused by residential schools, and gaps in the health system for people with mental health and addictions. Compounding stresses, such as aging populations and surges in population due to war and climate change refugees, create demand beyond an already stressed stock. These stress factors contribute to patterns of out-migration, persistent poverty, homelessness and social isolation.

Lack of affordable housing across the City puts additional demand on low-income housing such as Single Room Occupancy (SRO) Hotels. SROs provide the most affordable housing in the private rental stock and are often the last resort before homelessness. The majority of SROs are located in the Downtown Eastside (DTES) neighbourhood, where residents have a median income of \$13,691 (compared to \$56,113 citywide). SROs buildings are over 100-years old and at high risk of collapse in an earthquake. The DTES Plan (2014-2021) prioritizes replacement of 5,000 SRO rooms with social housing.

A focused rehabilitation and energy-efficient infrastructure program is urgently needed to build new replacement housing, retrofit heritage assets and target other aging rental housing buildings to prevent a ripple effect of affordable housing loss across the City. This will require a structured multi-sectoral approach with funding commitments from all levels of government.

❖ Question 4.1

Brief us on how you're City will be impacted when your highest ranking shock occurs.

Answer (250/250 Word Limit):

Earthquake

The City of Vancouver has worked with Natural Resources Canada to model a 7.3 magnitude earthquake. This represents one of many earthquake scenarios Vancouver may face and the outputs provide a conservative indicator of potential impacts. In this scenario, severe ground-shaking results in significant damage to city infrastructure and residents. Impacts include: hundreds of thousands of buildings damaged or destroyed, thousands of people injured or killed, and a vast number of people requiring shelter.

In the immediate aftermath, less than half of City staff and trained volunteers are expected to be able to respond immediately. First responders will prioritize response to life safety calls, and residents will need to rely on each other for support. Vulnerable populations, including people who are homeless, sick, and elderly will be disproportionately affected. Thousands of tonnes of debris will block streets, and impacts to bridges and public transit systems mean that evacuation will be unlikely in the near-term. Food, water, emergency supplies and responders may need to access Vancouver by air and water. Communications networks will overload. Hospitals will suffer damage and be overwhelmed.

Cascading emergencies will include flooding, water shortages, fires, hazmat incidents and long-term power outages. Mental health support needs will increase for victims and responders alike.

In the medium-term, large sections of the city may be closed off for safety. The Insurance Bureau of Canada has modeled economic impacts of up to \$75 billion. Recovery planning will begin immediately, but rebuilding could take years and many people and businesses will relocate.

❖ Question 4.2

Select the last significant shock that occurred and briefly detail what happened and how you're City reacted.

Answer (95/100 Word Limit):

Hazardous Material Accident

On April 9, 2015 the City of Vancouver was notified of an oil spill in English Bay. Within an hour the City activated its Emergency Operations Centre (EOC) and deployed representatives to the Incident Command Post. Moreover, the City registered 5,000 volunteers through its 3-1-1 call center, and organized staff and volunteer teams to patrol beaches and provide information to the public. In responding to this event, the City identified an array of silos, business continuity gaps, exposure to financial, environmental, operational, strategic, health and safety, and compliance risks, and a general lack of preparation.

❖ Question 5.0

Of the four greatest shocks you listed in Question 2.0, which the one you are best prepared to face. Tell us why you are prepared to face this shock.

Answer (248/250 Word Limit):

Hazardous Material Accident

We are most prepared to deal face Hazardous Materials incidents. Planning for our highest risk shock (earthquakes) enables the city to be better prepared to deal with events that occur more frequently but are of lesser magnitude. For example, our work to build mobile EOC capacity, recruit and manage emergency volunteers, activate reception centers, educate the public, engage in joint planning and training with response partners, map our vulnerable sites and critical infrastructure, and establish pre-determined staging locations for field response, have all been tested during recent hazmat events and exercises.

Further, the City's initial response guidelines for gas leaks, well-trained hazmat crew, mutual aid agreements with other first responders, willingness to engage with industry, and strong relationship with Port Metro Vancouver, all enable more effective planning and response.

2 recent events that tested our response capacity include the Chlorine Fire at Port Metro Vancouver, and the English Bay Oil Spill (described above). The Chlorine Fire resulted in the immediate activation of our Emergency Plan, as well as our Emergency Communications Plan and Evacuation and Shelter-in-Place Plan. We engaged health, transit and school board authorities and coordinated a shelter-in-place order for a large area of the city that included our most vulnerable populations. The public reported that they were happy with the City's response. Media and public feedback on the response was positive.

We continue to push industry and regulators to be more transparent with respect to the types of products that are being shipped through our city.

❖ Question 6.0

Of the four greatest stresses you listed in Question 2.1, pick the one you are best prepared to face. Tell us why you are prepared to face this stress.

Answer (250/250 Word Limit):

Rising Sea Level & Coastal Erosion

Vancouver adopted a Climate Change Adaptation Strategy in 2012. A priority action, to complete a Coastal Flood Risk Assessment (CFRA), was initiated immediately. In a short-time period, the level of understanding and action related to sea level rise response has been excellent. The building bylaw was amended to increase the minimum building elevations in flood prone areas and new hazard mapping for a variety of future scenarios is complete. All planning, development and infrastructure projects in new flood-prone areas consider sea level rise resilience and potential large capital projects are flagged in capital planning. The City's leadership and action has spurred collaboration at the regional level as well. A Regional Flood

Management Strategy is underway and attracting the attention of higher levels of government. Building resilience to sea level rise has gone from a novel concept to an accepted risk factor in all levels of project management across the region.

The City still has years of work planned to prepare for sea level rise. The second phase of the CFRA is now complete with preferred response options per 11 coastline areas. Next steps include shifting to area-specific projects. These will include both technical investigations and working with the neighborhoods to explore the inherent trade-offs between options. The City needs to increase resilience of built-form through retrofits and strategies to address the impacts on livability.

Vancouver is a recognized national leader in adaptation and preparation for sea level rise. Significant challenges exist and dedicated effort is needed to continue building resilience.

❖ Question 7.0

Write about an experience that demonstrated a need for greater resilience in your City and how it impacted your City's ability to function.

Answer (223/250 Word Limit):

The City of Vancouver has not gone through an experience that has drastically impacted its ability to function. Nevertheless, there have been various events that have tested the City's ability to respond and recover to shocks and stresses. A medium scale fire at the City's marine port in 2015, an oil spill in 2015, a windstorm in 2015, the establishment of a makeshift tent city at one of the City's park in 2014, civil disobedience/riots following the Stanley Cup Finals in 2011, a major heat event in 2009, and a windstorm in 2006 are all recent examples of experiences that demonstrated a need for greater resilience at the City. These events have demonstrated operational and strategic gaps in the City's business deliveries and their interdependencies with internal and external stakeholders, and created opportunities which the City has leveraged to enhance operations. For example, in the aftermath of 2015 windstorm, the City's Risk Management group initiated an Alternate Worksite Strategy to address enhance the organizations business continuity capacity. This project is focused on limiting the impacts of business disruptions to the City's enterprise and public facing services by preparing and designating alternate worksites or work from home capabilities to all City departments. The City's ultimate objective is to transition from dealings with shocks and stresses from a reactive nature to a more proactive one.

❖ Question 7.1

One of our four core offerings is support for the city, led by the CRO, to develop a City Resilience Strategy, a six to nine month transversal approach to diagnosing the city's shocks, stresses, and capacities as well as identifying actionable initiatives to address the resilience issues identified through the diagnostic. This process often involves building on existing plans of the city such as master plans and economic development strategies when they exist. It involves gaining perspectives from the community and private sectors, and necessitates collaboration among leaders in government. How would you integrate the 100RC Resilience Strategy process into your city's planning? Please detail how this process could align with your current planning around resilience.

Answer (249/250 Word Limit):

Various City departments have action plans and strategies which aim to address public safety, urban planning, sustainability, economic, and social policy shocks and stresses. Often, those responsible for designing these initiatives do not have the adequate resources to leverage all interdisciplinary resilience building opportunities. By adopting the 100RC Resilience Strategy process, the City will have the chance to: (1) revisit its existing action plans and strategies to identify gaps, and leverage identified opportunities through a resilience focused portfolio, (2) identify emerging resilience enhancing opportunities in the design and planning phase of future action plans and strategies, and (3) promote interdisciplinary resilience planning beyond the City's enterprise by engaging its vast industry and private sector network. The

Vancouver Economic Commission, an agency of the City of Vancouver, will play a pivotal role in the City's Resilience Strategy as it works closely with a wide range of stakeholders including governments, industry associations, and educational institutions to address economic and business gaps.

