

File No.: 04-1000-20-2017-283

October 27, 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 July 24, 2017 for:

Regarding the May 24, 2016 announcement of City of Vancouver joining the 100 Resilient Cities global network and April 4, 2017 announcement of Katie McPherson as chief resilience officer: records of all contracts, correspondence with and payments by and to the 100 Resilient Cities organization and Rockefeller Foundation.

All responsive records are attached. Some information in the records has been severed, (blacked out), under s.14, s.15(1)(l), s.17(1), and s.19(1)(a) of the Act. You can read or download these sections here:

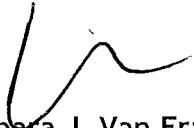
http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00

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 (#04-1000-20-2017-283); 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

From: "[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

To: "[Joe Williams \ \(JWilliams@100resilientcities.org\)](mailto:JWilliams@100resilientcities.org)" <JWilliams@100resilientcities.org>

Date: 7/11/2017 5:04:14 PM

Subject: Fully executed copy - 100 RC Grant Agreement

Attachments: 20170711163455317.pdf

Wire Instructions - BMO USD.PDF

Joe,

Attached please find the fully executed grant agreement, and wire instructions. I've been advised that Margaret MacCallum had previously sent the due diligence form and requested information.

Many thanks for your patience as we worked it through our signatories.

Katie

Katie McPherson | Chief Resilience Officer
City of Vancouver | 453 W 12th Avenue
Vancouver | BC V5Y 1V4
604.871.6939 | katie.mcpherson@vancouver.ca



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6 West 48th Street, 10th Floor
New York, NY 10036
T 212 812 4330 F 212 812 4335
www.rockpa.org

June 6, 2017

Ms. Patrice Impey
General Manager/CFO
City of Vancouver
453 West 12th Ave
Vancouver BC V5Y 1V4

GRANT AGREEMENT

Dear Ms. Impey:

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 Vancouver ("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 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, and to fund a Chief Resilience Officer ("CRO") for the City of Vancouver. 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 CAD\$ 143,091 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. As described in the CRO job description attached, hereto, as Addendum 3, 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 4.

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- 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 provide access to 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/appointment 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/appointment of CRO. Limited in-kind technical assistance may be extended beyond three years at the discretion of RPA/100RC.

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 to GRANTEE in support of the first year's salary and benefits, 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 in support of the second year's salary will be disbursed on the anniversary of the CRO's hiring subject to completion of GRANTEE's Resilience Strategy and other key deliverables, as determined by the assigned Associate Director, and compliance with all other terms and conditions of this Grant Agreement. If GRANTEE does not anticipate completing a deliverable by the date in Addendum 1, written notice must be provided to 100RC/RPA 60 days in advance so that 100RC/RPA and GRANTEE can reach mutual agreement on a revised milestone schedule.

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

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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 60 days of notice from RPA/100RC.
7. **Anti-Terrorism/Anti-Corruption.** RPA/100RC is required to comply with all U.S. anti-terrorism laws and regulations, including Executive Order 13224 and the Global Terrorism Sanctions Regulations set forth in 31 CFR Part 594, which prohibits any transactions with, and the provision of, resources and support (financial and non-financial) to individuals and organizations associated with terrorism. As a condition of this grant, GRANTEE certifies and warrants that it takes all reasonable steps to ensure 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. GRANTEE hereby further certifies that it will take all reasonable steps to ensure that grant funds or assistance are not ultimately distributed to individuals and/or organizations associated with terrorism. GRANTEE certifies that it does not support, directly or indirectly, any terrorist activities or violence of any kind. In addition, GRANTEE represents and warrants that it has or will have, as of the execution of this Grant Agreement, the necessary systems in place to reasonably detect and prevent corruption, terrorism, fraud, and money laundering.

In the event that RPA/100RC has reasonable cause to believe GRANTEE is non-compliant, GRANTEE shall make available to RPA/100RC such books or records and any other information as may be reasonably requested in order to conduct a review. GRANTEE shall refund to RPA/100RC the entire amount of the Grant in the event it is determined that the GRANTEE is non-compliant and the Grant will be terminated.

RPA/100RC agree, subject to its obligations to comply with applicable laws, to provide information to GRANTEE to enable GRANTEE to comply with the requirements of GRANTEE's bank and applicable Canadian laws relating to anti-terrorism, anti-money laundering, anti-corruption or other laws of this nature.

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, please send to RPA/100RC copies of papers, manuscripts, and other materials that are produced as a direct result of RPA/100RC's grant upon request provided that GRANTEE shall not be required to send any confidential information or personal information that is protected under Canadian privacy laws.

GRANTEE shall provide regular updates on project status and activities to Associate Director or other designated 100RC staff.

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 – Katya Sienkiewicz, Associate Director, ksienkiewicz@100resilientcities.org
- GRANTEE Grant Administrator - Name, Title, Email Address, Telephone
- Rockefeller Philanthropy Advisors, Inc.: Kate Mulligan, kmulligan@rockpa.org.
- Communications-related questions should be addressed to 100RC Communications Office, 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.** 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 provided that any confidential information and personal information that is protected by Canadian privacy laws shall be excluded from the foregoing (collectively, the "Materials").
13. **Warranty and Covenants.** GRANTEE represents and warrants that 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 provided that RPA/100RC

shall have no access to any confidential information or personal information that is protected by Canadian privacy laws.

15. **Compliance and Termination.** In the event that RPA/100RC or GRANTEE decides to terminate this grant before the end of the grant term for any reason, 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.

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.

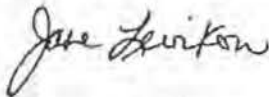
RPA encourages GRANTEE to announce this grant; however, GRANTEE must receive approval, in advance, from the AD to use any RPA Mark or any language that purports to interpret RPA/100RC intent in making the grant. GRANTEE agrees to note in its communications that RPA is supporting GRANTEE's efforts through 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 venture, employee or agent of the other party for any purpose. Neither party has the power to bond the other party or to incur any obligations on its behalf, without the other party's prior written consent.
19. **Indemnification.** GRANTEE agrees to defend, indemnify and hold harmless RPA/100RC, its officers, agents, and employees, from and against any liability, loss, expense or damages (including all costs and reasonable attorney's fees) or claims for injury arising out of or in any way connected to 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 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.
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: 6-6-17

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

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

GRANTEE

Signed:

Name:	PAUL MOCHRIE
Title:	DEPUTY CITY MANAGER
Date:	July 11, 2017

Signed:

Frances J. Connell

Name:	FRANCES J. CONNELL
Title:	CITY SOLICITOR
Date:	July 11, 2017

Addendum 1: City Commitment, Milestones, and Deliverables Schedule

Deliverable	Due Date
Ongoing Activities	Ongoing
1. City will coordinate with 100RC all press activity around resilience building during time grant is active	
Signed Grant Agreement	31 March 2017
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	
Hire/Appoint and Empower Chief Resilience Officer (CRO)	(Fill in Date)
1. City will hire/appoint a CRO into a prominent leadership position with the full support of the Mayor. The CRO's role will include: <ul style="list-style-type: none"> a. Establish a compelling vision for resilience and lead city dialogue around resilience b. Drive the development of a Resilience Strategy c. Serve as primary point of contact for the 100RC network and platform partners d. Be a productive peer contributor in the 100RC network 	
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	
First Grant Payment	Upon Receipt of Required Documentation (see Addendum 2)
<ul style="list-style-type: none"> a. Prior to Grant Payment City will provide all documentation outlined in Addendum 2: <ul style="list-style-type: none"> a. CRO name & resume b. Final organization chart c. Proof of remuneration to be paid to the CRO b. The CRO must be hired and receiving salary and benefits before grant payment will be made to the City 	
Resilience Strategy	Within 9-12 Months of the CRO's Hire/Appointment*
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 Resilience Strategy	
3. City will share interim Resilience Strategy deliverables with 100RC Member Cities and their strategy partners for the purpose of network learning	
4. City will complete a Resilience Strategy	
5. City shares publically their Resilience Strategy	
Letter From Mayor / City Executive	Within 12 – 18 Months of the CRO's Hire/Appointment

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The letter should address	
<ol style="list-style-type: none"> 1. Update on implementation of the Resilience Strategy 2. The contributions the CRO has made to the City to-date 3. The vision for the CRO role in the coming year 4. What the potential is for the CRO position to be permanently institutionalized within city government 	
First Year Action Plan	30 Days After Completion of the Resilience Strategy
<ul style="list-style-type: none"> - Top Priority Initiatives defined by city and 100RC (approximately 5-15 initiatives depending on complexity, resources) - Includes Project Charters and detailed design for implementation of Priority Initiatives (including timelines & deliverables, initiative leaders and teams with roles and responsibilities, key partnerships, performance & resilience metrics, communication opportunities) defined through ongoing consultation with 100RC and partners - Defines a communications and outreach strategy to describe progress and impact over the first year and elevate success and contributions of partners and project leads - Includes institutionalization/operationalization tasks of CRO Office 	
Semi-Annual Reporting	Annually June 30 & December 31 During Life of Grant
<ol style="list-style-type: none"> 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. 	
Second Grant Payment	Anniversary of the CRO's Hiring Subject to Completion of Strategy & Key Deliverables
<p>In addition to the Resilience Strategy, key deliverables may be required prior to second grant payment, including but not limited to:</p> <ul style="list-style-type: none"> - One Year Action Plan - Grant Reports - A letter from the Mayor or City Executive 	

Addendum 2: Required Supplemental Documentation

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



Position Description

Working Title: Chief Resilience Officer
 SAP Position Classification:
 Business Unit/Service Group: City Manager's Office
 Division/Branch: Office of the Deputy City Manager

Employee Group:	Exempt	Position Number(s):	< >
For HRS Input	Class Title:	< >	
Pay Grade/Band:	Class No:	< >	

Main Purpose and Function

Reporting to the Deputy City Manager, the Chief Resilience Officer will serve as the point person on the City of Vancouver's comprehensive efforts on resilience, working across the City and with external stakeholders. This role will also lead the partnership with and participation in the 100 Resilient Cities program including working with peers in other cities, and institutional partners.

Key Contacts and Reporting Relationships

Reports to Deputy City Manager. Works closely with management from all City Departments and related organizations and Boards. Acts as the City's representative and liaison to the 100 Resilient Cities initiative. Provides leadership, direction, and oversight to the City and partners in relation to the City's resilience strategy.

Specific Duties/Responsibilities

Strategy and Planning

- Guides the City and partners through a strategy process focused on urban resilience. The process uses the City Resilience Framework to understand the City's resilience and its primary areas of strength and weakness.
- Responsible for the creation of a resilience strategy based on strong community and organizational buy-in and anchored in the unique challenges and opportunities that face Vancouver.
- Develops a clear near-term road map for initial implementation priorities from the overall resilience strategy; this road map includes initial milestones and a project tracking mechanism/framework.
- Acts as the City's representative and liaison to the 100 Resilient Cities initiative including, collaborating with peers in the international CRO Network, learning and sharing best practices, engaging potential partners across industries and sectors and seeking opportunities to connect City staff with others working on similar resilience initiatives.

Engagement and Partnership

- Convenes and collaborates with a wide range of internal and external stakeholders across the city to ensure active and inclusive input.
- Partners across city government and with other provincial and federal governmental agencies in Vancouver to engage on shared challenges and opportunities on broader resilience topics.
- Collaborates with the 100 Resilient Cities Network of CROs, expert consultants and other partners
- Represents City's resilience initiative at public events both in Vancouver and elsewhere.

Delivery and Impact

- Leads the development of a formal resilience strategy document for the City of Vancouver.
- Establishes and engages an ongoing collaboration structure for multiple institutional, governmental, cultural and community partners and stakeholders.
- Identifies, establishes and incorporates resilience planning tools for City teams.
- Implements projects and initiatives identified through the strategy development process.
- Coordinates delivery of multi-departmental resilience projects (coordinating cross-departmental teams)
- Other duties/responsibilities as assigned

Minimum Position Requirements

The role will be complex and cross disciplinary requiring senior level expertise and demonstrated experience with strategy, facilitation, engagement and project delivery.

Education and Experience:

- Bachelor's degree in public administration, business administration or another related field. Completion of a graduate-level academic program would be an asset.
- A minimum of 10 years of experience in a related field, including at least 5 years in a senior-level capacity working with diverse stakeholders across and within organizations.
- An equivalent combination of education and experience will be considered.
- Leadership experience preferably in a large, diverse, urban municipal, corporate, international, military and/or large non-profit organization;

Knowledge, Skills and Abilities:

- A solid understanding of resilience as a concept and application in a local government setting;
- A proven track record of implementing a major project that required coordinating with and executing across multiple sectors or disciplines
- A demonstrated knowledge of municipal government (experience working with municipal governments preferred);
- A proven track record as an effective organizational leader; success in working with multi-disciplinary teams within large, complex organizations
- Ability to present complex technical topics to non-technical audiences.
- Knowledge of strategic planning processes and models
- Excellent interpersonal and communication skills (verbal and written), including process

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facilitation

- Proven ability to establish/develop effective relationships with staff, government, businesses, community organizations and other stakeholders

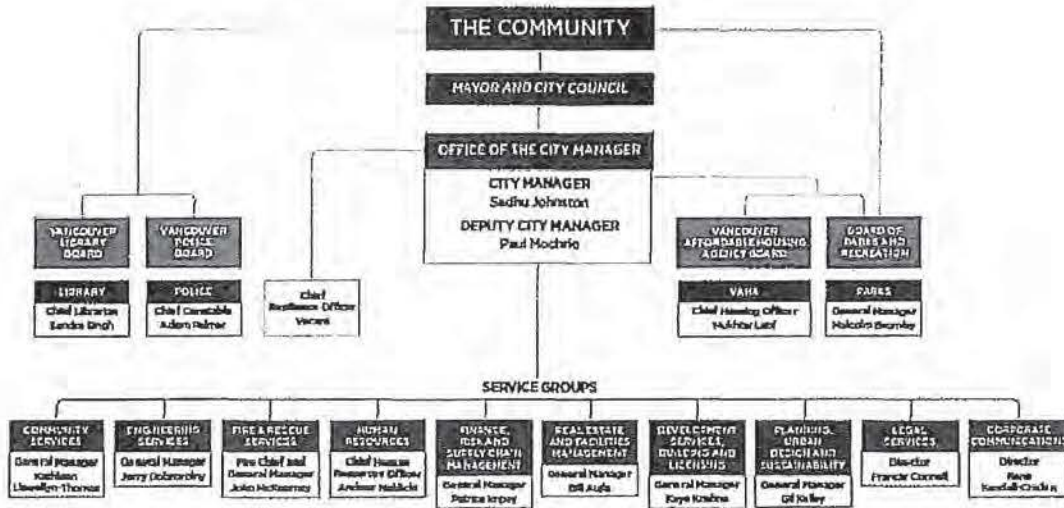
Business Unit/Branch/Division	
Developed by: Robert Bartlett <[redacted]>	Date: October 2016
Approved by: Paul Mochrie	Date: November 2016

Human Resource Services	
Reviewed by: <[redacted]>	Date: <[redacted]>

Addendum 4: Organizational Chart

CITY OF VANCOUVER

OVERALL ORGANIZATIONAL CHART



VANCOUVER CITY HALL 453 WEST 12TH AVENUE VANCOUVER BC V5Y 1V4 VANCOUVER.CA

Updated November 24, 2016
16-09

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City of Vancouver
453 West 12th Avenue
Vancouver, B.C. V5Y 1V4
Canada

Wire Instructions

Currency: US DOLLARS
Bank Name: BANK OF MONTREAL
Bank Address: 595 BARRARD STREET
VANCOUVER, B.C. V7X1L7
CANADA

SWIFT Code: s.17(1)

Institution Code: s.17(1)
Transit Number:
Account Number:

Beneficiary Name: CITY OF VANCOUVER
Beneficiary Address: 453 WEST 12TH AVENUE, VANCOUVER, B.C. V5Y1V4

US Correspondent Bank Name: WELLS FARGO, N.A.
NEW YORK
(Formerly known as Wachovia)

SWIFT Code: s.17(1)
ABA Number:

From: "[Katya Sienkiewicz](mailto:KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.org>

To: "[Mochrie, Paul](mailto:Paul.Mochrie@vancouver.ca)" <Paul.Mochrie@vancouver.ca>

"[MacCallum, Margaret](mailto:Margaret.MacCallum@vancouver.ca)" <Margaret.MacCallum@vancouver.ca>

Date: 3/9/2017 5:12:54 PM

Subject: CRO approval

Hi Paul and Margaret –

I wanted to write and congratulate you on having Katie McPherson approved by our executive committee as your new CRO for Vancouver. I've gotten approval for both Katie and the office structure document you sent over yesterday. The next step for me would be to introduce you all to our grant coordinator, Joe Williams, who will negotiate the specifics of our grant to the city, and also, more pressingly, Paul Nelson, who manages our network and will be inviting Katie to a new CRO onboarding in NYC from **March 22-24th**. Let me know if you have any questions and thank you both for your work to identify such a great candidate.

Please let me know when it is ok to reach out and congratulate Katie as well as welcome her to the network!

Best, Katya

From: "[Andrew Brenner](mailto:ABrenner@100resilientcities.org)" <ABrenner@100resilientcities.org>

To: "[Panday, Dhaneva](mailto:Dhaneva.Panday@vancouver.ca)" <Dhaneva.Panday@vancouver.ca>
"[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

Date: 3/29/2017 6:16:18 PM

Subject: Draft Op-Ed // Draft Press Release

Attachments: Vancouver ASW Op-Ed.docx
COM - NR - 100RC - CRO Announcement (002) ab.docx

Hi Dhaneva and Katie –

Attached please find both a revised draft press release and a draft op-ed.

For the press release, I've reordered some things here and there – definitely want to ensure you take a look to thumbs up/thumbs down any of the changes. Happy to work with you to further refine. It's a lot of info – but also want to ensure we're not too long.

For the op-ed, we've gotten the sign-off from Michael Berkowitz, our president. So feel free to make any changes and move along on your end for approvals. We'd just like to see the final version on the other end (I imagine there will be changes) before it goes out for pitching.

Sorry I didn't get a chance to send these earlier today, but will be on standby to help make edits and finalize.

Best,

Andrew Brenner

Senior Manager, Global Communications

100 Resilient Cities – Pioneered by The Rockefeller Foundation

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

[@ARBrenner](https://twitter.com/ARBrenner)

Cities stand at the forefront of the challenges and opportunities of the 21st Century. Aging infrastructure, extreme weather, and mass migration, all disproportionately affect urban centers. Like other cities that recognize the need to lead amid this global landscape, Vancouver is making a commitment to its future resilience. This week, the city is marking the beginning of its collaboration with 100 Resilient Cities – Pioneered by the Rockefeller Foundation (100RC) – joining 99 other cities around the world that have embraced urban resilience as a global imperative to ensure a vibrant future.

One of Canada's most culturally diverse and economically important cities, Vancouver also contends with various shocks and stresses that threaten its future. Over the past several years, the city has experienced extreme weather driven by climate change, including snow storms, drought, and heat waves. Other shocks, like the 2015 Marathassa Oil Spill, and the DP world Chemical fire at the Port of Vancouver, highlight the hazards the city faces as a Port City, and the work it needs to do to prevent and mitigate future accidents. Opioid overdoses also continue to tear at the social fabric of the city's most vulnerable communities, and add even more pressure on overtaxed first responders and hospitals. The city's stresses -- economic inequity, lack of affordable housing, and growing population, among others -- will slowly erode its strength over time if left unaddressed, and exacerbate the major disasters when those do occur.

However, Vancouver has already begun the important work of facing some of these challenges. Through its partnership with 100RC, the city will be able to continue on the progressive path it has begun to chart and fully commit to it. Over the last several years, Vancouver has done exemplary work on climate change, sustainability, earthquake preparedness, and transportation. By working with 100RC, the city will coordinate and leverage the work it has already done. Current policies such as Transportation 2040, Earthquake Preparedness, Renewable City, Healthy City Strategy, Greenest City Action Plan Combined, and other initiatives led by citizens, businesses and organizations across our city, and throughout the region, ensure a strong foundation for building resilience. In developing the city's Resilience Strategy, Vancouver will seek to address the city's shocks and stresses through a holistic lens that accounts for the entire urban ecosystem. Rather than viewing any one issue in isolation, or the work of one sector or organization as independent of another, Vancouver, with the support of 100RC, will develop solutions designed for the interdependence of the city's systems, and solve multiple challenges through single interventions.

To best coordinate and develop this work, 100RC provides cities with funding for two years for the position of Chief Resilience Officer (CRO). The CRO helps lead the resilience building effort by engaging stakeholders from the city's various communities and both the public and private sector. The CRO also has the benefit of working with other 100RC cities, not least Vancouver's fellow Canadian cities, Montreal, Toronto and Calgary. Vancouver has already begun learning from the successes of other 100RC cities, such as Boulder, which is working towards preventive social policy to identify and provide preventive support to citizens before they fall into homelessness; and San Francisco, where the seismic integrity of buildings is being assessed and implemented based on the social value of those structures and the level of functionality they require after the earthquake. And late last year, Vancouver signed an MOU with Seattle, ensuring collaboration that will build regional resilience.

The CRO also leads the city's engagement with another of 100RC's core offerings: Platform of Partners, which provide a suite of pro-bono services that include diagnostic analysis, financial valuation, data collection management and communications support. Through these tools, Vancouver can design a resilience blueprint that is actionable, a plan that will be implemented and create real change.

Vancouver has already shown the kind of leadership and innovation that a city needs to build resilience. While the road to resilience is a long one, the partnership with 100RC, and the growing urban resilience movement, provide the city with the guidance, collaboration, and resources to not only succeed but also lead others to do so.



**City of Vancouver
News Release
April 4, 2017**

Contact:

City of Vancouver:

100 Resilient Cities: Andrew Brenner (abrenner@100rc.org | 646-612-7236)

City of Vancouver Launches Partnership with 100 Resilient Cities & Names City's First Chief Resilience Officer at Day-long Agenda-Setting Workshop

VANCOUVER - Mayor Gregor Robertson along with representatives from [100 Resilient Cities - Pioneered by The Rockefeller Foundation](#) (100RC) formally launched their partnership today at a day-long workshop aimed at galvanizing local organizations, community members, business leaders, and other critical stakeholders. Mayor Robertson also officially announced the appointment of Vancouver's first Chief Resilience Officer (CRO), Katie McPherson, who through the support of 100RC will lead the development of a citywide Resilience Strategy, engaging and partnering with community stakeholders, experts, and other levels of government. As CRO, Katie will leverage resources and knowledge from 100RC, its partners, and other member cities to drive action to address the city's most pressing resilience challenges.

The appointment of a Chief Resilience Officer is a core component of the 100RC program, and is funded by the organization through a grant to the city. Vancouver was named part of the 100RC network in 2016, joining cities such as London, New York, Bangkok and Buenos Aires - and was selected from more than 1,000 applicants from around the world. Other Canadian member cities include Calgary, Toronto and Montreal.

"We have always understood and valued the importance of partnerships in our work at the City," said Vancouver Mayor Gregor Robertson. "100RC offers an opportunity not only to connect and collaborate with other cities and global experts to explore and address some of our City's most complex challenges, but it also provides an opportunity to support, elevate and advance innovative solutions that are being created and led from within our neighbourhoods, by local businesses, residents and organizations.

"In an era of global uncertainty, climate change, and growing local pressures, this is an important opportunity for our city," said Vancouver CRO Katie McPherson. "Our people are our biggest asset, and we're looking forward to partnering with and learning from a broad range of stakeholders. The opportunity will allow us to elevate and share the incredible work already happening across our community, and to achieve big pieces of work that we couldn't do alone.



The Agenda-Setting Workshop, which is the first critical moment of the city's engagement with 100RC, brought together over 80 of the brightest and most innovative minds from different backgrounds, experiences and expertise in Vancouver to discuss existing initiatives and identify opportunities that assess the interconnectedness of the social, cultural, environmental and economic systems that shape our city, and to identify our collective resilience to the shocks and stresses Vancouver faces as a growing urban centre.

Vancouver's Resilience Strategy will strive to foster a thriving economy and livable communities that build on current policies such as Transportation 2040, Earthquake Preparedness, Renewable City Strategy, Healthy City Strategy and Greenest City Action Plan. Combined, these and other initiatives led by citizens, businesses and organizations across our city, and throughout the region, lay the foundation for a strong resilience strategy, and position us to leverage the 100RC partnership and expertise of partners to implement.

"Vancouver is part of a global movement of cities focused on building urban resilience," said **Otis Rolley, 100RC Regional Director for North America**. "The launch of the city's resilience agenda at today's workshop, along with the appointment of Katie McPherson as Chief Resilience Officer, will provide the City of Vancouver with a starting point to clarify the city's needs, surface innovative thinking, and give us a blueprint to bring Vancouver the tools and resources needed to become more resilient."

Each city in the 100RC network receives four concrete types of support:

- Financial and logistical guidance for establishing an innovative new position in city government, a [Chief Resilience Officer](#), who will lead the city's resilience efforts;
- Technical support for development of a robust Resilience Strategy;
- Access to solutions, service providers, and [partners](#) from the private, public and NGO sectors who can help them develop and implement their Resilience Strategies; and
- Membership in a global network of member cities who can learn from and help each other.

Through the 100RC program, Vancouver will have access to a carefully curated suite of nearly 100 platform partners, providing expertise in a wide range of areas that includes diagnostic analysis, risk and hazard assessment, climate change, financial analysis, data management, resource and energy use, and social services and development. These and other services are available to support resilience priorities in our city, including to fast track actions laid out across existing strategies, and in support of local partners and organizations leading efforts that contribute to urban resilience here in Vancouver.

About Katie McPherson, Vancouver's Chief Resilience Officer



Katie McPherson has been with the City's Office of Emergency Management for 5 years and recently led the implementation of a new Community Resilience portfolio with a mandate to work collaboratively with government and community stakeholders to promote resilience to all hazards. As Manager of Community Resilience, and formerly Manager of Emergency Planning, Katie has developed new opportunities for citizens, businesses, and volunteers to engage in community emergency preparedness, led regional risk assessments for oil spills, engaged a wide range of inter-agency partners to assess risk and develop plans for emergency response and recovery, and taken leadership roles in response to emergencies including the 2015 Marathassa Oil Spill, the 2015 container fire at the Port of Vancouver, and the 2013 Calgary Flood.

In addition to her roles at the City, Katie has a wealth of unique experience in the private and non-profit sectors, including leading an award-winning, multi-disciplinary climate adaptation projects; as an emergency social services volunteer with the Red Cross and the City of Vancouver; and planting over 1 million trees across Canada. Her passion for resilience is rooted in her experiences as a volunteer during response and recovery to the 2004 tsunami in Thailand, working with community members to support a successful grassroots recovery project providing employment for local citizens and resulting in the construction of an art centre for local youth.

About 100 Resilient Cities—Pioneered by The Rockefeller Foundation

100 Resilient Cities - Pioneered by The Rockefeller Foundation (100RC) helps cities around the world become more resilient to social, economic, and physical challenges that are a growing part of the 21st century. 100RC provides this assistance through: funding for a Chief Resilience Officer in each of our cities who will lead the resilience efforts; resources for drafting a resilience strategy; access to private sector, public sector, academic, and NGO resilience tools; and membership in a global network of peer cities to share best practices and challenges. For more information, visit: www.100ResilientCities.org.

From: "Liz Guthrie" <LGuthrie@100resilientcities.org>
To: "McPherson, Katie" <Katie.McPherson@vancouver.ca>
Brad.Stevens@calgary.ca
"David Groisman" <DavidGroisman@gmail.com>
eric.friedlander@louisvilleky.gov
Date: 3/31/2017 10:00:03 AM
Subject: Follow-Up to 100RC CRO Orientation

Dear Katie, Brad, David and Eric:

Thank you again for joining us in New York City for your 100RC CRO Orientation last week. It was an incredibly valuable moment for us to learn more about you and your respective cities - and we hope that you left having deepened your understanding and appreciation for your role and the exciting resilience-building journey that lies ahead.

Below please find a summary of next steps for closing out the CRO Orientation process:

• **Your Feedback and Insights**

Your feedback is critical to helping us improve the Orientation experience for your fellow CROs. To that end, we appreciate your taking the time to complete a brief [Follow-up Survey](#). We ask that you please complete this survey by **Friday, April 7th**, and do not hesitate to continue sharing your feedback and insights with us.

• **Access to Orientation Resources**

All of the Orientation slides, worksheets and other resources from our time together can be found [here](#) or via the link to shared Box folder: <https://100rc.box.com/s/gbqo4q9jh5zu15yze4akstx8q1fkmazz>

Additionally, resources on the **City Resilience Framework** can be found on the 100RC Network Shared Drive [here](#). If you have any challenges accessing these materials, please just let me know.

• **Access to Online Community and City Solutions Catalog**

- 1) **Resilience Practitioners Online Community (OC):** We're excited to welcome you to the Resilience Practitioners Online Community! My colleague Mina will be following up with each of you individually to create your user profile and introduce you to the platform. The overview about the OC is available from the shared Box folder above.
- 2) **Access to the 100RC City Solutions Catalog:** You can learn more about the online 100RC City Solutions Catalog by watching a pre-recorded webinar given by the City Solutions team available [here](#) or via the link: <https://attendee.gotowebinar.com/recording/5697022015034708994>

You can sign up for the 100RC City Solutions Catalog by taking the following steps:

- 1) Visit <https://resilient-cities.sphaera.world/>
- 2) Select "Beta sign up" from the icon in the top right corner
- 3) Create an account – fill in details in each field, and await approval by 100RC (you will get an email notification)

100 RESILIENT CITIES

If you have any questions on any of the above, please don't hesitate to reach out to me or your Relationship Manager. Thank you again for taking the time to be with us in NYC, and we look forward to connecting with you all again soon!

All the best,
Liz

Liz Guthrie
Associate Director, Resilience Practice
Network and Learning

Pioneered by the Rockefeller Foundation
420 Fifth Avenue, 19th Floor | New York, NY 10018
Join the conversation at www.100resilientcities.org

From: "McPherson, Katie" <Katie.McPherson@vancouver.ca>

To: "Joe Williams \ (JWilliams@100resilientcities.org)" <JWilliams@100resilientcities.org>
"Katya Sienkiewicz \ (KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.or
"Li, David" <David.Li@vancouver.ca>
"Hannah Clark \ (HClark@100resilientcities.org)" <HClark@100resilientcities.org>

Date: 5/23/2017 11:02:05 AM

Subject: FW: 100 RC Grant Agreement

Attachments: Draft - 100 Resilient Cities Grant Agreement - Law comments May 12 (00726269).docx

Hi Joe,
Sorry for the delay on this. The attached includes recommended updates from our Legal Counsel. Please advise if you have any questions or concerns, and I think we should be good to go.

Katya – I'm not sure if anything else needs to be updated in Addendum 1?

Thanks,
Katie

Katie McPherson | Chief Resilience Officer
City of Vancouver | 453 W 12th Avenue
Vancouver | BC V5Y 1V4
604.871.6939 | katie.mcpherson@vancouver.ca



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May ~~17~~ March

2017

Ms. Patrice Impey
General Manager/CFO
City of Vancouver
453 West 12th Ave
Vancouver BC V5Y 1V4

GRANT AGREEMENT

Dear Ms. Impey:

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 Vancouver (“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 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, and to fund a Chief Resilience Officer (“CRO”) for the City of Vancouver. 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 CAD\$ 143,091 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. As described in the CRO job description attached, hereto, as Addendum 3, 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 4.
 - 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

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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 provide access to 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/appointment 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/appointment of CRO. Limited in-kind technical assistance may be extended beyond three years at the discretion of RPA/100RC.

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 to GRANTEE in support of the first year’s salary and benefits, 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 in support of the second year’s salary will be disbursed on the anniversary of the CRO’s hiring subject to completion of GRANTEE’s Resilience Strategy and other key deliverables, as determined by the assigned Associate Director, and compliance with all other terms and conditions of this Grant Agreement. If GRANTEE does not anticipate completing a deliverable by the date in Addendum 1, written notice must be provided to 100RC/RPA 60 days in advance so that 100RC/RPA and GRANTEE can reach mutual agreement on a revised milestone schedule.

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.

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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 60 days of notice from RPA/100RC.
7. **Anti-Terrorism/Anti-Corruption.** GRANTEE hereby confirms that it complies with all applicable Canadian ~~U.S.~~ anti-terrorism laws and regulations, ~~including Executive Order 13224 and the Global Terrorism Sanctions Regulations set forth in 31 CFR Part 594.~~ GRANTEE certifies and 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, you represent and warrant that you have or will have, as of the execution of this Grant Agreement, the necessary systems in place to reasonably detect and prevent corruption, terrorism, fraud and money laundering.

GRANTEE hereby further certifies that it operates in compliance with the above Canadian ~~U.S.~~ laws, 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.

RPA/100RC agree, subject to its obligations to comply with applicable laws, to provide information to GRANTEE to enable GRANTEE to comply with the requirements of GRANTEE's bank and applicable Canadian laws relating to anti-terrorisim, anti-money laundering, anti-corruption or other laws of this nature. ~~GRANTEE further certifies 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.~~

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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, please send to RPA/100RC copies of papers, manuscripts, and other materials that are produced as a direct result of RPA/100RC's grant upon request provided that GRANTEE shall not be required to send any confidential information or personal information that is protected under Canadian privacy laws.

GRANTEE shall provide regular updates on project status and activities to Associate Director or other designated 100RC staff.

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.

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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 – Katya Sienkiewicz, Associate Director, ksienkiewicz@100resilientcities.org
- GRANTEE Grant Administrator - **Name, Title, Email Address, Telephone**
- Rockefeller Philanthropy Advisors, Inc.: Kate Mulligan, kmulligan@rockpa.org.
- Communications-related questions should be addressed to 100RC Communications Office, 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. 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 provided that any confidential information and personal information that is protected by Canadian privacy laws shall be excluded from the foregoing (collectively, the "Materials").

13. Warranty and Covenants. GRANTEE represents and warrants that 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 provided that RPA/100RC shall have no access to any confidential information or personal information that is protected by Canadian privacy laws.

15. Compliance and Termination. In the event that RPA/100RC or GRANTEE decides to terminate this grant before the end of the grant term for any reason, RPA/100RC will require GRANTEE to provide a financial report showing expenditures to date of termination. If

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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.

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 venture, employee or agent of the other party for any purpose. Neither party has the power to

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bond the other party or to incur any obligations on its behalf, without the other party's prior written consent.

- 19. **Indemnification.** GRANTEE agrees to defend, indemnify and hold harmless RPA/100RC, its officers, agents, and employees, from and against any liability, loss, expense or damages (including all costs and reasonable attorney's fees) or claims for injury arising out of or in any way connected to 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 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.

- 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:

Walter Sweet
Vice President
Rockefeller Philanthropy Advisors, Inc.

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

GRANTEE
Signed:

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Name:	
Title:	
Date:	

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Addendum 1: City Commitment, Milestones, and Deliverables Schedule

Comment [LF1]: To be completed in consultation with the City's assigned 100RC Associate Director

Deliverable	Due Date
Ongoing Activities	Ongoing
<ol style="list-style-type: none"> 1. City will coordinate with 100RC all press activity around resilience building during time grant is active 2. [add any other agreed upon activities here, i.e. coordination calls] 	
Signed Grant Agreement	31 March 2017
<ol style="list-style-type: none"> 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 	
Hire/Appoint and Empower Chief Resilience Officer (CRO)	[Fill in Date]
<ol style="list-style-type: none"> 1. City will hire/appoint a CRO into a prominent leadership position with the full support and authority of the Mayor. The CRO's role will include: <ol style="list-style-type: none"> a. Establish a compelling vision for resilience and lead city dialogue around resilience b. Drive the development of a Resilience Strategy c. Serve as primary point of contact for the 100RC network and platform partners d. Be a productive peer contributor in the 100RC network 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 	
First Grant Payment	Upon Receipt of Required Documentation (see Addendum 2)
<ul style="list-style-type: none"> - Prior to Grant Payment City will provide all documentation outlined in Addendum 2: <ol style="list-style-type: none"> a. CRO name & resume b. Final organization chart c. Proof of remuneration to be paid to the CRO - The CRO must be hired and receiving salary and benefits before grant payment will be made to the City 	
Resilience Strategy	Within 9-12 Months of the CRO's Hire/Appointment*
<ol style="list-style-type: none"> 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 Resilience Strategy 3. City will share interim Resilience Strategy deliverables with 100RC Member Cities and their strategy partners for the purpose of network learning 4. City will complete a Resilience Strategy 5. City shares publically their Resilience Strategy 	
Letter From Mayor / City Executive	Within 12 – 18 Months of the CRO's Hire/Appointment

{00726269v1} *The due date for this deliverable is subject to when the CRO is hired/appointed. The Resilience Strategy is expected to be a six to nine-month process started within the first three months of the CRO being hired/appointed. If a time extension is required, a written request should be made to the 100RC Associate Director.

The letter should address	
<ol style="list-style-type: none"> 1. Update on implementation of the Resilience Strategy 2. The contributions the CRO has made to the City to-date 3. The vision for the CRO role in the coming year 4. What the potential is for the CRO position to be permanently institutionalized within city government 	
First Year Action Plan	30 Days After Completion of the Resilience Strategy
<ul style="list-style-type: none"> - Top Priority Initiatives defined by city and 100RC (approximately 5-15 initiatives depending on complexity, resources) - Includes Project Charters and detailed design for implementation of Priority Initiatives (including timelines & deliverables, initiative leaders and teams with roles and responsibilities, key partnerships, performance & resilience metrics, communication opportunities) defined through ongoing consultation with 100RC and partners - Defines a communications and outreach strategy to describe progress and impact over the first year and elevate success and contributions of partners and project leads - Includes institutionalization/operationalization tasks of CRO Office 	
Semi-Annual Reporting	Annually June 30 & December 31 During Life of Grant
<ol style="list-style-type: none"> 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. 	
Second Grant Payment	Anniversary of the CRO's Hiring Subject to Completion of Strategy & Key Deliverables
<p>In addition to the Resilience Strategy, key deliverables may be required prior to second grant payment, including but not limited to:</p> <ul style="list-style-type: none"> - One Year Action Plan - Grant Reports - A letter from the Mayor or City Executive 	

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Addendum 2: Required Supplemental Documentation

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

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Position Description

Working Title: Chief Resilience Officer
 SAP Position Classification:
 Business Unit/Service Group: City Manager's Office
 Division/Branch: Office of the Deputy City Manager

Employee Group:	Exempt	Position Number(s):	< >
For HRS input	Class Title:	< >	
Pay Grade/Band:	Class No:	< >	

Main Purpose and Function

Reporting to the Deputy City Manager, the Chief Resilience Officer will serve as the point person on the City of Vancouver's comprehensive efforts on resilience, working across the City and with external stakeholders. This role will also lead the partnership with and participation in the 100 Resilient Cities program including working with peers in other cities, and institutional partners.

Key Contacts and Reporting Relationships

Reports to Deputy City Manager. Works closely with management from all City Departments and related organizations and Boards. Acts as the City's representative and liaison to the 100 Resilient Cities initiative. Provides leadership, direction, and oversight to the City and partners in relation to the City's resilience strategy.

Specific Duties/Responsibilities

Strategy and Planning

- Guides the City and partners through a strategy process focused on urban resilience. The process uses the City Resilience Framework to understand the City's resilience and its primary areas of strength and weakness.
- Responsible for the creation of a resilience strategy based on strong community and organizational buy-in and anchored in the unique challenges and opportunities that face Vancouver.
- Develops a clear near-term road map for initial implementation priorities from the overall resilience strategy; this road map includes initial milestones and a project tracking mechanism/framework.
- Acts as the City's representative and liaison to the 100 Resilient Cities initiative including, collaborating with peers in the international CRO Network, learning and sharing best practices, engaging potential partners across industries and sectors and seeking opportunities to connect City staff with others working on similar resilience initiatives.

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Engagement and Partnership

- Convenes and collaborates with a wide range of internal and external stakeholders across the city to ensure active and inclusive input.
- Partners across city government and with other provincial and federal governmental agencies in Vancouver to engage on shared challenges and opportunities on broader resilience topics.
- Collaborates with the 100 Resilient Cities Network of CROs, expert consultants and other partners
- Represents City's resilience initiative at public events both in Vancouver and elsewhere.

Delivery and Impact

- Leads the development of a formal resilience strategy document for the City of Vancouver.
- Establishes and engages an ongoing collaboration structure for multiple institutional, governmental, cultural and community partners and stakeholders.
- Identifies, establishes and incorporates resilience planning tools for City teams.
- Implements projects and initiatives identified through the strategy development process.
- Coordinates delivery of multi-departmental resilience projects (coordinating cross-departmental teams)

- Other duties/responsibilities as assigned

Minimum Position Requirements

The role will be complex and cross disciplinary requiring senior level expertise and demonstrated experience with strategy, facilitation, engagement and project delivery.

Education and Experience:

- Bachelor's degree in public administration, business administration or another related field. Completion of a graduate-level academic program would be an asset.
- A minimum of 10 years of experience in a related field, including at least 5 years in a senior-level capacity working with diverse stakeholders across and within organizations.
- An equivalent combination of education and experience will be considered.
- Leadership experience preferably in a large, diverse, urban municipal, corporate, international, military and/or large non-profit organization;

Knowledge, Skills and Abilities:

- A solid understanding of resilience as a concept and application in a local government setting;
- A proven track record of implementing a major project that required coordinating with and executing across multiple sectors or disciplines
- A demonstrated knowledge of municipal government (experience working with municipal governments preferred);
- A proven track record as an effective organizational leader; success in working with multi-disciplinary teams within large, complex organizations
- Ability to present complex technical topics to non-technical audiences.
- Knowledge of strategic planning processes and models
- Excellent interpersonal and communication skills (verbal and written), including process

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facilitation

- Proven ability to establish/develop effective relationships with staff, government, businesses, community organizations and other stakeholders

Business Unit/Branch/Division	
Developed by: Robert Bartlett<[redacted]>	Date: October 2016
Approved by: Paul Mochrie	Date: November 2016

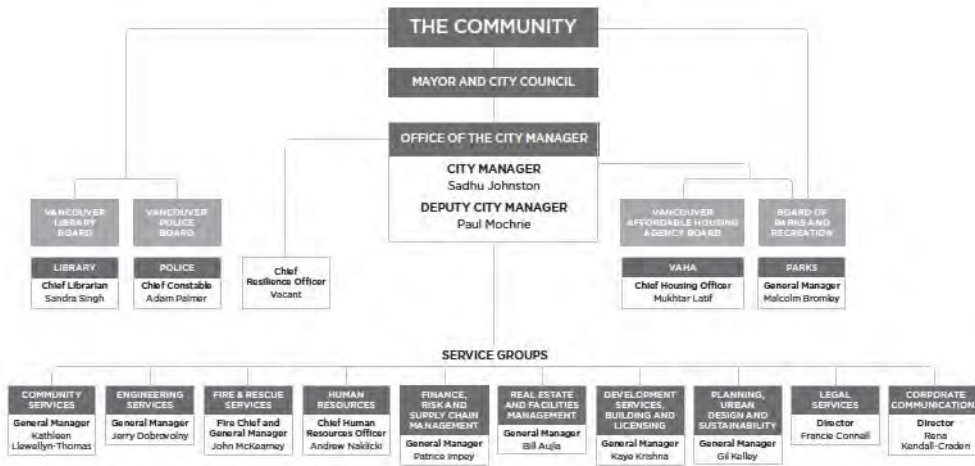
Human Resource Services	
Reviewed by: <[redacted]>	Date: <[redacted]>

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Addendum 4: Organizational Chart

CITY OF VANCOUVER

OVERALL ORGANIZATIONAL CHART



VANCOUVER CITY HALL 453 WEST 12TH AVENUE VANCOUVER BC V5Y 1V4 VANCOUVER.CA

Updated November 24, 2016 16-01C

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From: "[Hannah Clark](mailto:HClark@100resilientcities.org)" <HClark@100resilientcities.org>

To: "[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

Date: 3/23/2017 6:06:24 PM

Subject: Fw: Vancouver Progress Call #6 - Minutes

Attachments: 170322_Vancouver 100RC Minutes #6.pdf

So sorry, here are the notes

From: Gosselin, Courtney <Courtney.Gosselin@aecom.com>

Sent: Wednesday, March 22, 2017 11:51:47 PM

To: lindsay.cole@vancouver.ca; s.19(1)(a)

Cc: Bonham-Carter, Claire; Kelly-McKinnon, T'Brenn; Hannah Clark; Katya Sienkiewicz

Subject: Vancouver Progress Call #6 - Minutes

Hi all,

Attached are the meeting notes from our call today.

Please let me know if you have any changes/additions.

Hannah and Katya, I will drop these to BOX as well.

Thanks,
Courtney

Minutes of Meeting

Date of Meeting	3/22/2017	Start Time	2:00 pm	Project Number	60526961
Project Name	Resilient Vancouver - Agenda Setting Workshop				
Location	WebX				
Regarding	Progress Call #6				
Attendees	AECOM- Claire Bonham-Carter (CBC), Courtney Gosselin (CG), T'Brenn Kelly-McKinnon (TKB) City of Vancouver- s.19(1)(a) Lindsay Cole (LC)				
Distribution	All				
Minutes Prepared By	Courtney Gosselin				

PLEASE NOTE: If this report does not agree with your records of the meeting, or if there are any omissions, please advise, otherwise we will assume the contents to be correct.