Moreover, upon acceptance into the network, the City intends on conducting a comprehensive multi-stakeholder gap analysis against the 100RC Resilience Strategy Framework to evaluate its (1) approach to enterprise and public service deliveries, (2) approach to short-term and long-term strategy development, and (3) approach to engaging external critical infrastructure owners and operators to identify opportunities for enhancing the (1) health and wellbeing of citizens, (2) economic prosperity of the city and region, (3) resilience in infrastructure and environment planning and life-cycle management, and (4) fostering long-term and integrated strategic planning.

❖ Question 8.0

In order to develop an inclusive resilience plan that reflects the needs of the entire city, which partners (i.e. current networks, stakeholders, and collaborators) will your city need to engage in the future?

Answer:

*Partner 1 - C40 Climate Leadership Group
Sector International NGO*

- List any concrete examples of planned or completed work (71/100 words):

The City of Vancouver has benefited from a partnership with C40 and participation in many of the C40 networks. City staff collaborated with C40 and the Rockefeller Foundation at the Rio Climate Adaptation Workshop in 2014 and gained significant peer to peer learning at the Delta Cities convening in Rotterdam in 2013. City staff participate in several C40 network events and are a lead member in the networks Risk Assessment initiative.

- Describe how you will include them in developing and executing a resilience plan (36/100 words):

C40 offers excellent opportunities to collaborate on resilience specific topics through meetings, workshops and in partnership with C40 staff. C40 peer to peer learning opportunities provide another venue to discuss lessons learned in various resilience applications.

*Partner 2 - University of British Columbia/Simon Fraser University/British Columbia Institute of Technology
Sector: Academic*

- List any concrete examples of planned or completed work (100/100 words):

The City of Vancouver and the Vancouver academic community have a long standing relationship with the academic community. Current collaborations include: Greenest City Scholars and City Studio. The Scholars program offers a strong collaboration between young academics and City projects. City Studio is a program that brings students from institutions around the region to work on an array of projects in the realms of social and urban planning, sustainability, and engineering.

Moreover, the City has collaborated with UBC in the Disaster risk reduction field. PhD students have helped with HAZUS modelling and participated on advisory committees for sea level rise.

- Describe how you will include them in developing and executing a resilience plan (85/100 words):

City Studio students and partner courses as well as Greenest City Scholars and related professors provide a breadth of creativity, innovation and expertise that the City can focus toward supporting resilience-building at the City. During Resilience Plan development and implementation students will be invaluable in providing research and carrying out small

implementation projects. Professors in the fields of hazard and disaster resilience, earthquakes, urban development etc. that have collaborated with the City in the past will be invited to participate in an external advisory committee.

Partner 3 - Metro Vancouver
Sector: Public

- List any concrete examples of planned or completed work (100/100 words):

Metro Vancouver is a partnership of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services. Its core services are drinking water, wastewater treatment and solid waste management. Metro Vancouver also regulates air quality, plans for urban growth, manages a regional parks system and provides affordable housing. The City of Vancouver has engaged in the Metro Vancouver partnership to design and execute projects that require cross-jurisdictional coordination in all of Metro Vancouver's focus areas and assisted with the design of regional plans such as Metro 2040 and the Liquid Waste Resilience Project.

- Describe how you will include them in developing and executing a resilience plan (51/100 words):

Metro Vancouver has endorsed regional management plans for its seven areas of legislated responsibility: regional parks drinking water, liquid waste, air quality, solid waste, regional growth, and affordable housing. The City intends on including Metro Vancouver in its resilience planning to address cross-jurisdictional interdependencies in all of the networks focus areas.

❖ **Question 8.1**

Have you had any previous engagement with large private sector actors in order to implement public sector work?

Answer (100/100 Word Limit):

Yes

Previous engagements include (1) work with insurance firms to mitigate risks of oil spills; (2) work with IT firms to implement solutions for revenue services, legal services, and social services; (3) work with management consultants to introduce efficiencies into the City's project management services; (4) work with subject matter experts to understand and mitigate the risks and cascading effects of man-made and natural disasters; and (5) work with land developers to introduce various shock and stress mitigation measures such as flood mitigation and the building of low-income housing. The City will discuss the details of its previous engagements upon acceptance.

❖ **Question 8.2**

Please detail any significant past engagements (other than those listed above) with external partners, i.e. public, private, local civil society, international NGOs, or academia.

Answer (100/100 Word Limit):

BC Housing: Provincial housing agency responsible for delivery of homeless shelters and outreach, social housing, and retrofit/efficiency programs.

Canadian Mortgage and Housing Corporation: Federal agency to increase affordable housing and, improve and preserve the quality of existing housing.

Pacific Coastal Collaborative Cities: Collaborated on building, transportation and energy systems to ensure that our interdependent economies are resilient.

Vancouver Coastal Health: Provincial health authority. The City is a member of VCH's Sustainability Committee. The two partners have an MOU to implement Vancouver's Healthy City Strategy.

British Columbia Institute of Technology: Collaborated to design/construct cooling parklets to protect vulnerable populations during heat-events.

❖ Question 8.3

Include website links to the critical partners and networks with whom you already engage.

<http://www.canada.gc.ca>
<http://www.gov.bc.ca>
<http://www.bchousing.org/>
<http://www.metrovancouver.org/>
<http://www.unsd.org/>
<http://www.translink.ca/>
<http://www.vch.ca/>
<http://www.pacificcoastcollaborative.org/>
<http://www.ubc.ca/>
<http://www.fcm.ca/>
<http://www.bcit.ca/>
<http://www.icleicanada.org/>
<http://www.c40.org/>
<http://www.sfu.ca/>
<http://www.cmhc.ca>
<http://vancouver.ca/doing-business/business-improvement-areas-bias.aspx>
<http://www.vancouvereconomic.com/>

❖ Question 9.0

From the list below, select three areas that are of immediate interest to your city

Please note that if a city is invited to join the Network, the priority areas selected in this application may shift based on issues identified during the 100RC diagnostic process.

Options:

1. *Minimal Human Vulnerability*
2. *Diverse Livelihoods and Employment*
3. *Adequate Safeguards to Human Life and Health*
4. *Collective Identity and Mutual Support*
5. *Social Stability and Security*
6. *Availability of Financial Resources and Contingency Funds*
7. *Reduced Physical Exposure and Vulnerability*
8. *Continuity of Critical Services*
9. *Reliable Communications and Mobility*
10. *Effective Leadership and Management*
11. *Empowered Stakeholders*
12. *Integrated Development Planning*

Answer:

- Priority Area 1: Minimal Human Vulnerability
- Priority Area 2: Continuity of Critical Services
- Priority Area 3: Adequate Safeguards to Human Life & Health

❖ Question 10

Please attach your letter of support from the chief executive officer of your city.

See Appendix.

Chief Executive Officer's First Name: Sadhu

Chief Executive Officer's Last Name: Johnston

Title: Acting City Manager

Position Type: Appointed

Time Served In Office: 3 Months

Duration of Remaining Tenure: 24

Eligible for another Term: Yes

Support Contact First Name: Lorraine

Support Contact Last Name: Sebastian

Email: lorraine.sebastian@vancouver.ca

Phone Number: +1-604-873-7628

❖ Question 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.

Answer:

Model C

❖ Question 11.1

Tell us why the model that you selected will work best for your city, including the political support you have in place to support this structure. Describe which city officials will directly support the CRO to work transversally across city departments and with civil society. Please pay special attention to how the chief executive officer will communicate with and support the CRO.

Answer (229/250 Word Limit):

Model C

Various resilience focused projects are currently underway at the City. These projects are often organized by subject matter experts in specialized business units/departments. In preparation for this application the City's risk management group conducted a high level gap analysis to identify existing work flows, action plans and strategies that are either focused on resilience planning or in some way enhancing the City's capacity to respond to shocks and stresses. Upon presenting the results to the application steering committee (comprised of 11 staff from various departments) it was evident that the City had an opportunity to leverage its cross-sectoral departments to better address resilience planning. By establishing a formal resilience portfolio at the City, the CRO can create a formal resilience strategy to enhance existing resilience focused initiatives, effectively coordinate future and emerging resilience focused projects against short-term and long-term resilience planning goals, and enhance overall resiliency culture at the City and beyond through fostering awareness campaigns. By engaging the City's departments through a formal resilience steering committee, the CRO will have the opportunity to formalize the City's resilience outlook against achievable and mutually coordinated deliverables and metrics. The CRO will be directly supported by the City Manager who will chair the resilience steering committee. Furthermore, the CRO will present the City's resilience strategy to the City Council on a periodic basis (frequency to be determined in strategy).

❖ Question 12

Outline your 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.