	Action
<p>1. RSVPs</p> <ul style="list-style-type: none"> 43 stakeholders confirmed, plus 15 city staff and facilitators AECOM has updated the diversity tables for review, this does not currently reflect the 15 City staff. Current diversity shows more civic, community 100RC would like to understand the business community participation under 'Economy and society' group to see what participation from the business community looks like. – City and AECOM to confirm RSVPs City steering committee to send out personal follow up invites to stakeholders <p>2. Press Conference</p> <ul style="list-style-type: none"> Dhavena to visit venue and press room (rm 2800 SFU Segal) Dhavena to confirm further details with Andrew at 100RC for press conference Courtney to send Dhavena questions regarding press room layout, press AV requirements, and whether security is required <p>3. Review Workshop Agenda</p> <ul style="list-style-type: none"> Reviewed cascading impacts exercise Lindsay indicated steering committee suggested potential topics: Shocks: Infrastructure Failure, Earthquake, Housing Market Collapse, overdoses; Stresses: Reconciliation, poverty/growing inequality; access to affordable housing/child care/food; climate change Courtney to prepare scenarios for City Steering Cmt review and approval, noted we would like to have these approved before March 27 for use at facilitator training session Reviewed shocks and stresses list 	<p>See red items for Action</p>

<ul style="list-style-type: none"> • Lindsay to send Courtney updated list with input from Steering Cmt • Lindsay confirmed panel speakers will be Coco, Dan, Louise, and someone from Fresh Voices TBC and potentially someone from the Living Wage Campaign. Lindsey to confirm asap. • Lindsay indicated no presentations/slides required for panel • Lindsay to send Courtney all speakers headshots and bios by March 30 • Courtney to send Lindsay placemat sample and bio word count max • Updated agenda and run sheet have been loaded onto Box <p>4. Note takers?</p> <ul style="list-style-type: none"> • No dedicated note takers, AECOM will ensure facilitators are aware they will need to be diligent with note taking and to ask for a volunteer to help take notes at their table (if they wish) • AECOM will dedicate staff member for taking notes during panel & plenary sessions to capture for report <p>5. Facilitators guide & training</p> <ul style="list-style-type: none"> • Draft facilitator guide to be distributed Thursday, March 23 to facilitators for pre reading • Training – March 27th • Lindsay confirmed AV available and to arrive early for set up <p>6. Workshop Materials</p> <ul style="list-style-type: none"> • Banner ordered • Participant Pack format – Lindsay confirmed AECOM should use placemat style • Lindsay confirmed no Vancouver images slide deck required, would prefer participants interact • Wifi is additional \$90 cost from venue. Lindsay confirmed no wifi required • AECOM to draft table placement by mid next week, for city review. It was noted that this may need city input on Monday 3rd April to finalize. • Claire to share example wrap up slides with Lindsay <p>7. Venue</p> <ul style="list-style-type: none"> • Workshop Room set up will be April 3 from 4-6pm • Confirmed catering and venue needs minimum numbers by 29 March • Courtney to speak to venue about offering 100% vegetarian as it is lower carbon footprint, also ensure gluten free (Note that Invitations did not request RSVP with dietary specifications) • Courtney to speak to venue regarding composting/recycling • City is looking into hiring a photographer and videographer for the day <p>8. Post-Workshop Dinner - TBC</p>	
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From: "[Katya Sienkiewicz](mailto:KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.org>

To: "[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

Date: 5/15/2017 8:56:53 AM

Subject: RE: Connecting on Strategy questions

Hi Katie -Tanya also wanted to hop on the phone with you to talk about SPs so let me know when you might be free for us to talk and I'll see if she can hop on halfway through. Thanks, Katya

-----Original Appointment-----

From: McPherson, Katie [mailto:Katie.McPherson@vancouver.ca]

Sent: Sunday, May 14, 2017 4:45 PM

To: Katya Sienkiewicz

Subject: New Time Proposed: Connecting on Strategy questions

When: Monday, May 15, 2017 3:00 PM-4:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Katya call katie's cell

Katya – would 9 – 10 work for you instead? Or Tues before 1:30?

From: "[Katya Sienkiewicz](mailto:KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.org>

To: "[Mochrie, Paul](mailto:Paul.Mochrie@vancouver.ca)" <Paul.Mochrie@vancouver.ca>

Date: 3/6/2017 5:16:30 PM

Subject: RE: Coordinates

Thanks very much, Paul, and thanks for taking the time to chat just now. Talk soon. My cell is (202) 375-9770. Should you have any more questions, please give me a call.

Best, Katya

From: Mochrie, Paul [<mailto:Paul.Mochrie@vancouver.ca>]

Sent: Monday, March 06, 2017 3:55 PM

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

Subject: Coordinates

Hi Katya,

Further to our conversation this afternoon, I am writing to provide you with my contact information.

In addition to my office phone listed below, you can reach me via cell at s.15(1)(l)

Best,
Paul

Paul Mochrie | Deputy City Manager
City of Vancouver | 453 W 12th Avenue
Vancouver | BC V5Y 1V4
604.873.7666 | paul.mochrie@vancouver.ca



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From: "McPherson, Katie" <Katie.McPherson@vancouver.ca>

To: "Joe Williams" <JWilliams@100resilientcities.org>

Date: 7/11/2017 11:26:19 AM

Subject: RE: For Signature 100 RC Grant Agreement

Hi Joe – sorry, I just learned today that this was still pending having got caught in the inbox of an EA that is on leave. I've redirected now and should be able to get this signed off in next 2 days.

Thanks!

Katie

From: Joe Williams [mailto:JWilliams@100resilientcities.org]

Sent: Tuesday, July 11, 2017 11:24 AM

To: McPherson, Katie

Subject: RE: For Signature 100 RC Grant Agreement

Hi Katie,

Just wanted to follow up on the agreement to see if you were able to move forward with signatures.

Best,

Joe

Joe Williams

Senior Manager, Grants and Contracts

From: Joe Williams

Sent: Monday, June 26, 2017 10:45 AM

To: 'McPherson, Katie' <Katie.McPherson@vancouver.ca>

Subject: RE: For Signature 100 RC Grant Agreement

Thanks Katie,

The addressee isn't a legal clause and (from our perspective) doesn't need to be revised.

The signatory isn't pre-filled, so Paul and Francie can both sign on page 7.

Let me know if you'd like to discuss.

Best,

Joe

Joe Williams

Senior Manager, Grants and Contracts

From: McPherson, Katie [mailto:Katie.McPherson@vancouver.ca]

Sent: Wednesday, June 21, 2017 1:11 PM

To: Joe Williams <JWilliams@100resilientcities.org>

Subject: FW: For Signature 100 RC Grant Agreement

From: McPherson, Katie

Sent: Wednesday, June 21, 2017 10:09 AM

To: joe.williams@100ResilientCities.org

Subject: FW: For Signature 100 RC Grant Agreement

Hi Joe - Unfortunately Patrice is off for a time, and David Li is suggesting that Paul Mochrie, Deputy City Manager, be the addressee, and that both Paul and Francie Connell, Director of Legal Services, be added as signatories in Patrice's absence.

Thanks,

Katie

s.14

From: "[Joe Williams](mailto:JWilliams@100resilientcities.org)" <JWilliams@100resilientcities.org>

To: "[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

Date: 7/14/2017 10:40:46 AM

Subject: RE: Fully executed copy - 100 RC Grant Agreement

Attachments: 100RC Grantee Due Diligence Check List.docx

Thanks Katie,

We do have the supporting documents the form request (the evidence of legal status & the financial statement), but do not have record of receiving the form itself. Could you please re-send it?

Thank you and have a great weekend,
JW

Joe Williams
Senior Manager, Grants and Contracts

From: McPherson, Katie [mailto:Katie.McPherson@vancouver.ca]

Sent: Tuesday, July 11, 2017 8:04 PM

To: Joe Williams <JWilliams@100resilientcities.org>

Cc: Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>; Swain, Katie <katie.swain@vancouver.ca>

Subject: Fully executed copy - 100 RC Grant Agreement

Joe,

Attached please find the fully executed grant agreement, and wire instructions. I've been advised that Margaret MacCallum had previously sent the due diligence form and requested information.

Many thanks for your patience as we worked it through our signatories.

Katie

Katie McPherson | Chief Resilience Officer
City of Vancouver | 453 W 12th Avenue
Vancouver | BC V5Y 1V4
604.871.6939 | katie.mcpherson@vancouver.ca



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**ROCKEFELLER PHILANTHROPY ADVISORS, INC. (“RPA”),
ON BEHALF OF THE 100 RESILIENT CITIES INITIATIVE (“100RC”)
Grant Payment Due Diligence Check List**

Grantee Information:

Organization Receiving Grant Funds:	
Complete Address:	
Official Contact Person:	
Official Contact Title:	
Date of Formation or Incorporation:	
Type of Organization (municipality, nonprofit, international NGO, academic university):	

CRO’s Information:

CRO’s Name:	
Start date:	
Salary:	
Salary + Benefits (not to exceed the amount specified in the grant agreement):	

Required documents for review and collection:

1. Evidence of the legal status of the grantee (such as Governing documents, articles of incorporation, trust agreements, tax classification or certification from appropriate authorities)
2. Recent financial statements (audited financials are preferred)
3. Banking information (see separate form to be provided by 100RC/RPA)

From: "[Joe Williams](mailto:JWilliams@100resilientcities.org)" <JWilliams@100resilientcities.org>

To: "[Katya Sienkiewicz](mailto:KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.org>
"[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

Date: 5/12/2017 8:40:34 AM

Subject: RE: questions about grant, strategy partner and launch

Attachments: 2016.12.01 100RC Grant Report_2016_1231.xlsx

Hi Katie,

Going in order where Katya tagged me:

- Please find the reporting template from our most recent round of grant reports attached. Note that we continue to update this document based on feedback received, so the template may be different by the time the city is responsible for completing a report, but this should at least give you an idea.
- License to work done under resilience portfolio: This section applies to intellectual property generated by the CoV in connection with this grant (i.e., through the design and implementation of resilience strategy).
- "Edit" generally means adapt or summarize. We appreciate the integrity of things attributed to the city and would not want to misconstrue.
- Section 12 applies to work done in the grant period.
- The strategy is required to be shared publicly per the terms of the grant, and 100RC/RPA receives the license referred to in Section 12.

Happy to discuss any of the above if you have additional concerns.

Best,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: Katya Sienkiewicz

Sent: Thursday, May 11, 2017 3:28 PM

To: McPherson, Katie <Katie.McPherson@vancouver.ca>

Cc: Li, David <David.Li@vancouver.ca>; Hannah Clark <HClark@100resilientcities.org>; Joe Williams <JWilliams@100resilientcities.org>; Tanya Gallo <TGallo@100resilientcities.org>; Michelle Mueller <mmueller@100resilientcities.org>

Subject: RE: questions about grant, strategy partner and launch

Hi Katie –

Let's touch base on most of this when we speak, though I have highlighted areas where my colleagues are better placed to provide definitive answers to these questions. Looking forward to connecting.

Thanks, Katya

From: McPherson, Katie [<mailto:Katie.McPherson@vancouver.ca>]

Sent: Wednesday, May 10, 2017 6:30 PM

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

Cc: Li, David <David.Li@vancouver.ca>

Subject: questions about grant, strategy partner and launch

Hi Katya – I've got a number of questions pertaining to the upcoming launch, the grant, and the relationship between CoV, 100RC, Strategy partner and platform partners. I apologize if you've been through this already with others at the City, but I'm hoping to be able to get some clarity around all of this in advance of finalizing the grant, and so that I can be really clear on the strategy development process before we get to the launch. I am hoping we can discuss at least some of this on Friday, or if there is someone else that can help clarify, please let me know who I should connect with. David Li, our legal counsel reviewing the grant, will likely have some additional comments / points pending his review on Friday.

Thanks very much,
Katie

Questions relating to the grant agreement and platform/ strategy partners:

1. Strategy partner – what flexibility is there in the use of funding for the strategy partner? What is the role of the City in developing contracts and SoW for the strategy partner? What are the core strengths and services that AECOM can provide, and where are they lacking? **Let's discuss. We need to have this conversation with AECOM around the launch to identify their local capabilities vis-à-vis your extended city team's capabilities.**
2. The city works with a number of consultants, including around engagement and communications, that are familiar with our plans, our community and our processes. Often we utilize different consultants for different aspects of plans and strategies. Where AECOM does not represent the best value for money, is there flexibility to utilize strategy partner funds to contract through our competitive procurement process OR to identify another strategy partner that may provide a better service based on the needs? **Yes, this has been done, but let's discuss it. We have to work with them to set up their SOW to reflect this at the outset.**
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6. Section 8 of the agreement references Reporting Templates – can you provide us with the templates so we can confirm they will work for us and ask any questions prior to finalizing grant agreement? **Our grants manager, Joe Williams can provide this information.**
7. Section 12: License to use Materials – In situations where work is done under the resilience portfolio, but by external consultants or in partnership with other stakeholders, does 100RC / RPA retain non-exclusive license to the materials? (ie: if CoV partners with a local first nation to advance an objective of the resilience strategy, does 100RC have the right to “utilize, exploit and sublicense.”
 - a. Section 12 references “edit”. What does this mean? Need to ensure that statements / positions / actions attributed to the city are accurate, and not misconstrued through editing
 - b. Does Section 12 only apply to work done in the period of the grant? Does this right extend in perpetuity?
 - c. All work done as part of the Resilience Strategy will be for the public, nobody can own it or restrict it. **Copying Joe Williams, our Grants Manager, for this.**
8. Evaluation activities – what are these specifically? Is there a timeline laid out for these? **(we work with an independent evaluator and can check on a timeframe for Vancouver and wave 3 cities)**

Questions about the Strategy Launch: **(Great questions – Let's discuss on our call)**

1. How have other cities aligned their own strategy and project management processes with 100 RC's process?
2. Can this be done iteratively? I am thinking that it would be good to come together to understand the 100RC process, learn about the capacities of AECOM, discuss primary objectives of CoV & 100 RC, identify challenges, and then go back to the steering committee and key staff / partners for input. I see the project plan taking a few iterations, and requiring input internally and externally at different points. Are there other models (other than in 1 day), that have worked?

3. From your perspective - what are the core pieces of work or information that the City needs to be prepared to bring to the strategy launch? What has your best experience been in terms of developing a the strategy project plan? What are the showstoppers?
4. I have some other questions regarding the role of the stakeholder report and the preliminary assessment of the city's resilience – who does this? How long does this take? How much of our project plan can we have in place prior to this being completed?

Katie McPherson | Chief Resilience Officer
City of Vancouver | 453 W 12th Avenue
Vancouver | BC V5Y 1V4
604.871.6939 | katie.mcpherson@vancouver.ca



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100 Resilient Cities
Grant Reporting Instructions
Reporting Period : July 1, 2016 - December 31, 2016



100 Resilient Cities (100RC) requires reports from all Member Cities based on a schedule specified in the Member City Grant Agreement. Questions and completed reports should be submitted via e-mail to jwilliams@100RC.org and must be certified by the city's Chief Resilience Officer (CRO) and their supervisor.

SECTION 1: City Information

City:	[enter text here]
Author(s) of this report:	[enter text here]
Chief Resilience Officer (CRO):	[enter text here]
Supervisor to the CRO:	[enter text here]
Current Lifecycle:	[Please pick from dropdown]
Use of Grant Funds To-Date:	[enter text here]

Expense Category	Funds Spent To-Date
Salaries and Benefits:	[enter text here]
Other, please specify <i>[grant funding may only be used for the purpose specified in the Grant Agreement]</i> :	[enter text here]

SECTION 2: Progress

Please help us understand your city's achievements and goals as a 100RC Member City for the following objectives.

A) Development of a holistic resilience strategy that adds value to the city's agenda	
1. Progress & specific accomplishments during the last six months:	[enter text here]
2. What challenges has the City encountered, or anticipates encountering, in achieving this objective? How will these challenges be addressed?	[enter text here]
3. Does the City have any specific goals towards this objective in the next six months?	[enter text here]

B) Institutionalization of resilience-building in city processes

1. Progress & specific accomplishments during the last six months:

[enter text here]

2. What challenges has the City encountered, or anticipates encountering, in achieving this objective? How will these challenges be addressed?

[enter text here]

3. Does the City have any specific goals towards this objective in the next six months?

[enter text here]

C) CRO is a resilience champion within the city, spreading learnings and building resilience practice within the City

1. Progress & specific accomplishments during the last six months:

[enter text here]

2. What challenges has the City encountered, or anticipates encountering, in achieving this objective? How will these challenges be addressed?

[enter text here]

3. Does the City have any specific goals towards this objective in the next six months?

[enter text here]

D) Resilience as a political and policy priority in the city

1. Progress & specific accomplishments during the last six months:	[enter text here]
2. What challenges has the City encountered, or anticipates encountering, in achieving this objective? How will these challenges be addressed?	[enter text here]
3. Does the City have any specific goals towards this objective in the next six months?	[enter text here]
4. How has the Mayor embraced resilience as part of their political platform?	[enter text here]

E) Broad multi-sector (public/civil society/private) participation in resilience

1. Progress & specific accomplishments during the last six months:	[enter text here]
2. What challenges has the City encountered, or anticipates encountering, in achieving this objective? How will these challenges be addressed?	[enter text here]
3. Does the City have any specific goals towards this objective in the next six months?	[enter text here]
4. Has the City developed new partnerships with non-City entities to advance the City's resilience-building agenda? If so, please describe the nature of the partnerships and activities.	[enter text here]

SECTION 3: Strategy Implementation**

****Section 3 only applies to cities that have released a strategy**

Please help us understand what progress has been made towards implementation of the City's resilience strategy since its release.

1. How is the City currently setting goals for implementation of the strategy?	[enter text here]
2. If goals are being set, is implementation of the strategy on track towards set goals?	[enter text here]
3. What have been the greatest resilience-building accomplishments since release of the strategy?	[enter text here]
4. What have been the greatest barriers to implementation of the strategy?	[enter text here]
5. Has the City secured funding for resilience initiatives? If so, please provide specifics of what kinds of initiatives have been funded, by what sources (e.g. city budget, federal budget, private grants, etc.), and with an estimate of the \$ leveraged.	[enter text here]

SECTION 4: CRO Network

1. How frequently does the City's CRO reach out to other CROs / resilience team members in the Network?	[Please pick from dropdown]
2. Do any other members of the city's resilience team reach out to other cities in the network? If yes, please describe the frequency and topics.	[enter text here]
3. Please provide us with specific examples of how the City's CRO has leveraged the Network to bring new resilience insights or solutions to the city (e.g., peer advice on how to structure the Resilience Steering Committee, a program or policy from another member city that your city can replicate, etc.)	[enter text here]
4. What kind of interactions with peer 100RC Member Cities would best advance your City's resilience work? (e.g. facilitated peer review	[enter text here]

sessions on strategy deliverables)

SECTION 5: Platform Partners

1. How frequently does the City's CRO use the Platform Partner Catalog to learn about partner offerings?	<i>[Please pick from dropdown]</i>	
2. Why does the City's CRO use the Catalog? Please select up to four (4) responses, from most important to least important.	<i>[Please pick from dropdown]</i>	(1)
	<i>[Please pick from dropdown]</i>	(2)
	<i>[Please pick from dropdown]</i>	(3)
	<i>[Please pick from dropdown]</i>	(4)
	<i>[If you selected "Other" above, please explain here]</i>	
3. What are the top three types of resources that are most useful to you? Please select up to four (4) responses, from most useful to least useful.	<i>[Please pick from dropdown]</i>	(1)
	<i>[Please pick from dropdown]</i>	(2)
	<i>[Please pick from dropdown]</i>	(3)
	<i>[Please pick from dropdown]</i>	(4)
	<i>[If you selected "Other" above, please explain here]</i>	
4. What are the 3-5 most important thematic topics that would help inform your strategy or accelerate implementation?	<i>[Please pick from dropdown]</i>	(1)
	<i>[Please pick from dropdown]</i>	(2)
	<i>[Please pick from dropdown]</i>	(3)
	<i>[Please pick from dropdown]</i>	(4)
	<i>[Please pick from dropdown]</i>	(5)
	<i>[If you selected "Other" above, please explain here]</i>	
5. What resources would you like to see on the Catalog that are not currently there?	[enter text here]	
6. Have the tools you've used been useful in addressing your strategy or implementation needs? Why/why not?	[enter text here]	

SECTION 6: Press & Media

1. Has there been any notable press coverage of the City's resilience activities over the past six months? [Please include links or clippings.]	[enter text here]
2. To what extent does the local media reflect a holistic view of resilience?	[enter text here]
3. Has the local media's use of the term resilience evolved over the past six months?	[enter text here]
4. Has the City promoted its resilience work to local media through press releases or other means? Please provide examples and links were relevant.	[enter text here]

SECTION 7: Staffing & Organization

Has the CRO's office (its staff, name, location, etc.) changed over the past six months? Please provide an overview of the CRO office staffing, in particular any changes over the past six months.

[enter text here]

In the table below, please list the name(s) of any persons currently assigned to work on the resilience agenda, including the City's CRO, and whether they are full time or part time.

Name	Title	City Agency	Full Time/Part Time
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]
[enter text here]	[enter text here]	[enter text here]	[enter FT or PT here]

If you have any additional notes on the above please enter them here:

[enter text here]

SECTION 8: Recent Resilience Challenges

Please describe any key resilience challenges (shocks and stresses) your city faced over the past six months, and how you have responded.

[enter text here]

SECTION 9: Other Information (Optional)

Please use this space for any other information related to the grant which you would like to share:

[enter text here]

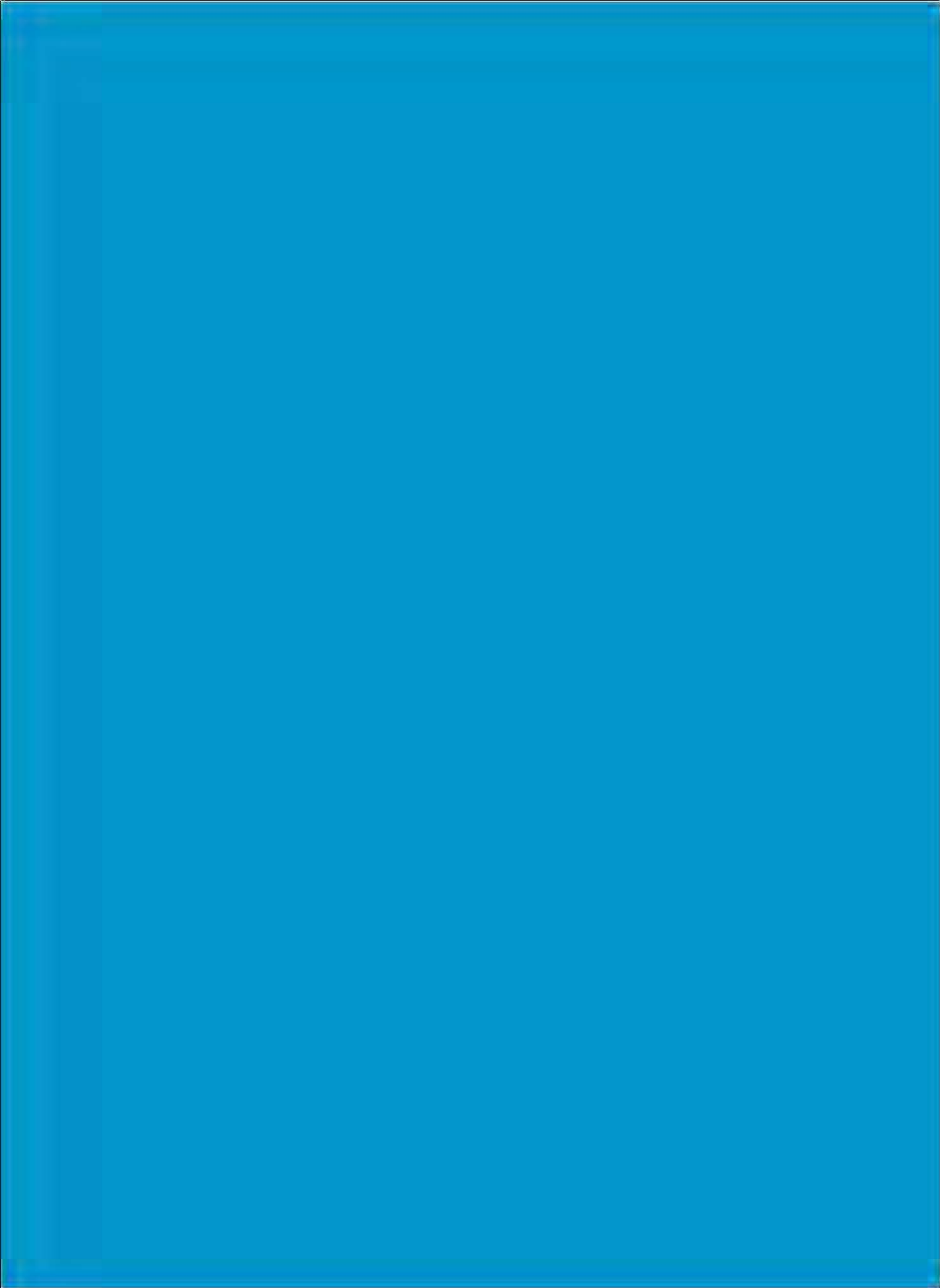
SECTION 10: Certification

Please enter your initials in the box next to the following certification if it is accurate.

Chief Resilience Officer (CRO):	[Type Name Here]	
[Type Initials Here]	[Enter Date]	I certify that the information in this grant report represents an accurate description of current conditions and progress of the activities funded under this grant, that any funds expended have been in accordance with the purpose of the grant, and that I have the authority to sign this document.

Supervisor to the CRO:	[Type Name Here]	
[Type Initials Here]	[Enter Date]	I certify that the information in this grant report represents an accurate description of current conditions and progress of the activities funded under this grant, that any funds expended have been in accordance with the purpose of the grant, and that I have the authority to sign this document.







From: "[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

To: "[Katya Sienkiewicz](mailto:KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.org>
"[Tanya Gallo](mailto:TGallo@100resilientcities.org)" <TGallo@100resilientcities.org>
"[Swain, Katie](mailto:katie.swain@vancouver.ca)" <katie.swain@vancouver.ca>

Date: 5/23/2017 11:05:01 AM

Subject: RE: questions about grant, strategy partner and launch

Hi Katya,

I'm cc'ing Katie Swain and going to ask her to identify and get back to you with a few time slots for 2 calls:

- 45 min with Tanya to discuss strategy partners
- 1 hr with you to discuss the meeting next week (I will also respond to your email)

Thanks!
Katie

From: Katya Sienkiewicz [mailto:KSienkiewicz@100resilientcities.org]
Sent: Monday, May 22, 2017 8:59 AM
To: McPherson, Katie; Tanya Gallo
Cc: Hannah Clark
Subject: FW: questions about grant, strategy partner and launch

Hi Katie –

I'm not sure if you met Tanya Gallo, who manages all of our strategy partners, while you were in NYC? She is best placed to answer a number of these questions below. The easiest thing would probably be to have you all hop on a call together in the next week or two? Can you let us know some times you might be free? Thanks, Katya

From: Joe Williams
Sent: Wednesday, May 17, 2017 6:44 AM
To: McPherson, Katie <Katie.McPherson@vancouver.ca>; Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>
Cc: Li, David <David.Li@vancouver.ca>; Hannah Clark <HClark@100resilientcities.org>
Subject: RE: questions about grant, strategy partner and launch

Hi Katie,

Hope all is well! Just wanted to follow up to see if there were any additional questions on the grant agreement. You mentioned David might have some comments.

If the city is in agreement with the current terms, I will finalize the document and initiate the signature process from this end.

Best,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: McPherson, Katie [<mailto:Katie.McPherson@vancouver.ca>]
Sent: Friday, May 12, 2017 5:42 PM
To: Joe Williams <JWilliams@100resilientcities.org>; Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>
Cc: Li, David <David.Li@vancouver.ca>; Hannah Clark <HClark@100resilientcities.org>; Tanya Gallo <TGallo@100resilientcities.org>; Michelle Mueller <mmueller@100resilientcities.org>

Subject: RE: questions about grant, strategy partner and launch

Hi Joe,
This is helpful, many thanks for your response,
Katie

From: Joe Williams [<mailto:JWilliams@100resilientcities.org>]
Sent: Friday, May 12, 2017 8:41 AM
To: Katya Sienkiewicz; McPherson, Katie
Cc: Li, David; Hannah Clark; Tanya Gallo; Michelle Mueller
Subject: RE: questions about grant, strategy partner and launch

Hi Katie,

Going in order where Katya tagged me:

- Please find the reporting template from our most recent round of grant reports attached. Note that we continue to update this document based on feedback received, so the template may be different by the time the city is responsible for completing a report, but this should at least give you an idea.
- License to work done under resilience portfolio: This section applies to intellectual property generated by the CoV in connection with this grant (i.e., through the design and implementation of resilience strategy).
- “Edit” generally means adapt or summarize. We appreciate the integrity of things attributed to the city and would not want to misconstrue.
- Section 12 applies to work done in the grant period.
- The strategy is required to be shared publicly per the terms of the grant, and 100RC/RPA receives the license referred to in Section 12.

Happy to discuss any of the above if you have additional concerns.

Best,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: Katya Sienkiewicz
Sent: Thursday, May 11, 2017 3:28 PM
To: McPherson, Katie <Katie.McPherson@vancouver.ca>
Cc: Li, David <David.Li@vancouver.ca>; Hannah Clark <HClark@100resilientcities.org>; Joe Williams <JWilliams@100resilientcities.org>; Tanya Gallo <TGallo@100resilientcities.org>; Michelle Mueller <mmueller@100resilientcities.org>
Subject: RE: questions about grant, strategy partner and launch

Hi Katie –

Let’s touch base on most of this when we speak, though I have highlighted areas where my colleagues are better placed to provide definitive answers to these questions. Looking forward to connecting.

Thanks, Katya

From: McPherson, Katie [<mailto:Katie.McPherson@vancouver.ca>]
Sent: Wednesday, May 10, 2017 6:30 PM
To: Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>
Cc: Li, David <David.Li@vancouver.ca>
Subject: questions about grant, strategy partner and launch

Hi Katya – I’ve got a number of questions pertaining to the upcoming launch, the grant, and the relationship between CoV, 100RC, Strategy partner and platform partners. I apologize if you’ve been through this already with others at the City, but I’m hoping to be able to get some clarity around all of this in advance of finalizing the grant, and so that I can be

really clear on the strategy development process before we get to the launch. I am hoping we can discuss at least some of this on Friday, or if there is someone else that can help clarify, please let me know who I should connect with. David Li, our legal counsel reviewing the grant, will likely have some additional comments / points pending his review on Friday.

Thanks very much,
Katie

Questions relating to the grant agreement and platform/ strategy partners:

1. Strategy partner – what flexibility is there in the use of funding for the strategy partner? What is the role of the City in developing contracts and SoW for the strategy partner? What are the core strengths and services that AECOM can provide, and where are they lacking? **Let's discuss. We need to have this conversation with AECOM around the launch to identify their local capabilities vis-à-vis your extended city team's capabilities.**
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 - a. Section 12 references “edit”. What does this mean? Need to ensure that statements / positions / actions attributed to the city are accurate, and not misconstrued through editing
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8. Evaluation activities – what are these specifically? Is there a timeline laid out for these? **(we work with an independent evaluator and can check on a timeframe for Vancouver and wave 3 cities)**

Questions about the Strategy Launch: **(Great questions – Let's discuss on our call)**

1. How have other cities aligned their own strategy and project management processes with 100 RC's process?
2. Can this be done iteratively? I am thinking that it would be good to come together to understand the 100RC process, learn about the capacities of AECOM, discuss primary objectives of CoV & 100 RC, identify challenges, and then go

back to the steering committee and key staff / partners for input. I see the project plan taking a few iterations, and requiring input internally and externally at different points. Are there other models (other than in 1 day), that have worked?

3. From your perspective - what are the core pieces of work or information that the City needs to be prepared to bring to the strategy launch? What has your best experience been in terms of developing a the strategy project plan? What are the showstoppers?
4. I have some other questions regarding the role of the stakeholder report and the preliminary assessment of the city's resilience – who does this? How long does this take? How much of our project plan can we have in place prior to this being completed?

Katie McPherson | Chief Resilience Officer
City of Vancouver | 453 W 12th Avenue
Vancouver | BC V5Y 1V4
604.871.6939 | katie.mcpherson@vancouver.ca



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From: "David Kaner" <DKaner@100resilientcities.org>
To: "McPherson, Katie" <Katie.McPherson@vancouver.ca>
Date: 3/13/2017 6:19:25 AM
Subject: RE: Save the Date | 100RC CRO Orientation in NYC March 22-24, 2017

Dear Katie,

We're looking forward to having you join us in New York! As Liz said, I will be handling your travel logistics, including flights, hotel and airport transfer. To proceed, I need the following:

Your preferred travel dates and times
Your full name (as it appears on the ID you use to travel)
Date of birth (MM/DD/YY)
Gender (as it appears on the ID you use to travel)
Your phone number
Passport country
Passport number
Passport expiry date (MM/DD/YY)
Frequent flier number (if applicable)
Seat preference (e.g. window, aisle)
Any other information we should know (dietary restrictions, accessibility requirements etc.)

Please send this information at your earliest possible convenience so I can come back with some flight options.

Kind regards,

David

From: Liz Guthrie
Sent: Friday, March 10, 2017 11:31 AM
To: katie.mcperson@vancouver.ca
Cc: Mochrie, Paul <Paul.Mochrie@vancouver.ca>; Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>; Hannah Clark <HClark@100resilientcities.org>; Paul Nelson <pnelson@100resilientcities.org>; David Kaner <DKaner@100resilientcities.org>
Subject: Save the Date | 100RC CRO Orientation in NYC March 22-24, 2017

Dear Katie,

Congratulations on your recent appointment as Chief Resilience Officer for the City of Vancouver. We are so pleased to formally welcome you to the 100RC Network and look forward to working with you and your colleagues in the coming months.

By way of this email, I would like to invite you to join members of the 100RC team, as well as some of your fellow new CROs from across the 100RC Network, in our NYC office for a three-day CRO Orientation taking place **Wednesday - Friday, March 22-24, 2017**. Our goals for this Orientation are to:

- Deepen your understanding of and appreciation for the CRO role and 100RC's understanding of your city's resilience challenges and opportunities;
- Equip you and your colleagues with a grounding in resilience theory that comes alive in practice as we leverage New York City as a living laboratory;
- Provide you with the opportunity to begin fostering connections with your peers across the 100RC network and with members of the 100RC team; and
- Give you a better sense of the journey ahead and how 100RC will support you over the lifetime of our engagement.

Travel and Accommodation Arrangements

100RC is pleased to be able to sponsor standard airfare and accommodations expenses for your travel to New York City. My colleague David Kaner (dkaner@100resilientcities.org) will be reaching out to you early next week with further details on travel logistics. Should you need additional information or documentation from us in order to secure travel approvals, please feel free to let us know.

100 RESILIENT CITIES is finalizing the agenda for the Orientation and will send on final details next week. If you have any questions or concerns in the meantime, please do not hesitate to contact us. We look forward to seeing you in New York City in a few weeks!

Best regards,
Liz Guthrie and Paul Nelson

Liz Guthrie
Associate Director, Resilience Practice
Network and Learning

Paul Nelson
Network and Learning Director

Pioneered by the Rockefeller Foundation
420 Fifth Avenue, 19th Floor | New York, NY 10018
Join the conversation at www.100resilientcities.org

From: "[Michelle Mueller](mailto:mmueller@100resilientcities.org)" <mmueller@100resilientcities.org>

To: "[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

Date: 5/25/2017 3:13:01 PM

Subject: RE: Strategy Partner Conversation | Vancouver

Attachments: SOW Strategy A Template.doc
SOW Strategy B Template.doc

Hi Katie,

I'm glad we are able to offer some options to Vancouver and we connected yesterday. What you outlined below reflects our conversation and is aligned with 100RC's engagement with Strategy Partners. Attached are the contract templates we use for both Phase I and Phase II of the Strategy Process, please let me know if you have any questions. I will pull together a memo on the criteria for selecting a global Strategy Partners early next week.

I hope you have a lovely weekend,

Michelle

From: McPherson, Katie [<mailto:Katie.McPherson@vancouver.ca>]

Sent: Thursday, May 25, 2017 6:03 PM

To: Michelle Mueller <mmueller@100resilientcities.org>

Cc: Tanya Gallo <TGallo@100resilientcities.org>; Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>; Hannah Clark <HClark@100resilientcities.org>

Subject: RE: Strategy Partner Conversation | Vancouver

Hi Michelle,

Thanks for the call yesterday, it was helpful to have the discussion with you, and I'm feeling better about our options moving forward. There were a few pieces you were going to share, I'm not sure the names of all of the documentation so it may not be accurately reflected below. I just wanted to confirm the following with respect to strategy partners.

100RC will share documentation related to the contract / workplan with strategy partners, so that we can be aligned on expectations and tasks

100RC will share the criteria for selecting and matching strategy partners

There is an opportunity to sub-contract via AECOM, or for 100RC to contract directly with different consultants in situations where:

- the strategy partner is not the right fit for a specific task,
- there is a compelling reason to utilize a different contractor for a specific task (ie: CoV is already using somebody for engagement on a major initiative)
- CoV would like to focus the strategy partner's efforts on specific technical projects to maximize their strengths

The preference is to use strategy partners and CoV resources, and that's where we will aim - decisions not to will be based on discussion and need identified jointly with Katya.

Please let me know if I've misrepresented anything!

Thanks again,

Katie

From: Michelle Mueller [<mailto:mmueller@100resilientcities.org>]

Sent: Wednesday, May 24, 2017 9:00 AM

To: Swain, Katie

Cc: Tanya Gallo; Katya Sienkiewicz; Hannah Clark; McPherson, Katie

Subject: RE: Strategy Partner Conversation | Vancouver

Dear Katie,

Yes! I am looking to talk to Katie McPherson. +1 646 612 7195 is the best number to reach me at. Apologies for the

confusion.

Thank you,

Michelle

From: Swain, Katie [<mailto:katie.swain@vancouver.ca>]

Sent: Wednesday, May 24, 2017 11:45 AM

To: Michelle Mueller <mmueller@100resilientcities.org>

Cc: Tanya Gallo <TGallo@100resilientcities.org>; Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>; Hannah Clark <HClark@100resilientcities.org>; McPherson, Katie <Katie.McPherson@vancouver.ca>

Subject: RE: Strategy Partner Conversation | Vancouver

Hello Michelle

I think you're looking to talk to Katie McPherson, she is available at that time today. Would the number you have listed below be the best number for her to reach you at?

Thank you

Katie Swain

Administrative Assistant, Office of the City Manager

City of Vancouver

604.873.7939 | katie.swain@vancouver.ca

From: Michelle Mueller [<mailto:mmueller@100resilientcities.org>]

Sent: Wednesday, May 24, 2017 8:28 AM

To: Swain, Katie

Cc: Tanya Gallo; Katya Sienkiewicz; Hannah Clark

Subject: Strategy Partner Conversation | Vancouver

Dear Katie,

I work directly with Strategy Partners at 100RC on training partners, maintaining contracts and building our network. I would like to touch base on some of the questions you sent Katya about Strategy Partners today at 12:30 pst / 3:30 est.

Does that time still work for you?

Look forward to talking,

Michelle

Michelle Mueller

City Solutions Associate

Pioneered by the Rockefeller Foundation

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

T +1 646 612 7195

Join the conversation at www.100resilientcities.org

100 RESILIENT CITIES

Statement of Work – Strategy A

Any questions about the requirements or process outlined below should be directed to: **Tanya Gallo, Head of Strategy Partner Network** tgallo@100resilientcities.org, or **Andrew Salkin, Senior Vice President of City Solutions**, asalkin@100resilientcities.org

Attachment to Existing Agreement: The parties agree that this Statement of Work – Strategy A (SOW A) is to be attached to, become part of, and be governed by the legal agreement signed between [CONSULTANT] (“Consultant”) and Rockefeller Philanthropy Advisors (RPA) which is dated [DATE OF MASTER LEGAL CONTRACT]. Subsequent, detailed Work Plans that are produced will be considered sub-SOWs and are governed by the same legal agreement.

Purpose of SOW Strategy A:

Consultant is being engaged to support development of an overall Resilience Strategy for [CITY NAME] (including Phases I and II). This SOW A confirms the approach the Consultant will take to Phase I, as outlined in the Staff Plan, Timeline and Budget sections in this document and the appended **Phase I Work Plan**.

The *Strategy Guidance Manual* provides the roadmap for the process of Resilience Strategy development in a city, and describes the objectives and activities of the Strategy process in detail. Please acknowledge receipt of this document and send any points of clarification to Tanya Gallo.

100RC Management:

Tanya Gallo, Head of Strategy Partner Network, is the global point of contact and manages the overall relationship with the Consultant. Michelle Mueller, City Solutions Associate, is the global point of contact for processing all contracts and invoices. 100RC will have regular meetings with the Consultant engagement manager as appropriate during this engagement. These meetings will serve to review each strategy engagement including concerns, feedback and timing of upcoming work.

The Consultant’s participation in this initiative is in recognition to commitment to the 100RC program. Since the strategy work is a work in progress, the Consultants will be asked to participate in sharing lessons learned with 100RC and the other consulting partners. These lessons learned will be incorporated into the future design of the strategy development process. This sharing will occur via regular meetings/calls which 100RC will schedule and chair.

Similarly to the workshop engagements, 100RC has assigned an Associate Director to work with each CRO and city. The RM will oversee and guide the specific work at the city level.

Context: 100RC’s City Resilience Strategy development process

Note: A document called the *Strategy Guidance Manual* provides guidelines, expectations and terms of reference that the Consultant team will be expected to refer to for Phases I and II.

The purpose of the City Resilience Strategy and process is to:

- Position the city to better understand their resilience challenges
- Enable the city to prioritize their resilience challenges and opportunities
- Establish the CRO’s prominence, leadership and technical capacity within City
- Integrate resilience practices into the overall operations and functioning of the city and its priorities

100RC Strategy Development Process

The Resilience Strategy in each city is envisioned to have two separate phases described briefly below.

Phase I: This work is envisioned to be led by the CRO with support in the form of project management and “coaching” from the Consultant. It concludes with the creation of a customized **Phase II Scope of work and Phase II Work Plan** that clearly outlines tasks, timelines, responsibilities, staffing and budget in supporting the production of the city’s resilience strategy. Customization should consider integrating and expanding any resilience practices already established in the city, and any stakeholders actively engaged in ongoing efforts contributing to the city’s resilience. This **Phase II Scope of work** must be approved by the city, CRO and 100RC, and **Phase II Work Plan** must be approved by the CRO and 100RC.

The outputs and milestones of Phase I are (all to be led by the CRO with the exception of the work plans):

1. Strategy Initiation – prepare to develop strategy and review city starting point post-workshop. Activities and deliverables:
 - a. Formation of working team
 - b. Phase I Work plan and schedule
2. Stakeholder Engagement - initiate engagement and alignment with stakeholders to leverage and build from on strategy development and implementation. Activities and deliverables:
 - a. Stakeholder engagement plan
 - b. Formation of Resilience Steering Committee (including composition, roles, responsibilities, functions, decision-making authority, formats and channels for interactions, etc.)
3. City Strategy Context - information gathered through outside in research, surveys, workshops, working meetings, interviews, etc. Activities and deliverables:
 - a. List of validated shocks and stresses with risk assessment – 100RC has a tool recommended for completing this task and will provide training if necessary
 - b. City Resilience Actions Inventory and Perceptions Assessment – **100RC require the use of two specific tools for this task, along with training on how to use this tools.**
4. Customized City Approach – develop a Scope of Work that will be completed during Phase II of the strategy.
 - c. Phase II Scope of work
 - d. Draft Phase II Work Plan and schedule

Phase II: This work will also be led by the CRO with specific activities requiring much greater involvement from the Consultants. A critical overall aspect of this work is implementing the city’s approach to the strategy development process as agreed in the **Phase II Scope of work and Work Plan**. In Phase II, the Consultant will work closely with the CRO to align and leverage stakeholders and existing work in the city, in order to conduct further investigation on specific topics (Discovery areas), develop and prioritize resilience building initiatives (Field of Opportunity), and ensure successful completion of the city’s resilience strategy.

Scope of Services for Phase I:

(Note: “100RC,” referred to in the bullet points below, is a sponsored project of RPA)

[Please discuss roles, responsibilities and resourcing with the Associate Director and the Chief Resilience Officer prior to completing this section].

1. Staff plan

The following are the bios of the team members and staffing plan for Phase I.

[Pls insert bios. Please include how you plan to create local presence/capacity to support the city – including names and bios of subcontractors.]

[Pls insert org chart with roles and responsibilities for city team, and their relationship to the Associate Director and the 100RC strategy partner lead (Tanya Gallo)]

2. Timeline

The following is the anticipated timeline for supporting outputs and milestones during the strategy development process.



Figure 1. Resilience Strategy Development Process (as of 3rd Dec 2015)

Phase I Strategy Development Activity	Approximate dates of completion
Strategy launch meeting	(100RC to provide)
Formation of working team	
Phase I Work Plan and Schedule	
Stakeholder Engagement Plan	

Formation of Resilience Steering Committee	
List of major shocks and stresses with risk assessment	
City Resilience Actions Inventory	
City Resilience Perceptions Assessment	
Preliminary resilience self-assessment	
Customized Scope of Work	
Customized Phase II Work Plan and Schedule	

[Please append the Phase I work plan to this SOW A – with clear delineation of roles and responsibilities.]

3. Project management

Pls provide a brief summary of how you will support the CRO and RM in project managing the strategy development process in Phase I below:

A) Reporting progress against tasks & budget

- a. SP is responsible for providing regular updated information on progress against task, resourcing and budget to 100RC.
- b. 100RC has provided a Work plan template, and a budget tracker. These should be provided monthly to the RM. Please contact Consultant’s Global engagement lead for access to the templates.

B) Maintaining regular communications/meetings with 100RC, and tracking/escalating any major issues

4. Budget

The professional service fees and related expenses for completion of Phase I are (please relate back to the detailed Phase I Work Plan appended):

Phase I Strategy Development Activity	Staff member/position	No. of Hours*	Hourly Staff rate	Subtotal (by staff member)
Project Management	<ul style="list-style-type: none"> • Staff A • Staff B • Staff C 	<ul style="list-style-type: none"> • Staff A days • Staff B days • Staff C days 	<ul style="list-style-type: none"> • Staff A rate • Staff B rate • Staff C rate 	<ul style="list-style-type: none"> • Staff A subtotal • Staff B subtotal • Staff C subtotal
I.A Strategy Launch				
I.B Stakeholder Engagement				
I.C City Context & Preliminary Resilience Assessment				

I.D Customized scope of work (Phase II Scope of work)				
Subtotal				
Expenses				
	e.g. Travel			
	e.g. Printing			
Total				

* A day is considered to be 8 working hours.