Answer (197/250 Word Limit):

There is currently no position similar to the CRO role. The City intends on establishing an independent resilience portfolio for the CRO. The CRO will be responsible for establishing a resilience steering committee and will oversee the coordination of the resilience portfolio. The CRO will report directly to the City Manager through the resilience steering committee. The City Manager will chair the resilience steering committee and endorse resilience advice and recommendations presented at the committee. Departments and business units currently engaged in projects involving resilience planning and enhancement will be represented at the steering committee. The CRO will be responsible for coordinating the (1) review of existing workflows, action plans and strategies to identify resilience gaps, and leverage identified opportunities by coordinating intra-departmental and intra-organization resilience planning, (2) identification of emerging resilience enhancing opportunities in the design and planning phase of future workflows, action plans and strategies, and (3) promotion of interdisciplinary resilience planning beyond the City's enterprise by engaging the City's external network. The CRO will be responsible for coordinating external engagement through establishing cross-sectoral focus groups, leveraging the City's position in various networks (i.e. C40, ICLEI, UNSD, etc.), BC Housing, and the Vancouver Economics Commission.

❖ Question 12.1

In order to build and implement an effective resilience strategy, the city must convene its own resources in addition to what 100RC provides (i.e. a CRO and technical assistance funding). We have discovered three items which are vital for success: staff support and administrative personnel for the CRO; a leadership body such as a steering committee or task force to advise and accelerate the priorities; a dedicated department, policy office, or bureau for resilience with an operational budget to aid in travel, production of publications, public events, etc. Please describe if and how you are intending to provide these items to your Chief Resilience Officer.

Answer (99/100 Word Limit):

The City intends on establishing an independent resilience portfolio with staff independent of other existing departments; establishing a resilience steering committee by engaging key internal stakeholders; establishing cross-sectoral focus groups for external resilience engagement, and coordination; designing and implementing a resilience strategy (as per the 100RC Resilience Framework); designing a work breakdown structure for short-term and long-term resilience planning with specific deliverables and milestones; and establishing a formal resilience awareness program for the City and cross-sectoral focus groups that will present resilience updates and information through events/publications. This portfolio will have a dedicated budget to support its ongoing operations.

❖ Question 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 2016 to begin planning and implementing your resilience plan. 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.

Answer (100 Word Limit):

Month: May

Briefly describe why you chose this month (50 Word Limit):

The City is prepared to start work immediately after selection.

❖ Question 14

Has your city previously accepted grants from international civil society organizations?

Answer:

Yes

❖ Question 14.1

If yes, how did you collect this grant (e.g. did you receive it directly, have a fiscal sponsor).

Answer:

Received directly.

Name of Organization:

C40 Climate Leadership Group

❖ Question 14.2

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

Answer (100 Word Limit):

Length in Months: 24 Months

The grant was paid by the C40 group to provide funding to the City to cover 50% of the expense (salary and benefits) of hiring a City advisor to assist with the City's Green Buildings Program to work on the Retrofit Strategy for 24 months. The C40 group also covered the travel expenses uncured by the City advisor on C40 related business (excluding ground transportation to and from work).

❖ Question 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?

Answer:

City: Seattle

Point of Contact:

First Name: Tracy

Last Name: Morgenstern

Title: Policy Advisor

❖ Question 15.1

Are they applying?

Answer:

Yes

From: "Roya Shariat" <rshariat@100resilientcities.org>
To: s.19(1)(a)
Date: 4/18/2016 3:46:16 PM
Subject: RE: 100RC Communciations

Great. Thanks for the heads up!

From: s.19(1)(a)
Sent: Monday, April 18, 2016 6:37 PM
To: Roya Shariat <rshariat@100resilientcities.org>
Subject: RE: 100RC Communciations

s.19(1)(a)

The video is pending our approval. Just proactively looking at options to communicate our potential acceptance internally and externally.

Regards,
s.19(1)(a)

From: Roya Shariat [mailto:rshariat@100resilientcities.org]
Sent: Monday, April 18, 2016 2:07 PM
To: s.19(1)(a)
Subject: RE: 100RC Communciations

Dear s.19(1)(a)

Hope your weekend was wonderful. We will notify cities in late May. The official announcement date is May 25th. Some winning cities may be invited to an announcement event, but those details are still in the works.

Really excited to hear that Vancouver is putting together a video on your application to 100 Resilient Cities See below for a link to our Press Kit – our FAQs, logo, brochure one pager, and a few other informational documents are in there.

<https://100rc.box.com/s/41wiwn3alckiz6sux9m5ppi8k6n9l1gb>

Please do keep me posted on the video!

Thank you,
Roya

From: s.19(1)(a)
Sent: Monday, April 18, 2016 1:24 PM
To: Roya Shariat <rshariat@100resilientcities.org>
Subject: 100RC Communciations

Roya,

Hope you had a pleasant weekend.

My colleagues in our communications department and I are working on internal and external communications packages for Vancouver's bid. I would appreciate it if you could kindly address the following questions:

- When will the informal and formal announcements of accepted cities going to be made?
- Are cities often represented in New York for the formal announcement?
- Does 100RC have communications packages? We are looking to make a short film on our bid for the citizens. We are also going to be sharing our story with the Federation of Canadian Municipalities, Metro Vancouver (conglomerate of Vancouver and its surrounding municipalizes), and the Vancouver Board of Trade. Your communications department could greatly help out by providing previous examples and/or liaising with us.

Thanks in advance,

s.19(1)(a)

This message is confidential and subject to privilege. Confidentiality and privilege are not lost by this message having been sent to the wrong person. If you are not the intended recipient, please notify us immediately by returning and destroying this message. Any use of this message by an unintended recipient is prohibited.

5/9/2017

From: "Roya Shariat" <rshariat@100resilientcities.org>
To: s.19(1)(a)
Date: 4/1/2016 7:43:53 AM
Subject: RE: 100RC/Vancouver Meeting (Proposed Dates/Times)

Awesome!

s.22(1)

s.22(1)

Will send you a note on separate cover confirming the meeting!

From: s.19(1)(a)
Sent: Thursday, March 31, 2016 5:44 PM
To: Roya Shariat <rshariat@100resilientcities.org>
Subject: RE: 100RC/Vancouver Meeting (Proposed Dates/Times)

No problem. I actually drafted the application.

How long have you been at the organization? s.22(1)

The application has been on our radar for a couple of years now... really glad we applied this year.

Ex. State Department? s.22(1)

From: Roya Shariat [<mailto:rshariat@100resilientcities.org>]
Sent: Thursday, March 31, 2016 2:34 PM
To: s.19(1)(a)
Subject: RE: 100RC/Vancouver Meeting (Proposed Dates/Times)

s.22(1)

Thanks for all of your help securing this meeting. :)

From: s.19(1)(a)
Sent: Thursday, March 31, 2016 5:25 PM
To: Roya Shariat <rshariat@100resilientcities.org>
Subject: RE: 100RC/Vancouver Meeting (Proposed Dates/Times)

Cheers Roya – Look forward to it.

s.22(1)

s.19(1)(a)

From: Roya Shariat [<mailto:rshariat@100resilientcities.org>]
Sent: Thursday, March 31, 2016 12:52 PM
To: s.19(1)(a); Elizabeth Yee; Claire Bridger
Cc: Smith, Doug (Sustainability); Bartlett, Robert
Subject: RE: 100RC/Vancouver Meeting (Proposed Dates/Times)

Thank you, s.19(1)(a) We'll check the President's schedule and be in touch soon.

From: s.19(1)(a)
Sent: Thursday, March 31, 2016 12:45 PM
To: Roya Shariat <rshariat@100resilientcities.org>; Elizabeth Yee <eyee@100resilientcities.org>; Claire Bridger <cbridger@100resilientcities.org>
Cc: Smith, Doug (Sustainability) <doug.smith@vancouver.ca>; Bartlett, Robert <Robert.Bartlett@vancouver.ca>
Subject: FW: 100RC/Vancouver Meeting (Proposed Dates/Times)

Just an update. I have been given some more options by the Office of the Mayor.

The following options are available:

April 8th between 0930 or 1000PST
April 13th at 1000PST
April 15th at 0930PST

Thanks,

s.19(1)(a)

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From: s.19(1)(a)
Sent: Thursday, March 31, 2016 9:36 AM
To: 'Elizabeth Yee'; Claire Bridger
Cc: Smith, Doug (Sustainability); Roya Shariat; Bartlett, Robert
Subject: RE: 100RC/Vancouver Meeting

Liz, Claire and Roya,

I have just heard back from the Mayor's office and he is available for a 30 minute video conference call any time between 0930-1030PST on Friday April 8th.

Please let me know if this accommodates your schedule so I can have the Mayor's office lock it in.