It is the Consultant's responsibility to provide a monthly update on budgetary spend to 100RC.

Any change in budget must be communicated to the Associate Director and the Strategy Partner Lead in writing prior to incurring any additional costs. Any agreed increased in budget must be documented in an SOW Amendment which will be countersigned by both parties and fall under the same terms and conditions as this SOW.

5. Payment Schedule

The payment schedule for **SOW A** is outlined below.

Expenses will be reimbursed at cost upon submission of receipts. Receipts are required for all expenses over USD \$25 as per the agreed Master Contract.

Milestone	Comments	Invoicing process	Payment process
100RC Sign off of detailed Phase I Work Plan	Budget within the Phase I Work Plan is confirmed.	Consultant to invoice 100RC for 50% of Phase I Work Plan budget within 30 days of completion of milestone.	100RC to pay within 30 days of receipt of invoice
CRO, 100RC and senior city leadership sign off of Phase II Scope of work , and all Phase I required deliverables .	See attached Strategy Guidance Manual for details on Phase I deliverables, and process for Phase II Scope of work and Work Plan.	Consultant to invoice 100RC for balance of Phase I Work Plan budget within 30 days of approval of final deliverable.	As above.

A payment schedule for Phase II will be detailed in the **Statement of Work - Strategy B**.

AGREED TO AND ACCEPTED ON:

This [redacted], day of [redacted], 2015

By: _____

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

By: _____

[NAME]
[TITLE]
[ORGANIZATION]

100 RESILIENT CITIES

Statement of Work – Strategy B

Any questions about the requirements or process outlined below should be directed to: **Tanya Gallo, Head of Strategy Partner Network** tgallo@100resilientcities.org, or **Andrew Salkin, Senior Vice President of City Solutions**, asalkin@100resilientcities.org

Attachment to Existing Agreement: The parties agree that this Statement of Work – Strategy B (SOW B) is to be attached to, become part of, and be governed by the legal agreement signed between [CONSULTANT] (“Consultant”) and Rockefeller Philanthropy Advisors (RPA) which is dated [DATE OF MASTER LEGAL CONTRACT]. Subsequent, detailed Work Plans that are produced will be considered sub-SOWs and are governed by the same legal agreement.

Purpose of SOW B:

Consultant is being engaged to support development of an overall Resilience Strategy for [CITY NAME] (including Phases I and II). This SOW B confirms the approach the Consultant will take to Phase II, as outlined in this document and the appended detailed **Phase II Work Plan**.

The *Strategy Guidance Manual* provides the roadmap for the process of Resilience Strategy development in a city, and describes the objectives and activities of the Strategy process in detail. Please acknowledge receipt of this document and send any points of clarification to Tanya Gallo.

100RC Management:

Tanya Gallo, Head of Strategy Partner Network, is the global point of contact and manages the overall relationship with the Consultant. Michelle Mueller, City Solutions Associate, is the global point of contact for processing all contracts and invoices. 100RC will have regular meetings with the Consultant engagement manager as appropriate during this engagement. These meetings will serve to review each strategy engagement including concerns, feedback and timing of upcoming work.

The Consultant’s participation in this initiative is in recognition to commitment to the 100RC program. Since the strategy work is a work in progress, the Consultants will be asked to participate in sharing lessons learned with 100RC and the other consulting partners. These lessons learned will be incorporated into the future design of the strategy development process. This sharing will occur via regular meetings/calls which 100RC will schedule and chair.

Similarly to the workshop engagements, 100RC has assigned an Associate Director to work with each CRO and city. The RM will oversee and guide the specific work at the city level.

Context: 100RC’s City Resilience Strategy development process

Note: A document called the *Strategy Guidance Manual* provides guidelines, expectations and terms of reference that the Consultant team will be expected to refer to for Phases I and II.

The purpose of the City Resilience Strategy and process is to:

- Position the city to better understand their resilience challenges
- Enable the city to prioritize their resilience challenges and opportunities
- Establish the CRO’s prominence, leadership and technical capacity within City
- Integrate resilience practices into the overall operations and functioning of the city and its priorities

100RC Strategy Development Process

The Resilience Strategy in each city is envisioned to have two separate phases described briefly below.

Phase I: This work is envisioned to be led by the CRO with support in the form of project management and “coaching” from the Consultant. It concludes with the creation of a customized **Phase II Scope of work and Phase II Work Plan** that clearly outlines tasks, timelines, responsibilities, staffing and budget in supporting the production of the city’s resilience strategy. Customization should consider integrating and expanding any resilience practices already established in the city, and any stakeholders actively engaged in ongoing efforts contributing to the city’s resilience. This **Phase II Scope of work** must be approved by the city, CRO and 100RC, and **Phase II Work Plan** must be approved by the CRO and 100RC.

Phase II: This work will also be led by the CRO with specific activities requiring much greater involvement from the Consultants. A critical overall aspect of this work is implementing the city’s approach to the strategy development process as agreed in the **Phase II Scope of work and Work Plan**. In Phase II, the Consultant will work closely with the CRO to align and leverage stakeholders and existing work in the city, in order to conduct further investigation on specific topics (Discovery areas), develop and prioritize resilience building initiatives (Field of Opportunity), and ensure successful completion of the city’s resilience strategy.

Scope of Services for Phase II:

(Note: “100RC,” referred to in the bullet points below, is a sponsored project of RPA)

1. Staff plan

The following are the bios of the team members and staffing plan for Phase II.

[Pls insert bios.]

[Pls insert org chart with roles and responsibilities for city team, and their relationship to the Associate Director and the 100RC strategy partner lead (Tanya Gallo)]

2. Timeline

The following is the anticipated timeline for supporting outputs and milestones in Phase II.



Figure 1. Resilience Strategy Development Process (as of 3rd Dec 2015)

Phase II Strategy Development Activity	Approximate dates of completion
Phase II Initiation	
Confirmed detailed Phase II Work Plan	
Discovery Area Diagnostic Reports	
Cross Discovery Area Relationship study	
Opportunity Assessment	
Final draft of City Resilience Strategy	

[Pls append the Phase II work plan to this SOW B.]

3. Project Management

Pls provide a brief summary of how you will support the CRO and RM in project managing the strategy development process in Phase II below:

A) Reporting progress against tasks & budget

- SP is responsible for providing regular updated information on progress against task, resourcing and budget to 100RC.
- 100RC has provided a Work plan template, and a budget tracker. These should be provided monthly to the RM. Please contact Consultant's Global engagement lead for

access to the templates.

B) Maintaining regular communications/meetings with 100RC, and tracking/escalating any major issues

4. Budget

The professional service fees and related expenses for completion of Phase II are (please relate back to the detailed Phase II Work Plan appended):

Phase II Strategy Development Activity	Staff member/position	No. of Hours*	Hourly Staff rate	Subtotal (by staff member)
Project Management	<ul style="list-style-type: none"> • Staff A • Staff B • Staff C 	<ul style="list-style-type: none"> • Staff A days • Staff B days • Staff C days 	<ul style="list-style-type: none"> • Staff A rate • Staff B rate • Staff C rate 	<ul style="list-style-type: none"> • Staff A subtotal • Staff B subtotal • Staff C subtotal
II.A Phase II Initiation				
II.B Discovery Area Diagnostic <ul style="list-style-type: none"> • Discovery Area #1 • Discovery Area #2 • Discovery Area #3 • Discovery Area #4 				
II.C Opportunity Assessment				
II.D Development of City Resilience Strategy				
Subtotal				
Expenses				
	e.g. Printing & Production of Final Strategy			
	e.g. Travel			
Total				

* A day is considered to be 8 working hours.

It is the Consultant's responsibility to provide a monthly update on budgetary spend to 100RC.

Any change in budget must be communicated to the Associate Director and the Strategy Partner Lead in writing prior to incurring any additional costs. Any agreed increased in budget must be documented in an SOW Amendment which will be countersigned by both parties and fall under the same terms and conditions as this SOW.

5. Payment Schedule

The payment schedule for **SOW B** is outlined below.

Expenses will be reimbursed at cost upon submission of receipts. Receipts are required for all expenses over USD \$25 as per the agreed Master Contract.

Milestone	Comments	Invoicing process	Payment process
100RC Sign off of detailed Phase II Work Plan	Budget within the Phase II Work Plan is finalized.	Consultant to invoice 100RC for 30% of SOW B budget and any expenses within 30 days following completion of milestone.	100RC to pay within 30 days of receipt of invoice
<i>Following</i> delivery of draft ILB Discovery Area Diagnostic Reports	See attached Strategy Guidance Manual for details on Phase II deliverables	Consultant to invoice 100RC for 30% of SOW B budget and any expenses within 30 days following completion of milestone.	As above.
<i>Following</i> delivery of City's Resilience Strategy , sign of Phase II C & D required deliverables, and delivery of all latest copies of all process materials*. deliverables.	See attached Strategy Guidance Manual for details on Phase II deliverables.	Consultant to invoice 100RC for 40% of SOW B budget and any expenses within 30 days following approval of final deliverable.	As above.

*Process materials include completion of a 100RC exit survey, updated facilitator guides, workshop designs, templates, and updated Phase II work plans with actual dates.

AGREED TO AND ACCEPTED ON:
 This [redacted], day of [redacted], 2015

By: _____
 Jane Levikow
 Vice President, Sponsored Projects & Funds
 Rockefeller Philanthropy Advisors

By: _____

[NAME]

[TITLE]

[ORGANIZATION]

From: "[Katya Sienkiewicz](mailto:KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.org>

To: "[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

Date: 3/16/2017 9:24:56 AM

Subject: RE: Thank you!

Hi Katie -

I'm so glad it has worked out and I look forward to working with you! Yes, I will be heading to NYC next week for your orientation as well. See you soon! Let me know if you have any questions.
Best, Katya

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

From: McPherson, Katie [<mailto:Katie.McPherson@vancouver.ca>]

Sent: Wednesday, March 15, 2017 7:41 PM

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

Subject: Thank you!

Hi Katya,

I wanted to reach out to say thanks for your support and for the opportunity to meet with you in Vancouver. I appreciated your insights on the CRO role. I am honoured for the opportunity to join the 100RC program and am looking forward to working with you further!

Katie

Ps - will you be in New York?

Sent from my iPhone

From: "[Andrew Brenner](mailto:ABrenner@100resilientcities.org)" <ABrenner@100resilientcities.org>

To: "[Panday, Dhaneva](mailto:Dhaneva.Panday@vancouver.ca)" <Dhaneva.Panday@vancouver.ca>

Date: 4/2/2017 10:12:33 PM

Subject: RE: Update on 100RC staff attendance - Otis Rolley will be replaced by Jeb Brugmann

Hi Dhaneva –

Sorry I missed this on Friday. Waiting on my flight up to Vancouver from Seattle now – so look forward to meeting in the morning.

I would like to switch that quote to our President actually – Michael Berkowitz, President of 100 Resilient Cities.

That work on your end?

-Andrew

From: Panday, Dhaneva [<mailto:Dhaneva.Panday@vancouver.ca>]

Sent: Friday, March 31, 2017 2:38 PM

To: Andrew Brenner <ABrenner@100resilientcities.org>

Cc: McPherson, Katie <Katie.McPherson@vancouver.ca>

Subject: FW: Update on 100RC staff attendance - Otis Rolley will be replaced by Jeb Brugmann

Andrew – should we replace the quote from Otis with Jeb in the news release?

Dhaneva Panday | Communications Coordinator, Sustainability

Corporate Communications | City of Vancouver

t. 604.673.8415 | c. 604.358.9341 | fax 604.873.7884

dhaneva.panday@vancouver.ca

website: vancouver.ca

City app: VanConnect

twitter: @CityofVancouver

phone: 3-1-1 (180 languages)

City of Vancouver, Corporate Communications

453 West 12th Avenue, Seventh Floor

Vancouver, British Columbia, Canada V5Y 1V4

From: McPherson, Katie

Sent: Friday, March 31, 2017 2:32 PM

To: Panday, Dhaneva

Subject: FW: Update on 100RC staff attendance - Otis Rolley will be replaced by Jeb Brugmann

From: Katya Sienkiewicz [<mailto:KSienkiewicz@100resilientcities.org>]

Sent: Friday, March 31, 2017 10:09 AM

To: Gosselin, Courtney

Cc: McPherson, Katie; Bonham-Carter, Claire; Cole, Lindsay; s.19(1)(a); Jeb Brugmann; Hannah Clark; Andrew Brenner

Subject: RE: Update on 100RC staff attendance - Otis Rolley will be replaced by Jeb Brugmann

Thanks, Courtney!

From: Gosselin, Courtney [<mailto:Courtney.Gosselin@aecom.com>]

Sent: Friday, March 31, 2017 9:38 AM

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

Cc: McPherson, Katie <Katie.McPherson@vancouver.ca>; Bonham-Carter, Claire <Claire.Bonham-Carter@aecom.com>; Cole, Lindsay <Lindsay.Cole@vancouver.ca>; s.19(1)(a); Jeb Brugmann <jbrugmann@100resilientcities.org>; Hannah Clark <HClark@100resilientcities.org>; Andrew Brenner <ABrenner@100resilientcities.org>

Subject: Re: Update on 100RC staff attendance - Otis Rolley will be replaced by Jeb Brugmann

Ok thanks Katya, we will replace Otis with Jeb on the agenda and placemat. And will wait for Hannah to send the headshot.

Thanks,
Courtney

Sent from my iPhone

On Mar 31, 2017, at 8:46 AM, Katya Sienkiewicz <KSienkiewicz@100resilientcities.org> wrote:

Hi All –

Otis has gotten pulled into a briefing for the new Rockefeller Foundation president on Tuesday so he will be replaced by Jeb Brugmann (cc'ed here) who has joined 100RC as the Director of Solution Development and Innovation. We couldn't be more fortunate to have him joining us next week as you will see by his bio below. Not only did he found ICLEI, but he has close ties to the leadership in Vancouver and knows the city quite well. Nothing will change per the scheduled agenda and he will get up to speed with the team in NYC in advance of the press conference. Please swap out his name for Otis's on the latest agenda.

Hannah will be sending his photo (he is so new it is not yet on our website!) so please bear with us. Let us know if you have questions. Thanks, Katya

Jeb recently joined 100RC as the new Director of Solution Development and Innovation (SDI) on the City Solutions Team.

Jeb has a 30+ year career working with municipalities in 28 countries to establish new practices for local sustainability and social development. As a commission director with the City of Cambridge, Mass. in the 1980s, he coordinated the original U.S.-wide Sanctuary Cities movement. In 1989/90, he founded ICLEI-Local Governments for Sustainability. As ICLEI Secretary General from 1990-2000, he built the organization's 1000+city/50+country Local Agenda 21 (i.e., urban sustainability planning) and Cities for Climate Protection programs. As an economist and market analyst, in 2004 Jeb co-founded The Next Practice (TNP) business innovation consultancy with C.K. Prahalad. TNP has focused on developing 'base of the pyramid' products and business lines for corporate clients in Africa and Asia. He is a Senior Associate with the University Cambridge Institute for Sustainability Leadership, and has been a speaker, lecturer, and workshop leader internationally. His last book is Welcome to the Urban Revolution: How Cities Are Changing the World.

From: "[Katya Sienkiewicz](mailto:KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.org>

To: "[Gosselin, Courtney](mailto:Courtney.Gosselin@aecom.com)" <Courtney.Gosselin@aecom.com>
"[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>
"[Bonham-Carter, Claire](mailto:Claire.Bonham-Carter@aecom.com)" <Claire.Bonham-Carter@aecom.com>
"[Hill, Nancy](mailto:Nancy.Hill@aecom.com)" <Nancy.Hill@aecom.com>
"[Hannah Clark](mailto:HClark@100resilientcities.org)" <HClark@100resilientcities.org>

Date: 5/15/2017 12:34:05 PM

Subject: RE: Vancouver Resiliency - Phase 1 Launch

Hi Courtney – Katie has asked some great and thoughtful questions about our grant, SP relationship, doing a different type of strategy launch, etc. and we were not able to connect on it last week so will be talking tomorrow. Will let you know asap after that. Thanks, Katya

From: Gosselin, Courtney [mailto:Courtney.Gosselin@aecom.com]

Sent: Monday, May 15, 2017 11:37 AM

To: McPherson, Katie <Katie.McPherson@vancouver.ca>; Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>; Bonham-Carter, Claire <Claire.Bonham-Carter@aecom.com>; Hill, Nancy <Nancy.Hill@aecom.com>; Hannah Clark <HClark@100resilientcities.org>

Subject: RE: Vancouver Resiliency - Phase 1 Launch

Hi all,

Just checking back in with you all on this date. Katya and Katie, does the May 31st work for you? I haven't received a response from you.

As well Katie, I wasn't sure who else from the City side would be attending. So thought it best to leave that to you to forward onto your team.

Thanks!
CG

-----Original Appointment-----

From: Gosselin, Courtney

Sent: Tuesday, May 09, 2017 11:07 AM

To: Gosselin, Courtney; McPherson, Katie; Katya Sienkiewicz; Bonham-Carter, Claire; Hill, Nancy; Hannah Clark

Subject: Vancouver Resiliency - Phase 1 Launch

When: Wednesday, May 31, 2017 9:00 AM-5:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Rm TBC - City of Vancouver Offices

Hi all,

A placeholder for Phase 1 Launch. Katie, if you could please assist in booking a meeting room at City of Vancouver for us with conference call abilities and screen.

Much thanks,
Courtney

From: "Katya Sienkiewicz" <KSienkiewicz@100resilientcities.org>

To: "Gosselin, Courtney" <Courtney.Gosselin@aecom.com>
"McPherson, Katie" <Katie.McPherson@vancouver.ca>

Date: 5/16/2017 10:20:48 AM

Subject: RE: Vancouver Resiliency - Phase 1 Launch

Hi Courtney and all –

Katie and I just connected on a number of questions she had about the process. Thanks for keeping us on track here, Courtney. You can release that strategy launch date hold at this point.

Quick update on a slightly different approach we are taking since Katie is still getting her team set up. I will be sending the strategy launch slide deck to Katie to get her acclimated. She will be joining a strategy phase 1 tools training that Hannah is leading with Calgary tomorrow. She will be connecting with you, Claire, to talk through AECOM's skillsets as she determines her own team's needs in Vancouver. Katie will also be connecting with Tanya on questions she has on our contracting process.

We will not start strategy calls until Katie can determine her team's composition and skillset vis-à-vis AECOM's for phase 1 of the strategy process. Katie had some questions about making the SOW and contract with you all public for their own transparency rules which I'll let you answer when you connect, Claire, but I've let her know we will get twice monthly burn rates from you once we have an SOW agreed to by all sides that we can all track jointly.

Let me know if you've got questions and thanks for your patience with this slightly adapted launch process. I think taking some time here for a more thoughtful approach will get us all set up for a more effective phase 1 with a workplan driven by Katie and team.

Thanks,
Katya

From: Gosselin, Courtney [mailto:Courtney.Gosselin@aecom.com]

Sent: Monday, May 15, 2017 1:16 PM

To: McPherson, Katie <Katie.McPherson@vancouver.ca>

Cc: Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>; Bonham-Carter, Claire <Claire.Bonham-Carter@aecom.com>; Hill, Nancy <Nancy.Hill@aecom.com>; Hannah Clark <HClark@100resilientcities.org>

Subject: RE: Vancouver Resiliency - Phase 1 Launch

Sounds great, look forward to hearing more.

Talk soon,
Courtney

From: McPherson, Katie [mailto:Katie.McPherson@vancouver.ca]

Sent: Monday, May 15, 2017 1:04 PM

To: Gosselin, Courtney

Cc: Katya Sienkiewicz; Bonham-Carter, Claire; Hill, Nancy; Hannah Clark

Subject: Re: Vancouver Resiliency - Phase 1 Launch

Hi Courtney,

Katya and I are connecting tomorrow on this, and a few other items. We may restructure the process slightly, but I do have a room booked for the 31st regardless.

Katie

Sent from my iPhone

On May 15, 2017, at 11:37 AM, Gosselin, Courtney <Courtney.Gosselin@aecom.com> wrote:

Hi all,

Just checking back in with you all on this date. Katya and Katie, does the May 31st work for you? I haven't received a response from you.

As well Katie, I wasn't sure who else from the City side would be attending. So thought it best to leave that to you to forward onto your team.

Thanks!
CG

-----Original Appointment-----

From: Gosselin, Courtney

Sent: Tuesday, May 09, 2017 11:07 AM

To: Gosselin, Courtney; McPherson, Katie; Katya Sienkiewicz; Bonham-Carter, Claire; Hill, Nancy; Hannah Clark

Subject: Vancouver Resiliency - Phase 1 Launch

When: Wednesday, May 31, 2017 9:00 AM-5:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Rm TBC - City of Vancouver Offices

Hi all,

A placeholder for Phase 1 Launch. Katie, if you could please assist in booking a meeting room at City of Vancouver for us with conference call abilities and screen.

Much thanks,
Courtney

From: ["Joe Williams" <JWilliams@100resilientcities.org>](mailto:JWilliams@100resilientcities.org)

To: ["MacCallum, Margaret" <Margaret.MacCallum@vancouver.ca>](mailto:Margaret.MacCallum@vancouver.ca)

Date: 4/6/2017 7:35:29 AM

Subject: RE: Vancouver's grant process

Hi Margaret,

Following up to see if there were any questions on the grant agreement. Hope you're having a good week!

JW

Joe Williams

Senior Manager, Grants and Contracts

From: MacCallum, Margaret [mailto:Margaret.MacCallum@vancouver.ca]

Sent: Wednesday, March 29, 2017 1:47 PM

To: Joe Williams <JWilliams@100resilientcities.org>

Subject: RE: Vancouver's grant process

Hi Joe,

Thanks for your follow up. Both Paul and our legal department are reviewing now so hopefully should have an update soon.

Cheers,
Margaret

From: Joe Williams [<mailto:JWilliams@100resilientcities.org>]

Sent: Wednesday, March 29, 2017 10:45 AM

To: MacCallum, Margaret

Subject: RE: Vancouver's grant process

Hi Margaret,

Just wanted to touch base on our grant agreement to see if you had any questions or comments on the terms.

Best,
Joe

Joe Williams

Senior Manager, Grants and Contracts

From: Joe Williams

Sent: Monday, March 20, 2017 9:20 AM

To: 'MacCallum, Margaret' <Margaret.MacCallum@vancouver.ca>

Subject: RE: Vancouver's grant process

Thanks Margaret,

Details on the role should be in Addendums 3 and 4 (job description and org chart, respectively). Please let me know if they are not in the document you received, or if there are updated versions.

We'll want to confirm some info about the actual individual prior to paying the grant, but we don't need to put it into the agreement. My understanding is we are set on the role and individual at this point.

For this document, you should be reviewing the terms to confirm they are acceptable, inputting the City's grant administrator's info in Section 10, and confirming the addressee/signatory.

Best,

Joe

Joe Williams

Senior Manager, Grants and Contracts

From: MacCallum, Margaret [<mailto:Margaret.MacCallum@vancouver.ca>]

Sent: Friday, March 17, 2017 4:49 PM

To: Joe Williams <JWilliams@100resilientcities.org>

Subject: Re: Vancouver's grant process

Thanks Joe

In looking at the document do you need us to provide more information about the role etc as I thought that had been determined.

In this document are you just confirming that we are ok with the terms and info for the signatory?

Thanks

Margaret

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Joe Williams

Sent: Friday, March 17, 2017 1:46 PM

To: MacCallum, Margaret

Subject: RE: Vancouver's grant process

Hi Margaret,

Thanks for your email! If we need to wait until the week of the 27th based on staff availability that is ok, but we'll want to finalize the grant as soon as possible on their return, as we cannot begin the strategy development process without an executed grant in place.

Best,

Joe

Joe Williams

Senior Manager, Grants and Contracts

From: MacCallum, Margaret [<mailto:Margaret.MacCallum@vancouver.ca>]

Sent: Friday, March 17, 2017 4:15 PM

To: Joe Williams <JWilliams@100resilientcities.org>

Subject: FW: Vancouver's grant process

Hi Joe,

Paul and a couple other members of the team are on vacation till Monday, March 27th. When do you need this returned?

Cheers,

Margaret

From: Joe Williams [<mailto:JWilliams@100resilientcities.org>]

Sent: Friday, March 17, 2017 7:50 AM

To: MacCallum, Margaret; Katya Sienkiewicz; Mochrie, Paul

Cc: Hannah Clark

Subject: RE: Vancouver's grant process

Thank you Margaret,

On behalf of 100RC, I am pleased to share the attached draft grant agreement for the city's review and comment. Kindly don't sign the agreement yet, but input the City's grant administrator's information in Section 10, and make any questions or comments in track changes.

Best,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: MacCallum, Margaret [<mailto:Margaret.MacCallum@vancouver.ca>]
Sent: Thursday, March 16, 2017 12:14 PM
To: Joe Williams <JWilliams@100resilientcities.org>; Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>; Mochrie, Paul <Paul.Mochrie@vancouver.ca>
Cc: Hannah Clark <HClark@100resilientcities.org>
Subject: RE: Vancouver's grant process

Hi Joe,

Please find attached the worksheet and supporting documents for the grant for the CRO. I have included links to our charter and financial statements in both the attached document as well as below:

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/vanch_00

<http://vancouver.ca/your-government/financial-reports-and-information.aspx>

Please let me know if you have any questions or would like to discuss.

Sincerely,
Margaret
Margaret MacCallum
Senior Recruitment, Talent Strategy
City of Vancouver
Human Resources
Organizational Development & Strategic Initiatives
Phone: 604-871-6719
Mobile: 604-679-2736
Email: margaret.maccallum@vancouver.ca

From: Joe Williams [<mailto:JWilliams@100resilientcities.org>]
Sent: Friday, March 10, 2017 8:46 AM
To: Katya Sienkiewicz; Mochrie, Paul; MacCallum, Margaret
Cc: Hannah Clark
Subject: RE: Vancouver's grant process

Thanks Katya, and nice to meet you both, Paul and Margaret!

To begin developing the grant, we need you to complete the attached pre-agreement worksheet. The worksheet requests some basic info about the city, and some supporting documentation, including:

- Evidence of the city's legal status (typically a charter, articles of incorporation, or establish act)
- Financial statement (typically the city's most recent annual audit)
- Documentation of the CRO *role's* salary and benefits (we'll need it for Katie specifically in order to release the first payment, but the role/pay band information will help us set up the grant)

I will begin drafting the grant in the meantime, but ask that you return the worksheet and supporting documents to me as soon as possible. It is my understanding that we are planning to bring Katie to a CRO orientation at the end of the month, so we'll want to get the grant in place as soon as possible.

Thanks and have a great weekend,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: Katya Sienkiewicz

Sent: Friday, March 10, 2017 10:54 AM

To: Mochrie, Paul <Paul.Mochrie@vancouver.ca>; MacCallum, Margaret <Margaret.MacCallum@vancouver.ca>; Joe Williams <JWilliams@100resilientcities.org>

Cc: Hannah Clark <HClark@100resilientcities.org>

Subject: Vancouver's grant process

Hi Paul and Margaret –

Thanks very much, again, for all your help in getting Katie McPherson on as the new Chief Resilience Officer for Vancouver. I wanted to introduce you to Joe Williams, our Grants Manager. He will work with your team to process the 100RC grant to the city of Vancouver at the Step 11 level you have identified based on specific verification documents he will need from you.

Many thanks,

Katya

From: "Joe Williams" <JWilliams@100resilientcities.org>
To: "MacCallum, Margaret" <Margaret.MacCallum@vancouver.ca>
"Katya Sienkiewicz" <KSienkiewicz@100resilientcities.org>
"Mochrie, Paul" <Paul.Mochrie@vancouver.ca>
Date: 3/17/2017 7:49:35 AM
Subject: RE: Vancouver's grant process
Attachments: 2017.03.17 100RC-Vancouver grant agreement draft.docx

Thank you Margaret,

On behalf of 100RC, I am pleased to share the attached draft grant agreement for the city's review and comment. Kindly don't sign the agreement yet, but input the City's grant administrator's information in Section 10, and make any questions or comments in track changes.

Best,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: MacCallum, Margaret [mailto:Margaret.MacCallum@vancouver.ca]
Sent: Thursday, March 16, 2017 12:14 PM
To: Joe Williams <JWilliams@100resilientcities.org>; Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>; Mochrie, Paul <Paul.Mochrie@vancouver.ca>
Cc: Hannah Clark <HClark@100resilientcities.org>
Subject: RE: Vancouver's grant process

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http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/vanch_00
<http://vancouver.ca/your-government/financial-reports-and-information.aspx>

Please let me know if you have any questions or would like to discuss.

Sincerely,
Margaret
Margaret MacCallum
Senior Recruitment, Talent Strategy
City of Vancouver
Human Resources
Organizational Development & Strategic Initiatives
Phone: 604-871-6719
Mobile: 604-679-2736
Email: margaret.maccallum@vancouver.ca

From: Joe Williams [mailto:JWilliams@100resilientcities.org]
Sent: Friday, March 10, 2017 8:46 AM
To: Katya Sienkiewicz; Mochrie, Paul; MacCallum, Margaret
Cc: Hannah Clark
Subject: RE: Vancouver's grant process

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- Financial statement (typically the city's most recent annual audit)
- Documentation of the CRO *role's* salary and benefits (we'll need it for Katie specifically in order to release the first payment, but the role/pay band information will help us set up the grant)

I will begin drafting the grant in the meantime, but ask that you return the worksheet and supporting documents to me as soon as possible. It is my understanding that we are planning to bring Katie to a CRO orientation at the end of the month, so we'll want to get the grant in place as soon as possible.

Thanks and have a great weekend,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: Katya Sienkiewicz
Sent: Friday, March 10, 2017 10:54 AM
To: Mochrie, Paul <Paul.Mochrie@vancouver.ca>; MacCallum, Margaret <Margaret.MacCallum@vancouver.ca>; Joe Williams <JWilliams@100resilientcities.org>
Cc: Hannah Clark <HClark@100resilientcities.org>
Subject: Vancouver's grant process

Hi Paul and Margaret –

Thanks very much, again, for all your help in getting Katie McPherson on as the new Chief Resilience Officer for Vancouver. I wanted to introduce you to Joe Williams, our Grants Manager. He will work with your team to process the 100RC grant to the city of Vancouver at the Step 11 level you have identified based on specific verification documents he will need from you.

Many thanks,

Katya

17 March 2017

Ms. Patrice Impey
General Manager/CFO
City of Vancouver
453 West 12th Ave
Vancouver BC V5Y 1V4

GRANT AGREEMENT

Dear Ms. Impey:

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 Vancouver (“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 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, and to fund a Chief Resilience Officer (“CRO”) for the City of Vancouver. 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 CAD\$ 143,091 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. As described in the CRO job description attached, hereto, as Addendum 3, 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 4.
 - 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 provide access to 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/appointment 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/appointment of CRO. Limited in-kind technical assistance may be extended beyond three years at the discretion of RPA/100RC.

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 to GRANTEE in support of the first year’s salary and benefits, 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 in support of the second year’s salary will be disbursed on the anniversary of the CRO’s hiring subject to completion of GRANTEE’s Resilience Strategy and other key deliverables, as determined by the assigned Associate Director, and compliance with all other terms and conditions of this Grant Agreement. If GRANTEE does not anticipate completing a deliverable by the date in Addendum 1, written notice must be provided to 100RC/RPA 60 days in advance so that 100RC/RPA and GRANTEE can reach mutual agreement on a revised milestone schedule.

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 60 days of notice from RPA/100RC.

7. **Anti-Terrorism/Anti-Corruption.** GRANTEE hereby confirms that it complies with all U.S. anti-terrorism laws and regulations, including Executive Order 13224 and the Global Terrorism Sanctions Regulations set forth in 31 CFR Part 594. GRANTEE certifies and 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, you represent and warrant that you have or will have, as of the execution of this Grant Agreement, the necessary systems in place to reasonably detect and prevent corruption, terrorism, fraud and money laundering.

GRANTEE hereby further certifies that it operates in compliance with the above U.S. laws, 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 certifies 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, please send to RPA/100RC copies of papers, manuscripts, and other materials that are produced as a direct result of RPA/100RC's grant upon request.

GRANTEE shall provide regular updates on project status and activities to Associate Director or other designated 100RC staff.

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 – Katya Sienkiewicz, Associate Director,
ksienkiewicz@100resilientcities.org

- GRANTEE Grant Administrator - **Name, Title, Email Address, Telephone**

- Rockefeller Philanthropy Advisors, Inc.: Kate Mulligan, kmulligan@rockpa.org.

- Communications-related questions should be addressed to 100RC Communications Office, 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.** 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 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 for any reason, 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.

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 venture, employee or agent of the other party for any purpose. Neither party has the power to bond the other party or to incur any obligations on its behalf, without the other party's prior written consent.

19. **Indemnification.** GRANTEE agrees to defend, indemnify and hold harmless RPA/100RC, its officers, agents, and employees, from and against any liability, loss, expense or damages (including all costs and reasonable attorney's fees) or claims for injury arising out of or in any way connected to 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 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.

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:

Walter Sweet
 Vice President
 Rockefeller Philanthropy Advisors, Inc.

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

GRANTEE

Signed:

Name:	
Title:	
Date:	

Addendum 1: City Commitment, Milestones, and Deliverables Schedule

Deliverable	Due Date
Ongoing Activities	Ongoing
<ol style="list-style-type: none"> 1. City will coordinate with 100RC all press activity around resilience building during time grant is active 2. [add any other agreed upon activities here, i.e. coordination calls] 	
Signed Grant Agreement	31 March 2017
<ol style="list-style-type: none"> 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 	
Hire/Appoint and Empower Chief Resilience Officer (CRO)	[Fill in Date]
<ol style="list-style-type: none"> 1. City will hire/appoint a CRO into a prominent leadership position with the full support and authority of the Mayor. The CRO's role will include: <ol style="list-style-type: none"> a. Establish a compelling vision for resilience and lead city dialogue around resilience b. Drive the development of a Resilience Strategy c. Serve as primary point of contact for the 100RC network and platform partners d. Be a productive peer contributor in the 100RC network 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 	
First Grant Payment	Upon Receipt of Required Documentation (see Addendum 2)
<ul style="list-style-type: none"> - Prior to Grant Payment City will provide all documentation outlined in Addendum 2: <ol style="list-style-type: none"> a. CRO name & resume b. Final organization chart c. Proof of remuneration to be paid to the CRO - The CRO must be hired and receiving salary and benefits before grant payment will be made to the City 	
Resilience Strategy	Within 9-12 Months of the CRO's Hire/Appointment*
<ol style="list-style-type: none"> 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 Resilience Strategy 3. City will share interim Resilience Strategy deliverables with 100RC Member Cities and their strategy partners for the purpose of network learning 4. City will complete a Resilience Strategy 5. City shares publically their Resilience Strategy 	
Letter From Mayor / City Executive	Within 12 – 18 Months of the CRO's Hire/Appointment

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

The letter should address	
<ol style="list-style-type: none"> 1. Update on implementation of the Resilience Strategy 2. The contributions the CRO has made to the City to-date 3. The vision for the CRO role in the coming year 4. What the potential is for the CRO position to be permanently institutionalized within city government 	
First Year Action Plan	30 Days After Completion of the Resilience Strategy
<ul style="list-style-type: none"> - Top Priority Initiatives defined by city and 100RC (approximately 5-15 initiatives depending on complexity, resources) - Includes Project Charters and detailed design for implementation of Priority Initiatives (including timelines & deliverables, initiative leaders and teams with roles and responsibilities, key partnerships, performance & resilience metrics, communication opportunities) defined through ongoing consultation with 100RC and partners - Defines a communications and outreach strategy to describe progress and impact over the first year and elevate success and contributions of partners and project leads - Includes institutionalization/operationalization tasks of CRO Office 	
Semi-Annual Reporting	Annually June 30 & December 31 During Life of Grant
<ol style="list-style-type: none"> 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. 	
Second Grant Payment	Anniversary of the CRO’s Hiring Subject to Completion of Strategy & Key Deliverables
<p>In addition to the Resilience Strategy, key deliverables may be required prior to second grant payment, including but not limited to:</p> <ul style="list-style-type: none"> - One Year Action Plan - Grant Reports - A letter from the Mayor or City Executive 	

Addendum 2: Required Supplemental Documentation

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



Position Description

Working Title: Chief Resilience Officer
 SAP Position Classification:
 Business Unit/Service Group: City Manager’s Office
 Division/Branch: Office of the Deputy City Manager

Employee Group:	Exempt	Position Number(s):	<>
For HRS input	Class Title:	<>	
Pay Grade/Band:	Class No:	<>	

Main Purpose and Function

Reporting to the Deputy City Manager, the Chief Resilience Officer will serve as the point person on the City of Vancouver’s comprehensive efforts on resilience, working across the City and with external stakeholders. This role will also lead the partnership with and participation in the 100 Resilient Cities program including working with peers in other cities, and institutional partners.

Key Contacts and Reporting Relationships

Reports to Deputy City Manager. Works closely with management from all City Departments and related organizations and Boards. Acts as the City’s representative and liaison to the 100 Resilient Cities initiative. Provides leadership, direction, and oversight to the City and partners in relation to the City’s resilience strategy.

Specific Duties/Responsibilities

Strategy and Planning

- Guides the City and partners through a strategy process focused on urban resilience. The process uses the City Resilience Framework to understand the City’s resilience and its primary areas of strength and weakness.
- Responsible for the creation of a resilience strategy based on strong community and organizational buy -in and anchored in the unique challenges and opportunities that face Vancouver.
- Develops a clear near-term road map for initial implementation priorities from the overall resilience strategy; this road map includes initial milestones and a project tracking mechanism/framework.
- Acts as the City’s representative and liaison to the 100 Resilient Cities initiative including, collaborating with peers in the international CRO Network, learning and sharing best practices, engaging potential partners across industries and sectors and seeking opportunities to connect City staff with others working on similar resilience initiatives.

Engagement and Partnership

- Convenes and collaborates with a wide range of internal and external stakeholders across the city to ensure active and inclusive input.
- Partners across city government and with other provincial and federal governmental agencies in Vancouver to engage on shared challenges and opportunities on broader resilience topics.
- Collaborates with the 100 Resilient Cities Network of CROs, expert consultants and other partners
- Represents City's resilience initiative at public events both in Vancouver and elsewhere.

Delivery and Impact

- Leads the development of a formal resilience strategy document for the City of Vancouver.
- Establishes and engages an ongoing collaboration structure for multiple institutional, governmental, cultural and community partners and stakeholders.
- Identifies, establishes and incorporates resilience planning tools for City teams.
- Implements projects and initiatives identified through the strategy development process.
- Coordinates delivery of multi-departmental resilience projects (coordinating cross-departmental teams)

- Other duties/responsibilities as assigned

Minimum Position Requirements

The role will be complex and cross disciplinary requiring senior level expertise and demonstrated experience with strategy, facilitation, engagement and project delivery.

Education and Experience:

- Bachelor's degree in public administration, business administration or another related field. Completion of a graduate-level academic program would be an asset.
- A minimum of 10 years of experience in a related field, including at least 5 years in a senior-level capacity working with diverse stakeholders across and within organizations.
- An equivalent combination of education and experience will be considered.
- Leadership experience preferably in a large, diverse, urban municipal, corporate, international, military and/or large non-profit organization;

Knowledge, Skills and Abilities:

- A solid understanding of resilience as a concept and application in a local government setting;
- A proven track record of implementing a major project that required coordinating with and executing across multiple sectors or disciplines
- A demonstrated knowledge of municipal government (experience working with municipal governments preferred);
- A proven track record as an effective organizational leader; success in working with multi-disciplinary teams within large, complex organizations
- Ability to present complex technical topics to non-technical audiences.
- Knowledge of strategic planning processes and models
- Excellent interpersonal and communication skills (verbal and written), including process

facilitation

- Proven ability to establish/develop effective relationships with staff, government, businesses, community organizations and other stakeholders

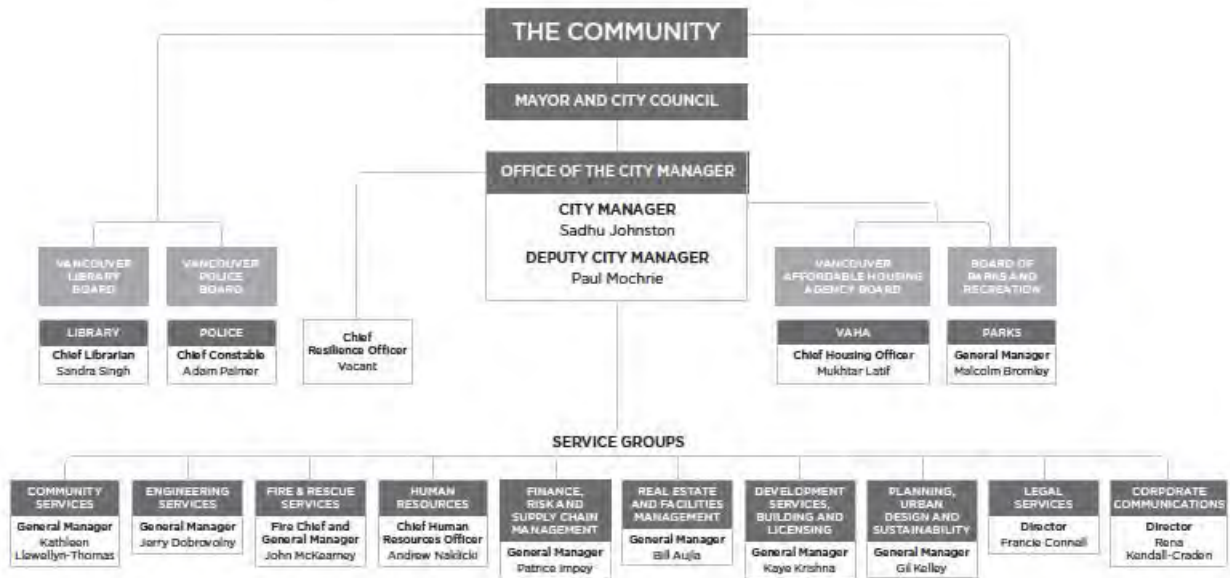
Business Unit/Branch/Division	
Developed by: Robert Bartlett<[redacted]>	Date: October 2016
Approved by: Paul Mochrie	Date: November 2016

Human Resource Services	
Reviewed by: <[redacted]>	Date: <[redacted]>

Addendum 4: Organizational Chart

CITY OF VANCOUVER

OVERALL ORGANIZATIONAL CHART



VANCOUVER CITY HALL 453 WEST 12TH AVENUE VANCOUVER BC V5Y 1V4 VANCOUVER.CA

Updated November 24, 2016
16-036

From: "[Joe Williams](mailto:JWilliams@100resilientcities.org)" <JWilliams@100resilientcities.org>

To: "[Katya Sienkiewicz](mailto:KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.org>

["Mochrie, Paul"](mailto:Paul.Mochrie@vancouver.ca) <Paul.Mochrie@vancouver.ca>

["MacCallum, Margaret"](mailto:Margaret.MacCallum@vancouver.ca) <Margaret.MacCallum@vancouver.ca>

Date: 3/10/2017 9:45:39 AM

Subject: RE: Vancouver's grant process

Attachments: 100RC_Pre-Agreement Worksheet_Wave 3.docx

Thanks Katya, and nice to meet you both, Paul and Margaret!

To begin developing the grant, we need you to complete the attached pre-agreement worksheet. The worksheet requests some basic info about the city, and some supporting documentation, including:

- Evidence of the city's legal status (typically a charter, articles of incorporation, or establish act)
- Financial statement (typically the city's most recent annual audit)
- Documentation of the CRO *role's* salary and benefits (we'll need it for Katie specifically in order to release the first payment, but the role/pay band information will help us set up the grant)

I will begin drafting the grant in the meantime, but ask that you return the worksheet and supporting documents to me as soon as possible. It is my understanding that we are planning to bring Katie to a CRO orientation at the end of the month, so we'll want to get the grant in place as soon as possible.

Thanks and have a great weekend,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: Katya Sienkiewicz

Sent: Friday, March 10, 2017 10:54 AM

To: Mochrie, Paul <Paul.Mochrie@vancouver.ca>; MacCallum, Margaret <Margaret.MacCallum@vancouver.ca>; Joe Williams <JWilliams@100resilientcities.org>

Cc: Hannah Clark <HClark@100resilientcities.org>

Subject: Vancouver's grant process

Hi Paul and Margaret –

Thanks very much, again, for all your help in getting Katie McPherson on as the new Chief Resilience Officer for Vancouver. I wanted to introduce you to Joe Williams, our Grants Manager. He will work with your team to process the 100RC grant to the city of Vancouver at the Step 11 level you have identified based on specific verification documents he will need from you.

Many thanks,

Katya

100RC Pre-Agreement Worksheet

Congratulations on being selected to be part of the 100 Resilient Cities network. Member Cities receive grant funding to hire or appoint a Chief Resilience Officer for two years.

So that we can appropriately structure an agreement to provide grant funding please complete the worksheet below and return to 100RC. Your assigned 100RC Associate Director and the 100RC Program Team will be in contact with any follow-up questions and to provide you with a draft grant agreement for review.