Thanks,

s.19(1)(a)

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From: Elizabeth Yee [<mailto:eyee@100resilientcities.org>]
Sent: Wednesday, March 30, 2016 7:53 PM
To: s.19(1)(a) Claire Bridger
Cc: Smith, Doug (Sustainability); Roya Shariat
Subject: RE: 100RC/Vancouver Meeting

Hello s.19(1)(a) and Doug,

Great to hear back from you. The preliminary agenda for the meeting with me and Michael Berkowitz (President) is as follows:

- Review the Mayor's priorities
- Discuss the role and vision for the Chief Resilience Officer
- Confirm the Mayor's commitment to this process and 100 RC
- Review and validate the notes from our previous meeting
- Any additional questions from the Mayor and City Manager

We are in the process of holding these meetings and calls with the other finalist cities, and we very much appreciate your time, attention and commitment to our process. We look forward to identifying a time to speak with you soon.

Warm regards,
Liz

From: s.19(1)(a)
Sent: Wednesday, March 30, 2016 6:19 PM
To: Claire Bridger <cbridger@100resilientcities.org>; Elizabeth Yee <eyee@100resilientcities.org>
Cc: Smith, Doug (Sustainability) <doug.smith@vancouver.ca>
Subject: 100RC/Vancouver Meeting

Claire and Elizabeth,

I hope you are doing well.

I just wanted to quickly update you on the progress of this meeting. I have asked the Mayors office to provide me with a few different time slots for the meeting. I will share these times with you as soon I receive them.

I would appreciate it if you could please send me an **agenda for the 30 minute chat** and **confirm that the President will be in the meeting**.

Thank you in advance,

s.19(1)(a)

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From: "Sebastian, Lorraine" <lorraine.sebastian@vancouver.ca>
To: "Claire Bridger" <cbridger@100resilientcities.org>
Date: 3/22/2016 12:54:44 PM
Subject: RE: City of Vancouver & 100 Resilient Cities

Hi Claire,

I think it is best to wait for s.19(1)(a) response when he is back to avoid duplication.
I am sure he would have already contacted the Mayor's office and is waiting for a response.

Thank you

Lorraine Sebastian | Executive Assistant to the City Manager
CITY OF VANCOUVER | City Manager's Office
453 W 12th Avenue | Vancouver | BC V5Y 1V4
604.873.7628 | lorraine.sebastian@vancouver.ca

From: Claire Bridger [mailto:cbridger@100resilientcities.org]
Sent: Tuesday, March 22, 2016 12:27 PM
To: Sebastian, Lorraine
Subject: City of Vancouver & 100 Resilient Cities

Hi Lorraine,

I was in touch with s.19(1)(a) last week about setting a time for the Mayor and City Manager to speak with Liz Yee and our President, Mich erkowitz, in follow-up to their conversation earlier this month. He mentioned he would get back to me this week, but I saw he is out of the office until next week. I'm not sure if this is something you can help me with scheduling, or if he will need to lead the efforts on this. Any guidance you can provide would be much appreciated.

Thanks!
Claire

Claire Bridger
Executive Assistant, Platform Team

100 RESILIENT CITIES

Pioneered by the Rockefeller Foundation

420 Fifth Avenue, 19th Floor | New York, NY 10018
T +1 646 612 7264

From: "100 Resilient Cities - Challenge" <challenge@100resilientcities.org>
To: s.19(1)(a)
"Kendall-Craden, Rena" <Rena.Kendall-Craden@vancouver.ca>
"Sigston, Ben" <Ben.Sigston@vancouver.ca>
Date: 5/23/2016 8:09:40 AM
Subject: Re: CONFIDENTIAL: Update on your 100 Resilient Cities Challenge status

Dear Vancouver,

Might you please confirm receipt of the 100 Resilient Cities Member Guide? We want to ensure you have the information you need to talk about your selection to the 100 Resilient Cities Network!

Again, please note that you are not to reach out to the media or otherwise inform anyone of your selection to the Network until 12:01AM Eastern Daylight Time (GMT-4), May 25, 2016.

We also ask that you take two immediate next steps **by May 27, 2016**: 1) review, sign, and return via e-mail the Understanding of Mutual Commitment found in the Member Guide; and 2) schedule and share details for a Welcome Call here: s.15(1)(l)
s.15(1)(l)

Once again, welcome to the 100 Resilient Cities Network!

Kind regards,
100 Resilient Cities Challenge Team
challenge@100resilientcities.org

From: 100 Resilient Cities - Challenge
Sent: Monday, May 16, 2016 7:54:31 PM
To: s.19(1)(a); rena.kendall-craden@vancouver.ca
Cc: Whitney Stewart
Subject: CONFIDENTIAL: Update on your 100 Resilient Cities Challenge status

Dear Vancouver:

Today is an exciting day. Today is the day you join a community of resilience pioneers.

This year, 325 cities from more than 80 countries applied to the 100 Resilient Cities Challenge. Among these hundreds of cities, your city's innovative approach to urban resilience and your commitment to a collaborative partnership within your community and 100 Resilient Cities was deemed exceptional. It is for these reasons, among others, that Vancouver has been selected as one of the 100 Resilient Cities.

Congratulations!

We invite you to join the other cities dedicated to building a more resilient future. You are critical to furthering effective resilience efforts across the globe. Your contributions will increase the abilities of cities to confront the shocks and stresses of the 21st century.

Attached to this email is the 100 Resilient Cities Member Guide, designed to help you start this new adventure right away, to provide some tools needed to advance your city's resilience efforts, and to communicate about your success in the selection process in the days ahead. The content you find within the guide will usher you into the 100 Resilient Cities Network, and allow you and your city to celebrate, learn, and share with excitement and ease.

We ask that City leaders take two immediate next steps by May 27, 2016: 1) review, sign, and return via e-mail the Understanding of Mutual Commitment found in the Member Guide; and 2) schedule and share details for a Welcome Call to be conducted on or before June 15th.

To schedule the Welcome Call, we are sharing a link to select your preferred times and dates here s.15(1)(l)
s.15(1)(l) Once you have selected your time slots, please refer to the Welcome Call section of your Member Guide and send us the requested information (in addition to your signed Understanding of Mutual Commitment), namely your preferred language and the names of all Welcome Call participants.

We have also copied the press officer listed in your application, as 100RC will be providing additional, tailored support on how to best spread this news in your city. **Please note that you are not to reach out to the media or otherwise inform anyone of your selection to the Network until 12:01AM Eastern Daylight Time (GMT-4), May 25, 2016.**

The entire 100 Resilient Cities staff and member cities in our network are delighted to welcome you into our family. We look forward to the exciting work ahead.

Welcome to the 100 Resilient Cities Network.

Michael Berkowitz,
President, 100 Resilient Cities

100 Resilient Cities Challenge Team
challenge@100resilientcities.org

From: s.19(1)(a)**To:** "Smith, Doug (Sustainability)" <doug.smith@vancouver.ca>
"Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>**Date:** 3/9/2016 10:10:11 AM**Subject:** RE: Follow-up from 100 Resilient Cities

	100RC Statement	Comments
1	The Chief Resilience Officer is initially envisioned to be placed in your office, reporting directly to and having regular access to you.	
2	If Vancouver is selected, we will collaborate to identify the optimal structure, placement and resource allocation for the Chief Resilience Officer.	
3	That you will lead the Resilience Steering Committee.	
4	The Chief Resilience Officer will be held accountable for leading the development and implementation of the resilience strategy, and you will ensure that all of the City departments will be held similarly accountable for participating in the strategy development and advancing its implementation upon completion.	
5	That you will commit to aligning the priorities articulated in the city's existing plans, such as the Greenest City Action Plan, Climate Change Adaptation Strategy and the Vancouver Food Strategy with the resilience strategy.	
6	There is a strong commitment to addressing the needs of the poor, vulnerable and marginalized members of the community, and the city will actively seek methods, leveraging the talents of your robust communications group, to surface their participation and representation in the resilience agenda.	
7	From the outset of our partnership, we will work together to institutionalize this work for the long term, considering policy, budget, and operational systems that can outlast political terms.	
8	You and the Mayor will commit to personally taking an active role in advancing the resilience agenda, both within the city, as well as participating in and encouraging peer learning from cities in the region and across the country.	s.13(1)
9	We will have your assistance in organizing a follow-up discussion via videoconference with Mayor Robertson prior to finalizing our selection process.	

From: Smith, Doug (Sustainability)
Sent: Wednesday, March 09, 2016 7:28 AM
To: Johnston, Sadhu
Cc: Bartlett, Robert; Stevens, Daniel; Zak, MaryClare; s.19(1)(a) Royya Shariat; Claire Bridger
Subject: Re: Follow-up from 100 Resilient Cities

Hi all,

I've reviewed the statements from Liz and they all look good, however, we need to chat with the Mayor's office on this statement below. I'm confident they will agree but they need to be aware of it.

s.13(1)

.
Any other thoughts team?