A. Funding Method

1. Will the City be able to receive funding for the CRO position directly from 100RC?

Yes No

If yes, has the City received grant funding from a non-profit organization previously? Was it to fund City staff positions? [Click here to enter text.](#)

If no, what prevents the City from receiving funding for the CRO position directly from 100RC? [Click here to enter text.](#)

If no, what other entity such as an NGO or University may be able to receive direct funding on behalf of the City? [Click here to enter text.](#)

2. If known at this time, please provide the contact information for the signatory whom the grant agreement will be addressed to:

Name: [Click here to enter text.](#)

Title: [Click here to enter text.](#)

Organization: [Click here to enter text.](#)

Address: [Click here to enter text.](#)

Please note we will require the following documentation from the City or entity receiving funding:

- *Address and name of signatory who has legal authority to sign the grant agreement*
- *Evidence of the entity's legal status (for example a charter, articles of incorporation, or certifications from the appropriate authorities – a brief summary description in English will be required if this is provided in the local language)*
- *A statement of the entity's financials (a brief summary description in English will be required if this is provided in the local language)*
- *Banking information (a 100RC banking form will be provided)*

Please share any additional comments or questions pertaining to this section here: [Click here to enter text.](#)

B. Grant Agreement Working Contact & Process

1. The City's Point of Contact (POC) is responsible for working directly with 100RC until a CRO has been hired/appointed. The grant agreement requires coordination on a number of topics which the POC may not be directly familiar with. Additional working contacts may need to be involved who can:
 - *Explain administrative processes and timelines for hiring or appointing the CRO*
 - *Coordinate review by City's legal counsel as needed*
 - *Gather necessary financial information in order to set up receipt of grant funding*
 - *Understand 100RC program objectives and what will be required of the City to comply with grant terms*

If there are additional working contacts that the grant agreement should be coordinated with under direction of the POC, please provide them here.

Working Contact 1 – Name, Title, Organization, E-mail: [Click here to enter text.](#)

Working Contact 2 – Name, Title, Organization, E-mail: [Click here to enter text.](#)

Working Contact 3 – Name, Title, Organization, E-mail: [Click here to enter text.](#)

2. At this time are you aware of any administrative processes or approvals necessary for the City to enter into a grant agreement (such as City Council or budget approvals)? Please describe them and their associated timelines: [Click here to enter text.](#)
3. 100RC requires that the official version of the grant agreement be in English. When required by the City, we will provide a verified translation of the grant agreement. Will a translation be required, and if so in what language? [Click here to enter text.](#)

Please share any additional comments or questions pertaining to this section here: [Click here to enter text.](#)

C. Chief Resilience Officer (CRO)

Your 100RC Associate Director has shared guidance on the CRO position with you outlining the duties and responsibilities of the CRO and will work with you to develop a CRO job description that meets the objectives and vision for your City. A job description, organizational chart, & staffing plan approved by 100RC will be required before CRO recruitment or appointment.

1. Will an existing City employee be appointed to the position of CRO?

Yes No

If yes, will they retain their current portfolio? [Click here to enter text.](#)

2. Will the position of CRO will be openly competed for?

Yes No

If yes, through what administrative or other process will the CRO, if a new employee, be hired into City government and start receiving pay, and what is the timeline for

Please share any additional comments or questions pertaining to this section here: [Click here to enter text.](#)

completing the hiring and payroll process? [Click here to enter text.](#)

D. Organization Structure

1. Please provide an organizational chart that illustrates the following:
 - *CRO's title as it will be known in the City*
 - *Department CRO will be in*
 - *CRO's position within the department*
 - *Chain of command between the department and City Executive (Mayor or equivalent)*
 - *Who the CRO reports to*
 - *Who reports to the CRO (where applicable)*

Please share any additional comments or questions pertaining to this section here: [Click here to enter text.](#)

E. Funding Amount

1. What is the amount per year for the position of CRO in local currency? Remuneration should reflect the CRO's level of seniority as illustrated in the organization chart and must be commensurate with local pay for municipal employees (allowable costs are salary and employer-paid benefits): [Click here to enter text.](#)
2. We require documentation to validate the CRO salary and benefits amount. Only one form of documentation is required – which of the following will be provided? *Please provide the documentation if it is currently available, if not it will be collected during the Grant Agreement processing.*
 - A pay and benefits scale for the appropriate city title
 - Salary and benefits information for currently-filled positions comparable to the CRO's level of authority
 - Receipt of actual salary and benefits amount if the CRO is already employed by the City (such as a pay stub)
 - A letter from the overseeing human resources department outlining the salary and benefits (including type of benefits) to be paid to the CRO, and stating that this amount is in line with

Please share any additional comments or questions pertaining to this section here: [Click here to enter text.](#)

remuneration for municipal employees.

From: ["Joe Williams" <JWilliams@100resilientcities.org>](mailto:JWilliams@100resilientcities.org)

To: ["MacCallum, Margaret" <Margaret.MacCallum@vancouver.ca>](mailto:Margaret.MacCallum@vancouver.ca)

Date: 5/9/2017 6:37:22 AM

Subject: RE: Vancouver's grant process

Thanks Margaret,

I'm available if you have any questions.

Best,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: MacCallum, Margaret [<mailto:Margaret.MacCallum@vancouver.ca>]

Sent: Tuesday, May 02, 2017 1:01 PM

To: Joe Williams <JWilliams@100resilientcities.org>

Subject: RE: Vancouver's grant process

Hi Joe,

Apologies on the delay in responding back to you. We are just trying to sort through a few things here and our CRO also just came back from vacation so still need to confirm a few things.

Sincerely,
Margaret

From: Joe Williams [<mailto:JWilliams@100resilientcities.org>]

Sent: Monday, April 24, 2017 10:37 AM

To: MacCallum, Margaret

Subject: RE: Vancouver's grant process

Hi Margaret,

Hope all is well. I just wanted to quickly touch base to see if you all had any questions or comments on the grant agreement. I was out of the office last week so apologies if I missed an email.

Best,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: MacCallum, Margaret [<mailto:Margaret.MacCallum@vancouver.ca>]

Sent: Friday, April 07, 2017 8:12 PM

To: Joe Williams <JWilliams@100resilientcities.org>

Subject: FW: Vancouver's grant process

Hi Joe,

Our legal team and finance team have both reviewed. Katie, our new CRO is just reviewing and adding and then we should be able to send back next week.

Cheers,
Margaret

From: Joe Williams [<mailto:JWilliams@100resilientcities.org>]

Sent: Friday, March 17, 2017 7:50 AM
To: MacCallum, Margaret; Katya Sienkiewicz; Mochrie, Paul
Cc: Hannah Clark
Subject: RE: Vancouver's grant process

Thank you Margaret,

On behalf of 100RC, I am pleased to share the attached draft grant agreement for the city's review and comment. Kindly don't sign the agreement yet, but input the City's grant administrator's information in Section 10, and make any questions or comments in track changes.

Best,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: MacCallum, Margaret [<mailto:Margaret.MacCallum@vancouver.ca>]
Sent: Thursday, March 16, 2017 12:14 PM
To: Joe Williams <JWilliams@100resilientcities.org>; Katya Sienkiewicz <KSienkiewicz@100resilientcities.org>; Mochrie, Paul <Paul.Mochrie@vancouver.ca>
Cc: Hannah Clark <HClark@100resilientcities.org>
Subject: RE: Vancouver's grant process

Hi Joe,

Please find attached the worksheet and supporting documents for the grant for the CRO. I have included links to our charter and financial statements in both the attached document as well as below:

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/vanch_00
<http://vancouver.ca/your-government/financial-reports-and-information.aspx>

Please let me know if you have any questions or would like to discuss.

Sincerely,
Margaret
Margaret MacCallum
Senior Recruitment, Talent Strategy
City of Vancouver
Human Resources
Organizational Development & Strategic Initiatives
Phone: 604-871-6719
Mobile: 604-679-2736
Email: margaret.maccallum@vancouver.ca

From: Joe Williams [<mailto:JWilliams@100resilientcities.org>]
Sent: Friday, March 10, 2017 8:46 AM
To: Katya Sienkiewicz; Mochrie, Paul; MacCallum, Margaret
Cc: Hannah Clark
Subject: RE: Vancouver's grant process

Thanks Katya, and nice to meet you both, Paul and Margaret!

To begin developing the grant, we need you to complete the attached pre-agreement worksheet. The worksheet requests some basic info about the city, and some supporting documentation, including:

- Evidence of the city's legal status (typically a charter, articles of incorporation, or establish act)
- Financial statement (typically the city's most recent annual audit)

- Documentation of the CRO *role's* salary and benefits (we'll need it for Katie specifically in order to release the first payment, but the role/pay band information will help us set up the grant)

I will begin drafting the grant in the meantime, but ask that you return the worksheet and supporting documents to me as soon as possible. It is my understanding that we are planning to bring Katie to a CRO orientation at the end of the month, so we'll want to get the grant in place as soon as possible.

Thanks and have a great weekend,
Joe

Joe Williams
Senior Manager, Grants and Contracts

From: Katya Sienkiewicz
Sent: Friday, March 10, 2017 10:54 AM
To: Mochrie, Paul <Paul.Mochrie@vancouver.ca>; MacCallum, Margaret <Margaret.MacCallum@vancouver.ca>; Joe Williams <JWilliams@100resilientcities.org>
Cc: Hannah Clark <HClark@100resilientcities.org>
Subject: Vancouver's grant process

Hi Paul and Margaret –

Thanks very much, again, for all your help in getting Katie McPherson on as the new Chief Resilience Officer for Vancouver. I wanted to introduce you to Joe Williams, our Grants Manager. He will work with your team to process the 100RC grant to the city of Vancouver at the Step 11 level you have identified based on specific verification documents he will need from you.

Many thanks,

Katya

From: "Paul Nelson" <pnelson@100resilientcities.org>
To: "Katya Sienkiewicz" <KSienkiewicz@100resilientcities.org>
"McPherson, Katie" <Katie.McPherson@vancouver.ca>
"Mochrie, Paul" <Paul.Mochrie@vancouver.ca>
Date: 3/10/2017 9:14:18 AM
Subject: RE: Welcome Katie, our new CRO in Vancouver!

Hello Katie,

I just want to echo Katya's sentiment and welcome you to the 100RC Network! We are thrilled to have the opportunity to partner with you and the great city of Vancouver on your resilience-building efforts.

My colleague Liz Guthrie who leads our training efforts will send out a more formal invitation to you soon, but in the meantime, if you could explore the option of joining us from **Wednesday, March 22nd through Friday, March 24th here in New York** for our next upcoming 100RC CRO Orientation session, we would be grateful.

We will be welcoming your fellow new Chief Resilience Officers from Calgary and Buenos Aires (and potentially a few other member cities) – and would welcome your participation.

If you have any immediate questions, please don't hesitate to reach out to us. Otherwise, we will be in touch soon.

All the best,
 Paul

Paul Nelson
Network and Learning Director
M +1 917 573 6270

Pioneered by the Rockefeller Foundation
420 Fifth Avenue, 19th Floor | New York, NY 10018
T +1 646 612 7176
Skype: pdn222
Join the conversation at www.100resilientcities.org

From: Katya Sienkiewicz
Sent: Friday, March 10, 2017 10:50 AM
To: katie.mcpherson@vancouver.ca; Mochrie, Paul <Paul.Mochrie@vancouver.ca>; Paul Nelson <pnelson@100resilientcities.org>
Cc: Otis Rolley <orolley@100resilientcities.org>; Network <Network@100resilientcities.org>; 100RC Communications <comms@100rc.org>; Hannah Clark <HClark@100resilientcities.org>
Subject: Welcome Katie, our new CRO in Vancouver!
Importance: High

Dear Katie –

I was thrilled to hear from Paul that you accepted the position of Chief Resilience Officer for Vancouver. We are excited to welcome you to the 100RC network of CROs and as I mentioned on Monday, we are hoping to have you join the new orientation we have planned later this month. I would like to introduce you to Paul Nelson, our Network director, who will be in touch with more details.

We are also thrilled to hear from Paul that the city plans to announce your new position at the April 4th workshop! Our communications team will follow up with yours on the planning to prepare the press release and related events materials.

Really looking forward to working with you! Please let me know if you have any questions.

Best, Katya

From: ["Katya Sienkiewicz" <KSienkiewicz@100resilientcities.org>](mailto:KSienkiewicz@100resilientcities.org)

To: ["McPherson, Katie" <Katie.McPherson@vancouver.ca>](mailto:Katie.McPherson@vancouver.ca)
["Gosselin, Courtney" <Courtney.Gosselin@aecom.com>](mailto:Courtney.Gosselin@aecom.com)
["Bonham-Carter, Claire" <Claire.Bonham-Carter@aecom.com>](mailto:Claire.Bonham-Carter@aecom.com)
["Habibollahi, Aydin" <aydin.habibollahi@vancouver.ca>](mailto:aydin.habibollahi@vancouver.ca)
["Cole, Lindsay" <Lindsay.Cole@vancouver.ca>](mailto:Lindsay.Cole@vancouver.ca)
["Hannah Clark" <HClark@100resilientcities.org>](mailto:HClark@100resilientcities.org)
["Jeb Brugmann" <jbrugmann@100resilientcities.org>](mailto:jbrugmann@100resilientcities.org)
["Rochelle Haynes" <RHaynes@100resilientcities.org>](mailto:RHaynes@100resilientcities.org)

Date: 4/5/2017 9:11:12 AM

Subject: Thank you!

Thank you all for all your work leading up to the workshop yesterday, it was very appreciated and the day went really well. Great to see Katie in action as the CRO! Thank you all for pulling it together and talk soon.

Best, Katya

From: "[Hannah Clark](mailto:HClark@100resilientcities.org)" <HClark@100resilientcities.org>

To: Claire.Bonham-Carter@aecom.com

Courtney.Gosselin@aecom.com

"[Cole, Lindsay](mailto:Lindsay.Cole@vancouver.ca)" <Lindsay.Cole@vancouver.ca>

"[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

"[Panday, Dhaneva](mailto:Dhaneva.Panday@vancouver.ca)" <Dhaneva.Panday@vancouver.ca>

Date: 3/27/2017 8:39:39 AM

Subject: 100RC Communications team member attending Workshop on April 4th

Hello All,

Our Senior Communications Manager, Andrew Brenner, just confirmed that he will also be traveling to Vancouver for the Workshop on April 4th to support on communications and general 100RC workshop management. This will bring the number of 100RC participants at the workshop to 5 (Katya Sienkiewicz, Hannah Clark, Otis Rolley, Rochelle Haynes, and Andrew Brenner). Please let us know how you are doing with RSVPs and catering numbers. If we can provide more information, please let me know.

Thank you!

Best,

Hannah

100 RESILIENT CITIES

Hannah Clark

Program Manager, North America

City and Practice Management

Pioneered by the Rockefeller Foundation

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

T +1 646-612-7253

M +1 610 739 7560

E hclark@100resilientcities.org

Join the conversation @100ResCities

www.100resilientcities.org

From: "[Liz Guthrie](mailto:LGuthrie@100resilientcities.org)" <LGuthrie@100resilientcities.org>

To: "[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>
Brad.Stevens@calgary.ca
"[David Groisman](mailto:DavidGroisman@gmail.com)" <DavidGroisman@gmail.com>

Date: 3/16/2017 6:31:36 AM

Subject: 100RC CRO Orientation | Agenda and Materials | NYC March 22-24, 2017

Attachments: 100RC_CRO Orientation_NYC_March_2017_Agenda_Participants_Final.pdf
100RC CRO Orientation Visit_Hunts Point Living Lab.pdf

Dear Katie, Brad, and David:

On behalf of the entire team at 100RC, we look forward to welcoming you to New York City next week for your CRO Orientation March 22-24. To help you prepare for next week, we've compiled packets with the following information:

Attachment 1: Participant Packet containing our Agenda, Roster of Participants and Travel/Hotel Logistics

Attachment 2: A Preview of our Living Lab outing on Thursday afternoon.

Pre-Reading Materials:

1) Resilience Theory Readings – We've compiled a series of readings on resilience theory for your review. Don't worry, we won't quiz you on these. However, we suggest reading two or three of these articles in advance of your arrival:

<https://100rc.box.com/s/wgh9buuma8m4e1gukpims4tcfwxvasfs>

To download the combined PDF from the link above, you simply need to create a free account on Box, by entering your email address and password of your choice. Please review the discussion questions on page 2, and come prepared for a lively conversation around these selected readings.

2) Fast Company article A brief read for the Adaptive Leadership module on Wednesday afternoon led by guest facilitator Eric Martin of Adaptive Change Advisors.

Please plan to join us for a welcome breakfast at 100RC on **Wednesday morning at 8:30AM**. Upon arrival at 420 Fifth Avenue, please check in at the security desk with a photo ID. They will send you to the 22nd floor where we will greet you. I know that all of you have been coordinating your travel and accommodations with David Kaner. If you have any questions or concerns about your travel arrangements, please do not hesitate to connect directly with David cc'ed here.

If you have any questions, please do not hesitate to reach out. Thank you, and we look forward to seeing you in New York City next week!

100 RESILIENT CITIES

All the best,
Liz, Paul, David and the 100RC team

Liz Guthrie
Associate Director, Resilience Practice
Network and Learning

Pioneered by the Rockefeller Foundation
420 Fifth Avenue, 19th Floor | New York, NY 10018
Join the conversation at www.100resilientcities.org



100RC CRO Orientation

New York City
March 22-24, 2017

Participant Logistics Packet



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Agenda

Roster of Participants

Logistics & Map



100RC CRO Orientation –

Wednesday-Friday, March 22-24, 2017

100RC Offices | New York, NY

Learning Objectives

- Deepen Chief Resilience Officer’s understanding of and appreciation for the CRO role (and 100RC’s understanding of CROs’ city’s resilience challenges and opportunities)
- Equip CROs with a grounding in resilience theory
- Provide CROs with the opportunity to begin fostering connections with their peers across the 100RC network and with members of the 100RC team
- Give CROs a better sense of the journey ahead and how 100RC will support you over the lifetime of our engagement

Agenda:

Wednesday, March 22

8:30 am	Continental Breakfast	Room 19CR
9:00 am	Welcome & Orientation Overview	Room 19CR
9:30 am	Network “Give & Get”	Room 19CR
10:30 am	Break	
10:45-11:45 am	Your Role as CRO	Room 19CR
11:45-12:00 pm	Introduce Resilience Theory Discussion	Room 19CR
12:00 pm	Lunch and Discussion of Resilience Theory Readings	RF Cafe
1:15 pm	Adaptive Leadership (CROs only)	Room 19CR
3:00 pm	Coffee/Snack Break	
3:15 pm	Influence Mapping	Room 19CR/RF Cafe
4:30 pm	Skills and Knowledge Discussion/Expertise sharing	Room 19CR/RF Cafe
5:30-5:45 pm	Day 1 Wrap-Up/Day 2 Preview	Room 19CR
6:30 pm	Group Dinner	

Agenda (cont.)

Thursday, March 23

9:00 am	Continental Breakfast	Room 19CR
9:30-10:15 am	100RC Mission & Theory of Change	Room 19CR
10:15-11:30 am	CRO Journey	Room 19CR
11:30-11:45 am	Introduction to Living Lab	Room 19CR
11:45-12:45 pm	Lunch	RF Cafe
1:00-1:45 pm	Transit to Living Lab	
2:00 pm	Living Lab	Hunts Point
4:00 pm	Transit back to 100RC	
4:45-5:30 pm	Living Lab Reflections/Brainstorm and Day 3 Preview	19CR
6:30 pm	Group Dinner	

Friday, March 24

9:00 am	Continental Breakfast with RMs	Room 19CR
9:30-11:30 am	CRO-RM Meeting time 100RC Staff from Communications and City Solutions	Room 19CR/RF Café/other
11:30-12:30 pm	CROs meet with Network team	Room 19CR
12:30-1:30 pm	Lunch with RMs	RF Cafe
1:30-3:30 pm	Individual CRO – RM working time	Room 19CR/RF Café/other
4:00 pm	Departure	

Roster of Participants

David Groisman
Chief Resilience Officer
Buenos Aires, Argentina
davidgroisman@gmail.com
+54 911 6359 9951

Katie McPherson
Chief Resilience Officer
Vancouver, Canada
Katie.McPherson@vancouver.ca
+1 604 369 0611

Brad Stevens
Chief Resilience Officer
Calgary, Canada
Brad.Stevens@calgary.ca
+1 403-660-7133

Logistics

Travel

CRO travel should be booked through David Kaner. If you have not already done so, please contact him at dkaner@100resilientcities.org.

Transportation

Transportation will be provided for CROs from the airport to the hotel upon arrival and from the 100RC offices back to the airport on the day of departure. The number of the car company (East Coast Limousine) is 1-(800)-822-8767. After you collect your luggage upon arrival, please call East Coast to locate your car. If you cannot locate your driver, please call David Kaner at +1 (917) 923 3855.

Please note, if you are planning personal travel in New York before or after the CRO Orientation, you will be responsible for your own airport transfer.

Transportation to all meetings, meals and site visits associated with the CRO Orientation will be provided by 100RC.

Meals

All meals on Wednesday and Thursday as well as breakfast on Friday will be provided by 100RC.

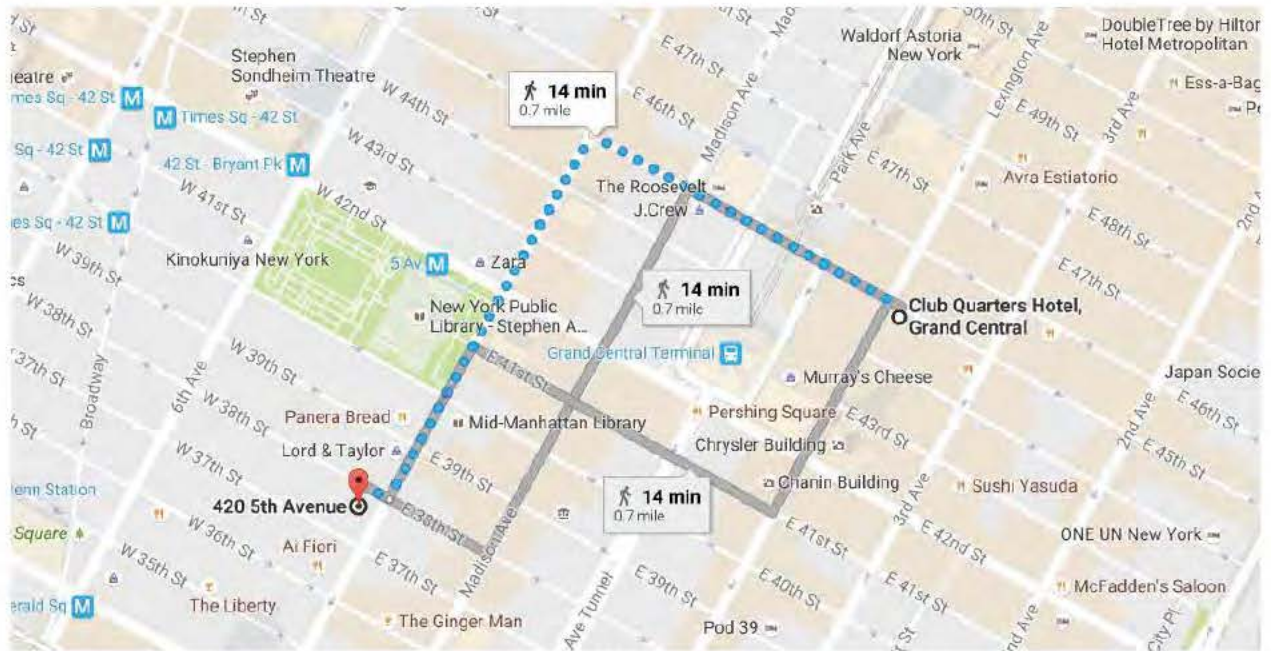
Hotel

Hotel arrangements have been made at: **Club Quarters Hotel Grand Central** 128 E 45th Street (at the corner of Lexington Avenue and 45th Street) (212) 986-6400. 100RC will cover hotel rooms for the duration of the workshop. Any additional days or expenditures will be the responsibility of the participant.