Doug Smith, P.Eng.
Acting Director, Sustainability
City of Vancouver

From: Johnston, Sadhu
Sent: Tuesday, March 8, 2016 11:09 PM
To: Elizabeth Yee
Cc: Bartlett, Robert; Smith, Doug (Sustainability); Stevens, Daniel; Zak, MaryClare; s.19(1)(a) Royya Shariat; Claire Bridger
Subject: RE: Follow-up from 100 Resilient Cities

Thanks Elizabeth-
We'll review tomorrow and get back to you.
Thanks
Sadhu

Sadhu Afochs Johnston
City Manager
City of Vancouver

sadhu.johnston@vancouver.ca
o. 604.873.7627
twitter: sadhuajohnston
www.vancouver.ca

From: Elizabeth Yee [<mailto:eyee@100resilientcities.org>]
Sent: Tuesday, March 08, 2016 8:00 PM
To: Johnston, Sadhu
Cc: Bartlett, Robert; Smith, Doug (Sustainability); Stevens, Daniel; Zak, MaryClare; s.19(1)(a) ; Royya Shariat; Claire Bridger
Subject: Follow-up from 100 Resilient Cities

Dear City Manager Johnston,

Congratulations on your recent appointment!

Thank you and your team very much for the time you spent discussing 100 Resilient Cities. It was a pleasure getting to know your organization better, and the conversation was helpful in learning more about the many challenges that Vancouver faces, as well as the opportunities for elevating the city as a model for innovation and collaboration in developing urban resilience solutions. I appreciated the thoughtful answers to my questions, and the good conversation we had.

Below are some key takeaways from our conversation. Because these points are so essential to our final selection of cities, **we seek your reply by email with confirmation that the City of Vancouver will work with us to realize the below if the city is selected, or to advise me if my understanding is inaccurate:**

- The Chief Resilience Officer is initially envisioned to be placed in your office, reporting directly to and having regular access to you.
- If Vancouver is selected, we will collaborate to identify the optimal structure, placement and resource allocation for the Chief Resilience Officer.
- That you will lead the Resilience Steering Committee.
- The Chief Resilience Officer will be held accountable for leading the development and implementation of the resilience strategy, and you will ensure that all of the City departments will be held similarly accountable for participating in the strategy development and advancing its implementation upon completion.
- That you will commit to aligning the priorities articulated in the city's existing plans, such as the Greenest City Action Plan, Climate Change Adaptation Strategy and the Vancouver Food Strategy with the resilience strategy.
- There is a strong commitment to addressing the needs of the poor, vulnerable and marginalized members of the community, and the city will actively seek methods, leveraging the talents of your robust communications group, to surface their participation and representation in the resilience agenda.
- From the outset of our partnership, we will work together to institutionalize this work for the long term, considering policy, budget, and operational systems that can outlast political terms.
- You and the Mayor will commit to personally taking an active role in advancing the resilience agenda, both within the city, as well as participating in and encouraging peer learning from cities in the region and across the country.
- **We will have your assistance in organizing a follow-up discussion via videoconference with Mayor Robertson prior to finalizing our selection process.**

We hope to receive your reply as soon as possible to inform our final selection. We will inform cities about our decision in April, and are tentatively planning to publically announce the next round of 100RC partner cities on or around May 23rd. In the meantime, please do not hesitate to reach out with any questions you may have; I would be very happy to answer them either via email or on the phone. And, I look forward to speaking with Mayor Robertson at his earliest convenience.

Again, thank you to the group for taking the time to speak with me during your very busy schedule. Our discussion was very helpful to better understand our prospective partnership, and we were grateful for your interest and your generous exchange of information.

Warmest regards,
Liz

Elizabeth Yee
Vice President, Strategic Partnerships & Solutions

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5/9/2017

Is your City ready to build resilience?
Apply to the 100 Resilient Cities Challenge at www.100resilientcities.org

From: "Smith, Doug \ (Sustainability)" <doug.smith@vancouver.ca>
To: s.19(1)(a)
Date: 2/15/2016 11:07:33 AM
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Good idea s.19(1)(a)

Perhaps send a quick note to everyone explaining the intent of the first meeting and ask if they'd like to attend or not.

Doug Smith, P.Eng | Acting Director

Sustainability Group | City of Vancouver

City Hall, 7th Floor | 453 West 12th Ave, Vancouver, BC V5Y 1V4

T: 604.829.4308

From: s.19(1)(a)
Sent: Monday, February 15, 2016 10:56 AM
To: Smith, Doug (Sustainability)
Cc: Bartlett, Robert
Subject: FW: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Doug,

Hope you had a nice weekend.

In preparation for our meeting with 100RC on March 2 we should have a quick meeting with Sadhu to brief him on our objectives.

Do you recommend that we book a meeting with the core group (Daniel, Robert, MaryClare, Doug, s.19(1)(a) Sadhu) or should we have a smaller meeting with yourself, Robert, Sadhu, and me.

I can coordinate with Lorraine to organize the meeting.

Thanks in advance,

s.19(1)(a)

From: s.19(1)(a)
Sent: Thursday, February 11, 2016 1:11 PM
To: Smith, Doug (Sustainability); Bartlett, Robert
Cc: Stevens, Daniel; Zak, MaryClare
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hello,

I hope you are all doing well.

I have attached the 1 page overview and the application answers to this email for your review and reference.

I spoke with 100RC again and reiterated that the City will be represented by the City Manager. Doug has kindly contacted the Mayor's office to notify them that the Mayor's presence will not be required for this meeting. Thanks again Doug.

Doug and I are recommending the following people to represent the City in the meeting:

- *City Manager – Sadhu Johnston*
- *Chief Risk Officer – Robert Bartlett*

5/9/2017

- *Director of Sustainability – Doug Smith*
- *Director of Emergency Management – Daniel Stevens*
- s.19(1)(a)

Doug – would you like me to coordinate the timing of this meeting with Lorraine? The meeting can be set anytime between March 2-4 (as per the 100RC rep.).

Warmly,

s.19(1)(a)

From: s.19(1)(a)
Sent: Wednesday, February 10, 2016 1:49 PM
To: Smith, Doug (Sustainability); Bartlett, Robert
Cc: Stevens, Daniel; Zak, MaryClare
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Thanks Doug,

I appreciate the follow up and the phone conversation just now. As I explained, I did not escalate the conversation or contact the office of the mayor. The initial communication to the mayor was from Lorraine whom I spoke with after the email from 100RC. As the executive assistance to the CM, Lorraine's contact information was included in the application to coordinate such meetings and handle communications between the office of the city manager and 100RC. After receiving the email from 100RC I called Lorraine and she informed me that she will confirm with Sadhu if there is appetite for this meeting before contacting the Mayor's office or anyone else. Not sure how we ended up with the message going to the Mayor office.

In my last chat with 100RC – after the email was sent – I explained to them that the Mayor would certainly not be available in such short notice. Their expectations are set at the City Manager level. I will chat with them again and make sure that they understand this.

I will prepare a 1 page brief by tomorrow for the group for review.

Thanks again for you continued support,

s.19(1)(a)

From: Smith, Doug (Sustainability)
Sent: Wednesday, February 10, 2016 1:24 PM
To: Bartlett, Robert; s.19(1)(a)
Cc: Stevens, Daniel; Zak, MaryClare
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

No worries Rob; the intention was right.

I bumped into Sadhu and he's supportive of the approach I mentioned below so we've got a green light to set up the meeting with him and RC.

I also reached out to the Mayor's office before they got too worked up and ask them to hold off until we confirm if RC really needs a meeting with the Mayor. If they do we'll try to set up a quick meet and greet.

You're right; a one page briefing note would be ideal. Can s.19(1)(a) pull that together?

Doug Smith, P.Eng | Acting Director
Sustainability Group | City of Vancouver
City Hall, 7th Floor | 453 West 12th Ave, Vancouver, BC V5Y 1V4
T: 604.829.4308

From: Bartlett, Robert
Sent: Wednesday, February 10, 2016 1:19 PM
To: Smith, Doug (Sustainability); s.19(1)(a)
Cc: Stevens, Daniel; Zak, MaryClare
Subject: Re: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Doug,
Apologies, we absolutely should have met with sadhu before approaching the mayors office. Let's all get together before we speak with sadhu and he can advise approach with the mayor. He will need Briefing note/ meeting with sadhu before he would any meeting with RC foundation

s.19(1)(a) follow up with Nicole in mayors office to say we will follow the correct approach and engage her through sadhu.

Robert

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Smith, Doug (Sustainability)
Sent: Wednesday, February 10, 2016 1:05 PM
To: s.19(1)(a)
Cc: Stevens, Daniel; Bartlett, Robert; Zak, MaryClare
Subject: FW: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hi s.19(1)(a)

It's great to see that 100Rc is interested in meeting with us. I appreciate your enthusiasm but ideally you should have let us know that 100RC reached out to you and we could have discussed options. You can't schedule a meeting with the Mayor unless approved by Sadhu and then with the Mayor's chief of staff Mike Magee.

I don't think we'll get the time with the Mayor unless its critical to this application, and even if it's critical we might get 15 minutes – Globe is a crazy week. For now we should focus on an interview with the Sadhu. That will be tough enough to schedule.

In most US cities the Mayor functions more like a Canadian City Manager. In this "Strong Mayor System" the Mayor would be the appropriate person for 100 RC to meet with. In our system it would be the CM.

I recommend we set up an hour with Sadhu, Rob, you, Daniel, MaryClare, me and Elizabeth Yee. That will provide a strong showing of our collaborative approach to this application. Daniel can wear the Police and Fire hat at this meeting.

If they insist on meeting with the Mayor we'll need to book a meeting with Mike to brief him on the issue before we can promise anything.

Have a chat with Rob and if you're on the same page please work with Lorraine to find a time.

Thanks,

Doug Smith, P.Eng | Acting Director
Sustainability Group | City of Vancouver
City Hall, 7th Floor | 453 West 12th Ave, Vancouver, BC V5Y 1V4
T: 604.829.4308

From: Sebastian, Lorraine
Sent: Wednesday, February 10, 2016 10:56 AM
To: Smith, Doug (Sustainability)
Subject: FW: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hi Doug,

As per our conversation, please see the email thread below.

Thank you

Lorraine Sebastian | Executive Assistant to the Acting City Manager
CITY OF VANCOUVER | City Manager's Office
453 W 12th Avenue | Vancouver | BC V5Y 1V4
604.873.7628 | lorraine.sebastian@vancouver.ca

From: s.19(1)(a)
Sent: Wednesday, February 10, 2016 9:35 AM
To: Sebastian, Lorraine
Subject: FW: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Lorraine,

Hope you are well.

Have you received confirmation from the City Manager for this meeting?

Thanks,

s.19(1)(a)

From: s.19(1)(a)
Sent: Tuesday, February 09, 2016 10:09 AM
To: Seguin, Nicole
Subject: FW: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Good morning Nicole,

Hope you had a nice weekend.

Have you had a chance to schedule this meeting?

s.19(1)(a)

Thanks,

s.19(1)(a)

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From: Whitney Stewart [<mailto:WStewart@100resilientcities.org>]
Sent: Friday, February 05, 2016 10:23 AM
To: Sebastian, Lorraine
Cc: Roya Shariat; Claire Bridger; [s.19\(1\)\(a\)](#); Bartlett, Robert; Seguin, Nicole; Pavone, Connie
Subject: Re: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Thank you, Lorraine! I look forward to coordinating with you and Nicole.

Best Wishes,
Whitney

From: Sebastian, Lorraine <lorraine.sebastian@vancouver.ca>
Sent: Friday, February 5, 2016 12:36 PM
To: Whitney Stewart
Cc: Roya Shariat; Claire Bridger; [s.19\(1\)\(a\)](#); Bartlett, Robert; Seguin, Nicole; Pavone, Connie
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hello Whitney,

I am forwarding your email to Mayor Robertson's EA – Nicole Sequin who will get in touch with you regarding the Mayor's availability.

You will hear from Nicole directly.

I will send you shortly available dates & times for Sadhu Johnston.

Thank you

Lorraine Sebastian | Executive Assistant to the Acting City Manager
CITY OF VANCOUVER | City Manager's Office
453 W 12^h Avenue | Vancouver | BC V5Y 1V4
604.873.7628 | lorraine.sebastian@vancouver.ca

From: Whitney Stewart [<mailto:WStewart@100resilientcities.org>]
Sent: Friday, February 05, 2016 7:08 AM
To: [s.19\(1\)\(a\)](#); Bartlett, Robert; Sebastian, Lorraine
Cc: Roya Shariat; Claire Bridger
Subject: Re: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Dear [s.19\(1\)\(a\)](#) et al.,

To follow up on my prior note, Elizabeth Yee would like to meet with Mayor Gregor Robertson, as well as Sadhu Johnston, if possible.

Please let me know if Mayor Robertson is available for a 60 minute, in-person meeting in Vancouver during March 2nd-4th.

Sincerely,
The 100 Resilient Cities Team

From: Whitney Stewart

Sent: Friday, February 5, 2016 9:54 AM

To: s.19(1)(a); robert.bartlett@vancouver.ca; lorraine.sebastian@vancouver.ca

Cc: Roya Shariat; Claire Bridger

Subject: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Dear s.19(1)(a) et al.,

I'm writing today regarding Vancouver's Challenge application for 100 Resilient Cities – Pioneered by the Rockefeller Foundation. Know that we are delighted that you chose to participate in this year's 100 Resilient Cities Challenge.

As part of our review process with top city candidates, we seek to arrange conversations between our organization and the Chief Executive of the prospective city to ensure a mutual understanding of the 100RC process, views of resilience, and the partnership we work to forge with our network members.

Elizabeth Yee, our Vice President of Strategic Partnerships and Solutions, will be in Vancouver on March 2nd-4th to speak at the "Globe 2016" Conference. Therefore, 100 Resilient Cities would like to request a 60 minute, in-person meeting with Sadhu Johnston. During this meeting, we will cover the topics mentioned above and use the time to answer any questions about processes and goals.

If possible, please send us two to three times of availability on those dates. We recognize this is a last minute request, and appreciate your help in facilitating this meeting – we view these conversations as vital to the Challenge evaluation process. We would, of course, be happy to answer any questions you may have so please do not hesitate to send all queries our way.

Sincerely,
The 100 Resilient Cities Team

From: "Claire Bridger" <cbridger@100resilientcities.org>
To: "Sebastian, Lorraine" <lorraine.sebastian@vancouver.ca>
Date: 3/1/2016 6:44:14 AM
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hi Lorraine,

We are very much looking forward to meeting the City Manager and discussing the city's application to the 100 Resilient Cities Challenge. That application can be found [here](#) and a one-page description of 100RC can be found [here](#).

In anticipation of that meeting, I wanted to provide some guidance regarding the general subjects we want to cover. Broadly, we aim to touch upon three key subjects:

The priorities of the City Leader

100RC believes strongly that the chief executive of a city must be closely and regularly involved in the development and implementation of a resilience agenda. We also believe that other city officials need to be aligned and supportive of this agenda and be willing to change the way they operate in order to achieve results.

As part of this conversation, we will seek to better understand how the city leader envisions personally taking part in the resilience building process, and how he will aim to involve other senior level government officials. We'll also look to better understand what priorities he has for the resilience building process.

The structure and seniority of the Chief Resilience Officer position

Careful selection and robust support of the Chief Resilience Officer, who will act as a chief advisor to the mayor and the senior most authority on resilience, is crucial to our joint success. This person needs to be able to work across silos of government and sectors of society to build a holistic, city-wide vision of resilience. It is also important that the CRO have adequate staff and resources in order to make their work a success.

As part of this conversation, we will discuss the city leader's vision for the CRO, including where the position will be placed in the city government; how the CRO will be supported; how other departments will work with the CRO; and how the city could potentially support this position after the terms of the grant end.

Stakeholder participation and civil engagement

In order to build resilience, government commitment is necessary - but not sufficient. The process requires participation from the private sector, major institutions, advocates for the poor and vulnerable, citizens, and more. In addition, as part of the 100RC process, we ask cities to form a "Resilience Steering Committee" - a small group of high-level, multisector decision-makers responsible for overseeing the governance and support of the city's resilience strategy.

As part of this conversation, we want to better understand how the city engages with its citizens and brings in high-level stakeholders. We'll also discuss how the city plans to use a steering committee to improve the resilience strategy process.

We'll also go through the 100RC process and provide more detail on the organization itself, and will be more than pleased to answer any questions you have, as well as discuss what has worked in other cities. We're very much looking forward to connecting. If you have any questions in advance of that meeting, please let us know.

Best,
Claire

Claire Bridger
Executive Assistant, Platform Team

100 RESILIENT CITIES

Pioneered by the Rockefeller Foundation

420 Fifth Avenue, 19th Floor | New York, NY 10018

T +1 646 612 7264

From: Sebastian, Lorraine [mailto:lorraine.sebastian@vancouver.ca]
Sent: Monday, February 15, 2016 1:26 PM
To: Claire Bridger <cbridger@100resilientcities.org>
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hi Claire,

Thank you for being so accommodating. I will send out a meeting request. Is it possible for Liz to come to City Hall?

Regards

Lorraine Sebastian | Executive Assistant to the Acting City Manager
CITY OF VANCOUVER | City Manager's Office
453 W 12^h Avenue | Vancouver | BC V5Y 1V4
604.873.7628 | lorraine.sebastian@vancouver.ca

From: Claire Bridger [mailto:cbridger@100resilientcities.org]
Sent: Monday, February 15, 2016 10:19 AM
To: Sebastian, Lorraine
Subject: Re: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hi Lorraine -

Liz is available at 11:00am on Wednesday, March 2.

Thanks,
Claire

Sent from my iPhone

On Feb 15, 2016, at 12:59 PM, Sebastian, Lorraine <lorraine.sebastian@vancouver.ca> wrote:

Hi Claire,

Please confirm if Elizabeth is available on March 2nd @ 11:00 AM or March 4th @ 11:00 AM.

Thank you

Lorraine Sebastian | Executive Assistant to the Acting City Manager
CITY OF VANCOUVER | City Manager's Office
453 W 12^h Avenue | Vancouver | BC V5Y 1V4
604.873.7628 | lorraine.sebastian@vancouver.ca

From: Sebastian, Lorraine
Sent: Friday, February 12, 2016 5:57 PM
To: 'Claire Bridger'
Cc: Roya Shariat; Whitney Stewart; s.19(1)(a)
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hi Claire,

Sadhu is not available on March 2nd @ 4:00 PM but is available at 11:00 AM.
Please let me know if March 2nd @ 11:00 AM will work.

Thank you

Lorraine Sebastian | Executive Assistant to the Acting City Manager
CITY OF VANCOUVER | City Manager's Office
453 W 12th Avenue | Vancouver | BC V5Y 1V4
604.873.7628 | lorraine.sebastian@vancouver.ca

From: Claire Bridger [<mailto:cbridger@100resilientcities.org>]
Sent: Friday, February 12, 2016 2:12 PM
To: Sebastian, Lorraine
Cc: Roya Shariat; Whitney Stewart; s.19(1)(a)
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Dear Lorraine,

There was a slight change to Elizabeth's travel schedule, is it possible to shift this meeting to the 4pm time on Wednesday, March 2? Please let me know if Mr. Johnston is still available, and apologies for any inconvenience.

Thanks,
Claire

Claire Bridger
Executive Assistant, Platform Team

<image001.png>
Pioneered by the Rockefeller Foundation
420 Fifth Avenue, 19th Floor | New York, NY 10018
T +1 646 612 7264

From: Whitney Stewart
Sent: Friday, February 12, 2016 3:59 PM
To: Sebastian, Lorraine <lorraine.sebastian@vancouver.ca>
Cc: Roya Shariat <rshariat@100resilientcities.org>; Claire Bridger <cbridger@100resilientcities.org>; s.19(1)(a)
Subject: Re: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Thank you, Lorraine!

From: Sebastian, Lorraine <lorraine.sebastian@vancouver.ca>
Sent: Friday, February 12, 2016 2:59 PM
To: Whitney Stewart
Cc: Roya Shariat; Claire Bridger; s.19(1)(a)
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

My apologies Whitney. It is March 4th @ 11:00 AM. I will send out a meeting request shortly.

Thank you

Lorraine Sebastian | Executive Assistant to the Acting City Manager
CITY OF VANCOUVER | City Manager's Office
453 W 12th Avenue | Vancouver | BC V5Y 1V4
604.873.7628 | lorraine.sebastian@vancouver.ca

From: Whitney Stewart [<mailto:WStewart@100resilientcities.org>]
Sent: Friday, February 12, 2016 10:52 AM
To: Sebastian, Lorraine
Cc: Roya Shariat; Claire Bridger; [s.19\(1\)\(a\)](#)
Subject: Re: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Dear Lorraine,

Thank you for providing these times of availability. I believe you meant March in providing these dates- if so March 4th at 11:00am would be the most convenient time for Elizabeth to meet with Mr. Johnston. Shall she plan to meet at the offices listed in your signature (453 W 12th Avenue, Vancouver, BC V5Y 1V4)?

Many Thanks,
Whitney

From: Sebastian, Lorraine <lorraine.sebastian@vancouver.ca>
Sent: Thursday, February 11, 2016 7:25 PM
To: Whitney Stewart
Cc: Roya Shariat; Claire Bridger; [s.19\(1\)\(a\)](#)
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hello Whitney,

The Acting City Manager is available to meet with Elizabeth on the following dates for an hour at our offices.

February 2nd @ 11:00 AM
February 4th @ 11:00 AM or 4:00 PM

Please let me know ASAP which date & time works best for Elizabeth.

Thank you

Lorraine Sebastian | Executive Assistant to the Acting City Manager
CITY OF VANCOUVER | City Manager's Office
453 W 12th Avenue | Vancouver | BC V5Y 1V4
604.873.7628 | lorraine.sebastian@vancouver.ca

From: Whitney Stewart [<mailto:WStewart@100resilientcities.org>]
Sent: Friday, February 05, 2016 10:23 AM
To: Sebastian, Lorraine
Cc: Roya Shariat; Claire Bridger; [s.19\(1\)\(a\)](#); Bartlett, Robert; Seguin, Nicole; Pavone, Connie
Subject: Re: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Thank you, Lorraine! I look forward to coordinating with you and Nicole.

Best Wishes,
Whitney

From: Sebastian, Lorraine <lorraine.sebastian@vancouver.ca>
Sent: Friday, February 5, 2016 12:36 PM
To: Whitney Stewart
Cc: Roya Shariat; Claire Bridger; [s.19\(1\)\(a\)](#); Bartlett, Robert; Seguin, Nicole; Pavone, Connie
Subject: RE: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Hello Whitney,

I am forwarding your email to Mayor Robertson's EA – Nicole Seguin who will get in touch with you regarding the Mayor's availability.
You will hear from Nicole directly.

I will send you shortly available dates & times for Sadhu Johnston.

Thank you

Lorraine Sebastian | Executive Assistant to the Acting City Manager
CITY OF VANCOUVER | City Manager's Office
453 W 12th Avenue | Vancouver | BC V5Y 1V4
604.873.7628 | lorraine.sebastian@vancouver.ca

From: Whitney Stewart [<mailto:WStewart@100resilientcities.org>]
Sent: Friday, February 05, 2016 7:08 AM
To: [s.19\(1\)\(a\)](#); Bartlett, Robert; Sebastian, Lorraine
Cc: Roya Shariat; Claire Bridger
Subject: Re: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Dear [s.19\(1\)\(a\)](#) et al.,

To follow up on my prior note, Elizabeth Yee would like to meet with Mayor Gregor Robertson, as well as Sadhu Johnston, if possible.

Please let me know if Mayor Robertson is available for a 60 minute, in-person meeting in Vancouver during March 2nd-4th.

Sincerely,
The 100 Resilient Cities Team

From: Whitney Stewart
Sent: Friday, February 5, 2016 9:54 AM
To: [s.19\(1\)\(a\)](#); robert.bartlett@vancouver.ca; lorraine.sebastian@vancouver.ca
Cc: Roya Shariat; Claire Bridger
Subject: Meeting Request – 100 Resilient Cities – Pioneered by the Rockefeller Foundation

Dear [s.19\(1\)\(a\)](#) et al.,

I'm writing today regarding Vancouver's Challenge application for 100 Resilient Cities – Pioneered by the Rockefeller Foundation. Know that we are delighted that you chose to participate in this year's 100 Resilient Cities Challenge.

As part of our review process with top city candidates, we seek to arrange conversations between our organization and the Chief Executive of the prospective city to ensure a mutual understanding of the 100RC process, views of resilience, and the partnership we work to forge with our network members.

Elizabeth Yee, our Vice President of Strategic Partnerships and Solutions, will be in Vancouver on March 2nd-4th to speak at the "Globe 2016" Conference. Therefore, 100 Resilient Cities would like to request a 60 minute, in-person meeting with Sadhu Johnston. During this meeting, we will cover the topics mentioned above and use the time to answer any questions about processes and goals.

If possible, please send us two to three times of availability on those dates. We recognize this is a last minute request, and appreciate your help in facilitating this meeting – we view these conversations as vital to the Challenge evaluation process. We would, of course, be happy to answer any questions you may have so please do not hesitate to send all queries our way.

Sincerely,
The 100 Resilient Cities Team

From: MBerkowitz <mberkowitz@100resilientcities.org>
To: "Johnston, Sadhu" <Sadhu.Johnston@vancouver.ca>
MBerkowitz <mberkowitz@100resilientcities.org>
"Elizabeth Yee" <eyee@100resilientcities.org>
Date: 4/18/2016 1:00:36 PM
Subject: RE: Thank you - 100 Resilient Cities meeting

Dear Sadhu,

Please accept my thanks to you, as well as to the Mayor and Vancouver team for what Liz and I thought was a very productive conversation. It is inspiring to see the unified manner in which the City of Vancouver applied to our challenge, as well as the thoughtful approach to collaboration both within the city and throughout our network toward the resilience building work as a whole.

We are excited about what a potential partnership between 100RC and the City of Vancouver could look like- and are looking forward to receiving the judges' feedback on this year's applications very soon. We anticipate notifying selected cities of their status sometime in early May.

Until then, please don't hesitate to reach out to myself or Liz with any other questions the team may have.

Best regards,

MB

Michael Berkowitz
Managing Director
President, 100 Resilient Cities
The Rockefeller Foundation
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New York, NY 10018
+1 212 852 8213
@berkmic

Join the conversation at www.100resilientcities.org



From: Johnston, Sadhu [mailto:Sadhu.Johnston@vancouver.ca]
Sent: Thursday, April 14, 2016 12:54 PM
To: MBerkowitz <mberkowitz@100resilientcities.org>; Elizabeth Yee <eyee@100resilientcities.org>
Cc: Bartlett, Robert <Robert.Bartlett@vancouver.ca>; Smith, Doug (Sustainability) <doug.smith@vancouver.ca>; s.19(1)(a)
Subject: Thank you - 100 Resilient Cities meeting

Dear Michael and Liz,

On behalf of the Mayor and my colleagues I would like to sincerely thank you for your time today.

The City of Vancouver takes great pride in its commitments and has a reputation of following through with its priorities. Our decision to submit a bid to the 100RC challenge in its final round is rooted in our strategic prioritization of resilience as a core focus for our corporate business plan and City as a whole. In-fact, our hesitation to submit a bid in the last two years comes from our organizational culture of not rushing into projects before preparing resources and support for them. Today, I can say with confidence that the City is prepared to take on resilience planning through a professional and pioneering approach. I strongly believe that the addition of Vancouver to the 100RC network has great potential to fruition a mutually beneficial relationship vested in proactive planning, collaboration, and constructive engagement. We look forward to working with you in this long term journey to not only benefit from your support and expertise, but also give back by sharing our strategies and experiences to build a more resilient future for the world.

We look forward to your final decision and thank you again for your consideration.

Regards,

Sadhu Johnston
City Manager

Sadhu Aufochs Johnston
City Manager
City of Vancouver

sadhu.johnston@vancouver.ca

o. 604.873.7627
twitter: sadhuajohnston
www.vancouver.ca

From: "Katya Sienkiewicz" <ksienkiewicz@100resilientcities.org>
To: s.19(1)(a)
Date: 8/8/2016 2:29:57 PM
Subject: RE: Vancouver Visit Items

Let me know when works. thanks

Katya Sienkiewicz
Associate Director, North America
City and Practice Management
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@100ResCities • @reskatya

-----Original Message-----

From: s.19(1)(a)
Sent: Monday, August 08, 2016 12:55 PM
To: Katya Sienkiewicz <ksienkiewicz@100resilientcities.org>
Subject: Re: Vancouver Visit Items

Let's push back to 2. Thanks.

Sent from my BlackBerry 10 smartphone on the Bell network.

Original Message

From: s.19(1)(a)
Sent: Monday, August 8, 2016 10:09 AM
To: Katya Sienkiewicz
Subject: RE: Vancouver Visit Items

Perfect,

Thanks Katya. Speak soon. Lets touch base after 1PM, Call my cell whenever you are free.

-----Original Message-----

From: Katya Sienkiewicz [<mailto:ksienkiewicz@100resilientcities.org>]
Sent: Monday, August 08, 2016 10:08 AM
To: s.19(1)(a)
Subject: RE: Vancouver Visit Items

Hi s.19(1)(a) happy to speak to these, but please remind me if I miss any. Slides on platform and network are actually crucial so I will do an expeditious walk through but those will be critical resources for you all. Thanks, Katya

Katya Sienkiewicz
Associate Director, North America
City and Practice Management

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-----Original Message-----

From: s.19(1)(a)

Sent: Monday, August 08, 2016 9:55 AM

To: Katya Sienkiewicz <ksienkiewicz@100resilientcities.org>

Subject: FW: Vancouver Visit Items

Reminder of the points we would like you to touch on.

- Identify City's which have published their resilience plan and that share the same shocks and stresses as Vancouver and present on the solutions they implemented
- Identify City's that have been accepted in this round that share the same shocks and stresses as Vancouver and discuss possibilities for partnership and collaboration
- Present case studies of City public engagement in the strategy development phase
- Present case studies of City public engagement in the implementation phase
- Present case studies of stakeholder engagement with NGO's, for profits, and various sectors from the City (you have a list of different sectors we are going to engage so it would be nice to reference that in your discussion)
- Present case studies in which 100RC has enabled City's to empower strategy stakeholders (solutions, funding, partnerships, etc.)
- Discuss issues and lessons learned from previous agenda setting workshops (please present on the bad stuff too - we want to learn and avoid)
- Discuss issues that have historically arisen in City-strategy partner partnerships.
- Specifically present on the work 100RC has done with cities and the solutions City's have achieved around vulnerable populations in 1st world countries (with emphasis on poverty/income gaps, inequality, and drug/substance abuse)
- Specifically present on the work 100RC has done with cities and the solutions City's have achieved around unaffordability of housing

Specifically talk to the funding aspect of the CRO position. I understand that if the City does not spend all of the grant on the CRO position, the funds can be used towards projects and deliverables set in the resilience strategy.

Also - please spend less time on the following slides: 5,6, 9, 10, 22, 26/27 (please give concrete evidence of City's collaborating).

As you are aware, we have spent a lot of time presenting to the project to our staff, and we have thought out the approach we are taking with our executives (specifically around the position of the CRO, the preparation for the agenda setting workshop, and the stakeholders we want to engage in different stages of the project). Having talked to Calgary, Toronto, and Seattle, I understand we have done significantly more work preparing and understanding the project. As a result, the expectation is that we have a much more technical discussion on the above points, funding, reporting relationship to 100RC from the City, and previous shortcomings of cities, 100RC, and its partners +lessons learned.

Many thanks,

s.19(1)(a)

-----Original Message-----

From: s.19(1)(a)
Sent: Friday, August 05, 2016 11:34 AM
To: 'Katya Sienkiewicz'
Subject: RE: Vancouver Visit Items

No worries Katya - any sort of speaking notes and discussion would be great.
Also - could you please send me a few CRO job descriptions? I have Berkley's but that is about it.

-----Original Message-----

From: Katya Sienkiewicz [<mailto:ksienkiewicz@100resilientcities.org>]
Sent: Friday, August 05, 2016 11:32 AM
To: s.19(1)(a)
Subject: Re: Vancouver Visit Items

Hi s.19(1)(a)

Thanks for your note. Happy to answer these as questions, but I'm afraid we won't have slides made up for them. Some of them we don't yet have proof points on at 2.5 years in, but anecdotes. Looking forward to seeing you next week! Best, Katya

Sent using OWA for iPhone

From: s.19(1)(a)
Sent: Thursday, August 4, 2016 6:58:24 PM
To: Katya Sienkiewicz
Subject: Vancouver Visit Items

Katya,

Hope all is well. Vancouver is getting nice and sunny for your visit next week!

In preparation for your visit next week, the resilience committee had a meeting today and identified the following points that they would like to have your team present on next week:

- Identify City's which have published their resilience plan and that share the same shocks and stresses as Vancouver and present on the solutions they implemented
- Identify City's that have been accepted in this round that share the same shocks and stresses as Vancouver and discuss possibilities for partnership and collaboration
- Present case studies of City public engagement in the strategy development phase
- Present case studies of City public engagement in the implementation phase
- Present case studies of stakeholder engagement with NGO's, for profits, and various sectors from the City (you have a list of different sectors we are going to engage so it would be nice to reference that in your discussion)
- Present case studies in which 100RC has enabled City's to empower strategy stakeholders (solutions, funding, partnerships, etc.)
- Discuss issues and lessons learned from previous agenda setting workshops (please present on the bad stuff too - we want to learn and avoid)
- Discuss issues that have historically arisen in City-strategy partner partnerships.
- Specifically present on the work 100RC has done with cities and the solutions City's have achieved around vulnerable populations in 1st world countries (with emphasis on poverty/income gaps, inequality, and drug/substance abuse)
- Specifically present on the work 100RC has done with cities and the solutions City's have achieved around unaffordability of housing

I am very, very excited for your visit – please let me know if I can help in anyway.

s.19(1)(a)

s.19(1)(a)



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