Logistics Support

If you require any special accommodation in the way of transportation, meals or hotel, please contact David Kaner at dkaner@100resilientcities.org OR +1 (917) 923 3855.

Directions from Club Quarters Grand Central to 100RC Offices



From Club Quarters Grand Central to 100RC offices.:

1. Turn left onto 45th St.
2. Turn left onto 5th Ave.
3. Turn right onto 38th St. to access the entrance of 420 5th Ave.

Please allow approximately 15 minutes of walking time.



Living Lab Site: Hunts Point, The Bronx

The Co-Existence of Industry and Community



LOCATION

Hunts Point, The Bronx

SHOCK(S) & STRESSES

Flooding
Pollution
Poor & Vulnerable
Community

RESILIENCE DRIVERS

Supports Livelihoods and
Employment
Empowers a Broad Range
of Stakeholders
Promotes Cohesive &
Engaged Communities
Fosters Long-Term and
Integrated Planning
Provides and Enhances
Natural & Manmade Assets
Ensures Continuity of
Critical Services

Following the purchase of the peninsula by European settlers from the indigenous Wekkguasegeeck tribe in the 17th century, Hunts Point was gradually settled over centuries by several wealthy landowning families. Construction of the IRT (Interborough Rapid Transit) Pelham Line along Southern Boulevard after World War I ushered in a period of rapid growth in population and construction of multi family residences that transformed the neighborhood.

As more people flocked to Hunts Point, growing awareness of its strategic location for commerce with access to the Tri State region, proximity to existing rail lines, and available land for expansion of industry led to an influx of industrial businesses. As industry grew, however, deteriorating conditions for residents in Hunts Point and across New York City generally led to divestment, arson and the loss of nearly two thirds population in the 1970s.

Today, Hunts Point is a 329 acre area with three wholesale markets, and 150 smaller wholesale operations. The three markets employ approximately 8,000 people and are estimated to generate more than \$5 billion in revenue per year. The Hunts Point Food Distribution Center serves more than 22 million people and 23,000 restaurants in the metropolitan region. The markets handle 60 percent of the city's produce and 50 percent of its meat and fish. The neighborhood, while growing in residential population, suffers from isolation, poverty, poor air quality, environmental degradation and risks to pedestrian safety from the truck traffic in the area.

SHOCK

While Hunts Point only suffered minor flooding during Superstorm Sandy, the event highlighted the area's vulnerability and urgency of protecting the region's largest food distribution center and gave stakeholders the opportunity to make the area more resilient and socially cohesive.

RESPONSE

As part of response and long term recovery, businesses, activists, and community members broke down silos and worked collaboratively to generate more resilient plans for the neighborhood with an eye toward the entire maritime industrial area. The Hunts Point Lifelines project, one winner of the Rebuild by Design competition, demonstrates a model that will provide flood protection, ensure emergency supply chain functionality, improve air and water quality and offer opportunities for community participation and buy in.

The rebuilding and planning effort as well as the leveraging of strong community partnerships has provided an important pathway for sustained, long term engagement.

RESILIENCE-BUILDING EFFORTS

Supports Livelihoods and Employment

- The Hunts Point Food Distribution Center is a major economic hub, creating over 25,000 jobs and providing food to over 22 million people per year, making it the largest food distribution center in the region.

Empowers a Broad Range of Stakeholders | Promotes Cohesive & Engaged Communities

- Planning and project implementation following Hurricane Sandy involved many different stakeholders including members of the Hunts Point community. Opportunities for residents to be involved in the design, development and execution of projects increased awareness and buy-in in the community.

Fosters Long-Term & Integrated Planning

- Post-Sandy planning generated projects that provided benefits to the area as a whole with an eye towards potential risks Hunts Point will face in the future.

Provides and Enhances Natural & Manmade Assets

- Under the Lifelines Plan:
 - Greenspace along the waterfront will provide both flood protection and recreation space for residents.
 - New technology will allow for more efficient cooling for food needing to be refrigerated.
 - New infrastructure will improve air and water quality, provide safe pathways for pedestrians through truck routes and will increase local access to food.

Ensures Continuity of Critical Services

- As the largest food distribution center in the region and its potential to function as a logistics hub and emergency supply chain during times of crisis, the continuity of the Hunts Point Food Distribution Center service is critical.

From: "[Katya Sienkiewicz](mailto:KSienkiewicz@100resilientcities.org)" <KSienkiewicz@100resilientcities.org>

To: "[Mochrie, Paul](mailto:Paul.Mochrie@vancouver.ca)" <Paul.Mochrie@vancouver.ca>

"[McPherson, Katie](mailto:Katie.McPherson@vancouver.ca)" <Katie.McPherson@vancouver.ca>

Date: 3/19/2017 8:02:59 AM

Subject: 100RC Vancouver SOW - ASW

Attachments: 170209_SOW Workshop Vancouver.docx

Hi Paul and Katie –

Hope you are both well. We are about to process our contract with AECOM to cover the April 4th workshop. You may already be aware of this, but we don't usually cover location expenses for Agenda Setting Workshops and ask for the city to identify a space. Since that was not possible in Vancouver's case for space at SFU (and we have been asked for an additional \$340 for a press conference room) we have asked the city team to take on writing part of the post-workshop report to offset these costs. I want to ensure that this is acceptable with you before we process this contract. AECOM has also budgeted a catering menu for approximately 120 people and around 200 were invited so they will be tracking rsvps closely in the upcoming weeks.

Specific section extracted from pg. 10 is below --

1. City Profile Overview – TO BE COMPLETED BY CITY OF VANCOUVER
2. Resilience Case Study for the City – TO BE COMPLETED BY CITY OF VANCOUVER
3. "Resilience narrative" for the City – TO BE COMPLETED BY CITY OF VANCOUVER

Please let me know if you have any questions and looking forward to seeing you this week, Katie!

Best,
Katya

100 RESILIENT CITIES

Statement of Work - Workshop

Attachment to Existing Agreement: The parties agree that this Statement of Work – Task Order (**SOW Task Order**), is to be attached to, become part of, and be governed by the legal agreement signed between **AECOM** (“Consultant”) and Rockefeller Philanthropy Advisors (RPA) which is dated **March 5, 2014**. Subsequent, detailed Work Plans that are produced will be considered sub-SOWs and are governed by the same legal agreement.

Purpose of the Preliminary Task Order:

Consultant is being engaged to support development of an **Agenda-Setting Workshop for City of Vancouver**. The timeline and budget in the Task Order will be updated by the **Statement of Work – Workshop**.

The current expected start date for the Strategy Partner’s engagement in the city is: **April 4, 2017**.

If the Consultant terminates this Agreement twenty-one (21) calendar days or fewer prior to an established workshop date, Consultant will pay RPA a financial penalty of 30,000 USD. A workshop date shall be considered “established” for the purposes of this Section 2 when RPA, the Consultant, and the primary 100RC point of contact within the host city have all three confirmed in writing (email is considered “in writing” for the purpose of this Agreement) to host the city’s workshop on a given date. If there are multiple such agreements in writing, the most recently completed such agreement is what determines the “established workshop date.”

Scope of Services:

(Note: “100RC,” referred to in the bullet points below, is a sponsored project of RPA)

Strategy Partner’s scope of services can include:

Project Management

- Scope and drive completion of any pre-work to be done by Consultant or City prior to the workshop (proposed pre-work to be approved / agreed to in advance by 100RC and the City)
- Create and share with 100RC as soon as possible (and no more than one week after signing an SOW for delivering a particular city’s workshop), a project plan, with key dates and deliverables, for preparing for and delivering the workshop for the City
- Manage to the project plan and approved budget and keep 100RC regularly apprised of progress (at minimum weekly calls with the 100RC Associate Director (“AD”) should be established)
- Prepare and vet with 100RC an overview of planned output documents to be generated from pre-work and workshop delivery (see workshop starter kit from 100RC for example output templates)
- Keep notes for all key meetings related to workshop planning (including ones for which 100RC RM is not in attendance), and share with RM if/as requested by 100RC
- Represent 100RC program and adhere to program and 100RC brand guidelines as directed by 100RC lead

Workshop preparations

- Assess and assimilate local City context through relevant information sources, including existing plans and analyses already completed by City

- Scope/refine the existing draft workshop agenda for the specific City and vet proposed approach with 100RC and the City
- Document observations, formal outcomes and recommendations via the agreed-upon output documents; submit output documents, record of follow up action items, and expenses to 100RC

Workshop logistics

- Manage and deliver (using sub-contractors as needed or desired) all local logistics and supplies for the workshop, including securing venue, refreshments, IT/AV as needed, distribution of invitations, and production of workshop agenda, signage, and other materials needed prior to, during, and after the workshop. Also responsible for translating materials if needed.
- Ensure that the location at which the workshop is to be held is covered by insurance, and that 100RC is named as an additional insured party where appropriate
- Recommend potential workshop participants and key stakeholders and vet invitee list with 100RC and City
- Assist the city with design and dissemination of workshop invitations, if requested
- Ensure that the delivery of the workshop is completed in the native or preferred language of the host city. If the language is not English, Consultant will provide for or arrange for the provision of English translation as well unless specified otherwise by 100RC staff. Draw upon local partners or sub-contractors as needed for language skills (but remember that sub-contracts must be approved by 100RC first)

Responsibilities of 100RC (100RC Associate Director for City Relationships assigned to the host City):

- Provide Consultant with relevant contextual information from the City's application, profile and other briefing material from beginning of 100RC engagement with City
- Onboard and train Consultant on materials prepared to date by 100RC
- Work with City to set expectations and establish Workshop vision and goals
- Understand political and situational nuances in the City; help Consultant and City contacts with navigating and negotiating
- Work with Consultant to guide limited customization for the specific City context. 100RC has ultimate decision rights regarding workshop content and approach, including who (100RC vs. Consultant vs. City leaders) will deliver which portions of the workshop, but 100RC desires and values input from both the City and Consultant and will work closely with both the City and Consultant to build alignment
- Help to mobilize participation from the city Mayor or equivalent and other City leadership
- Oversee and track progress against project plan prepared by Consultant
- Assess Consultant performance and City contributions and the success of the Workshop in achieving the objectives as laid out in the draft workshop guidelines from 100RC
- Ensure adherence to 100RC brand and program goals and internal guidelines
- Ensure and manage follow up actions coming out of the Workshop

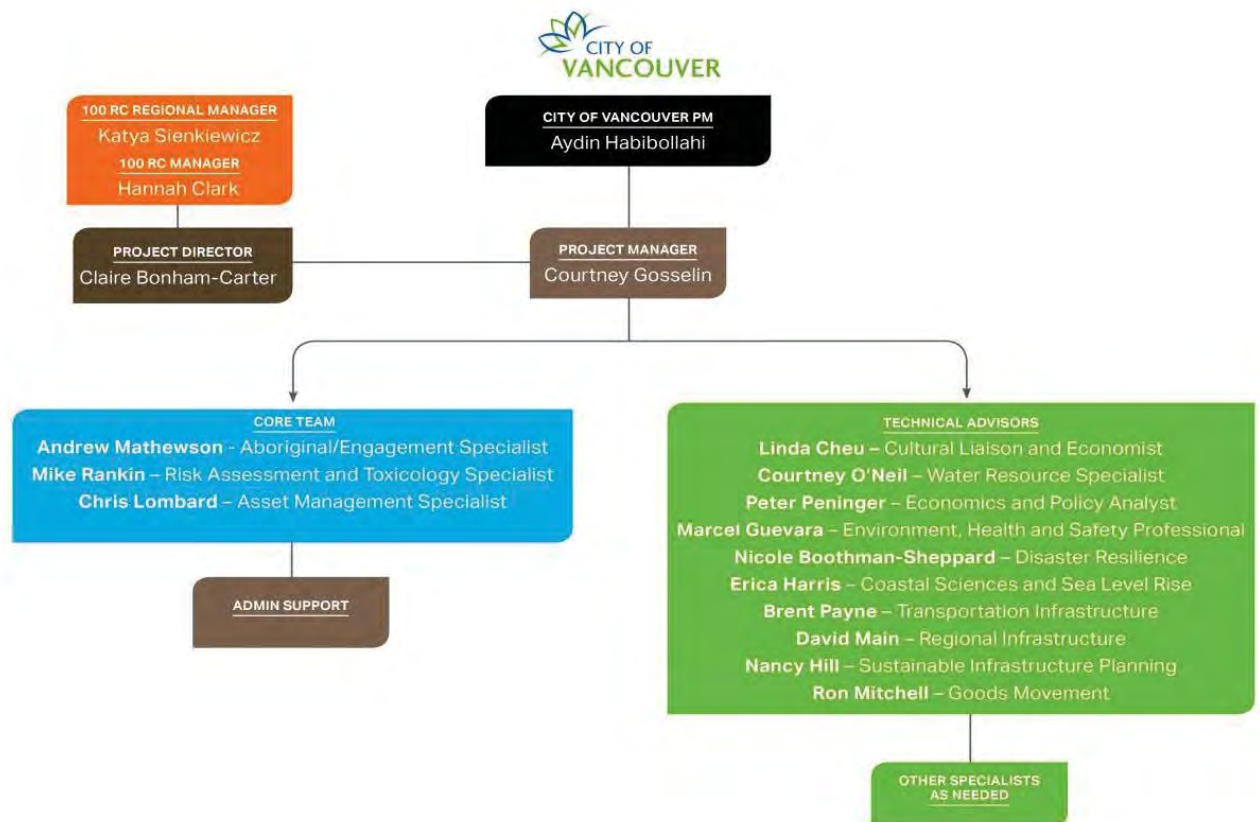
Responsibilities of the host City:

- Identify and share with Consultant and 100RC relevant documents, media materials, and information resources to provide context for the workshop
- Secure active support and participation from the Mayor or Chief Executive, as well as key City leadership and stakeholders, and promote importance of the workshop and 100RC program

- Help to defray costs where possible (e.g. expect to typically use a cost-free City-owned venue for workshop, unless a reasonable venue site isn't available due to dates, spacing constraints or concerns about optics etc. City and 100RC will collectively determine venue appropriateness)
- Help develop the invitation list, and assist with outreach to invited target participants (invitations are typically sent by the Mayor's office and are signed jointly by the Mayor and the President of 100RC)
- Provide input on appropriate local customization of Workshop modules
- Complete and provide any preparatory or other materials asked for by 100RC or Consultant with 100RC approval. **For Vancouver this will include completing the following components for the workshop report:**
 - City Profile Overview
 - Resilience Case Study for the City
 - Preliminary Overview of Plans, Studies, and Initiatives that are Relevant to Resilience
- Provide guidance to 100RC and Consultant about situational and political nuances in the City
- Participate in check-in meetings with Strategy Partner to review and approve proposed agenda, logistics, and times line for workshop

1. Staff plan

The following individuals will lead the work of preparing and delivering these workshops:



Core Team

Claire Bonham-Carter Claire Bonham-Carter is a Principal and Director of Sustainable Development for Building and Places business line for AECOM, based in San Francisco. She has over 18 years' experience working on climate change planning and sustainability strategy projects for a range of public and private sector clients internationally. Her experience includes climate related policy planning for municipalities, as well as sustainability frameworks and feasibility studies for new and existing mixed use communities. She is the global AECOM key contact for 100 Resilient Cities, providing particular input on projects in the US and Latin America. She is working closely with the Francisco Bay Area cities and with Mexico City, San Juan, Dallas and Montreal and liaises regularly with the AECOM team working in Australasia and Europe.

She has worked on climate mitigation and adaptation plans for US cities and transportation agencies including the San Francisco, Seattle, Baltimore and New York, and sustainability design guidelines for plans ranging in scale from downtown areas in San Francisco, New Orleans, and Sao Paulo, to large new communities in Saskatoon, the UK, Singapore, Mexico, Chile and China. She also directs climate vulnerability and risk assessments and adaptation plan projects with assignments completed across the US

Claire set up and manages AECOM's partnership with the Carbon Disclosure Project's Global Cities Program, analyzing the data and providing informational design services. Claire is a member of the ULI's National Sustainability Centre Board, the ULI San Francisco Sustainability Committee and is on the National Ecodistrict's board.

Role: Claire is AECOM's **Project Director** and key point of contact with 100RC and has been working alongside 100RC since the program's inception. She will bring lessons learned from planning and participating in the Agenda Setting Workshops from multiple cities around the globe including Quito, Rome, Christchurch, Melbourne and Chicago, and will ensure that workshop outcomes from each inform the rest of the 100RC Strategy Development process.

Courtney Gosselin, MCIP, Urban Planner/Transit Specialist Courtney is the design manager of the Design, Planning & Economics group in AECOM's Burnaby office. With 13 years of experience, Courtney is proficient in neighbourhood and long-range planning, land use policy development and public engagement and transit project delivery. Her work includes regional and city planning frameworks, infrastructure planning, and community and stakeholder consultation. Courtney has been involved in drafting policy recommendations and action plans for communities such as City of Edmonton Chinatown, Coquitlam's Partington Creek Neighbourhood, the University of British Columbia Endowment Lands and the Township of Langley.

Courtney has intimate knowledge and accomplishment in the field of local area plans and participatory planning. During her time with the City of Saskatoon, she championed and oversaw the creation, implementation and measurement of 12 neighbourhood plans. She also completed a major update to the City's Official Community Plan (OCP) aimed at integrating concepts such as smart growth, wetland management, treaty land entitlements, infill strategy, and transit orientated development, identified through a broad consultation program occurring as part of the OCP update. She received a Federation of Canadian Municipalities Sustainable Communities Award for her work and an ACEC for Innovations in Sustainable Infrastructure. She has lectured at universities and CIP Conferences on participatory planning and frameworks. Courtney is a

Registered Professional Planner in British Columbia and Member of the Canadian Institute of Planners.

Role: Courtney will be the **Project Manager** and key point of contact for both 100RC and the City of Vancouver for the Vancouver team. As the Project Manager, she will manage the work plan and project schedule and budget and regularly communicate progress with 100RC. She will lead facilitators and ensure the design and delivery of the workshop and alignment with 100RC's and the City of Vancouver's objectives.

Chris Lombart, Asset Management Chris is an Asset Management Leader in AECOM's Western Canada practice, specializing in the financial and operational sustainability of infrastructure assets. He has successfully directed large and multi-disciplinary asset management assignments for clients at the national, provincial and municipal government level, as well as for donor funding agencies.

Having worked on a diverse range of asset management projects for clients in Canada, the US, Europe and Africa, he has experience covering major asset types such as health care, highways, bridges, dams, municipal, transit, ports and facilities. His current field of specialization includes the development of financial and risk-based models for the prioritization of capital, and operations and management expenditures across multi-asset portfolios.

Chris is a registered Professional Engineer in British Columbia and an active member of the BC Water and Waste Association and the Canadian Network of Asset Managers.

Role: Chris will serve as **Core Team member** and subject matter expert on Asset Management, supporting Courtney and the team in the design and facilitation of the workshop.

Mike Rankin, Risk Assessment and Toxicology Specialist

Mike has 29 years of Canadian and international consulting and industrial chemical sector experience in human and ecological toxicology and contaminant health risk assessment. He is a Registered Professional Biologist and a committee member of the BC Roster of Contaminated Sites Approved Professionals (CSAP-Risk Specialist). His practice focuses on toxicological risk management, remedial options and sustainability decisions in the context of human, terrestrial, and aquatic receptors and diverse contaminants (e.g., petroleum hydrocarbons, PAHs, metals, chlorinated dioxins/furans, chlorinated solvents).

He is an experienced leader of multidisciplinary teams tasked with resolving regulatory and environmental contaminant issues in environmental and social impact assessment for energy projects, mining projects, contaminated site risk assessment and management, Province of BC regulatory risk assessment guidance for petroleum hydrocarbons, instructor of environmental risk assessment, and regulatory/corporate toxicology reviews. Mike's work in Canada is complemented by his international experience on similar work in the USA, Cuba, Guatemala, Thailand, Vietnam, Laos, Cambodia, Malaysia, Mongolia, Madagascar, Tanzania, Peru and Chile.

Role: Mike will serve as **Core Team member** and subject matter expert on Risk Assessment, supporting Courtney and the team in the design and facilitation of the workshop.

Andrew Mathewson, Aboriginal/Engagement Specialist Andrew is a specialist in Aboriginal and public engagement, participation and social risk management. He leads AECOM's Integrated

Indigenous Services and is a senior member of the Socioeconomics and Engagement Team based in our Burnaby office. Andrew brings over 20 years of experience working with and for industry, government and First Nations in western and central Canada.

He focuses on building effective relationships between clients and stakeholder groups, and has experience developing and delivering project-specific cross-cultural awareness training designed to enhance understanding of Aboriginal history, rights and culture in the context of resource and industrial development. He also has extensive first-hand experience supporting Aboriginal groups in project activities through training, employment and contracting. A collaborative problem-solver with extensive on-the-ground experience as a facilitator, Andrew is an innovator in public and Aboriginal engagement, consultations and corporate social responsibility best practices.

Role: Andrew will serve as **Core Team member** and subject matter expert on Aboriginal/Engagement Specialist, supporting Courtney and the team in the design and facilitation of the workshop.

Technical Specialists/Facilitators

Courtney O’Neil, PE, CFM, Water Resources Specialist Courtney O’Neil is a Civil and Environmental Engineer specializing in water resources planning. She has a Master’s degree in Water Supply Planning from the University of Washington, where she worked in the Water Resources Management and Drought Planning group downscaling general circulation models (GCM) for their use in hydrologic models, and researching and evaluating climate change impacts to the Pacific Northwest. As a graduate researcher, she participated in the Climate Change Technical Committee for the King County Regional Water Supply Planning Process, and used this experience to evaluate the stakeholder involvement process of including climate change forecasts into water supply planning models.

Her experience with AECOM includes climate change risk assessments, reservoir system and hydrologic modeling, river hydraulics, dam failure analysis, flood inundation mapping, and stormwater modeling. As the lead reservoir system modeler for a new water supply reservoir in the state of Georgia, she coordinated extensively with stakeholders from multiple agencies and facilitated technical discussions between multiple disciplines. The results from her modeling efforts were used to evaluate the downstream hydrological impacts, water quality, shoreline erosion, fish habitat restoration, recreational use, navigation, as well as impacts to aquatic resources and her experience relating technical information to a variety of audiences helped streamline the planning process.

Courtney’s broad array of technical and analytical skills have proven valuable to several large-scale multidisciplinary projects, including infrastructure reliability, urban design, and master planning, flood protection, and environmental impact assessments. Her most recent work includes an Infrastructure Reliability Plan for Santa Clara Valley Water District which evaluated the impacts of climate change and seismic hazards to the water supply system.

Role: Courtney will serve as subject matter expert on water resource issues and support Courtney Gosselin.

Paul Peninger, Economics and Policy Analyst Paul Peninger specializes in applying rigorous economic analysis to innovative urban policy and implementation projects. He has more than 20 years of experience in real estate feasibility analysis, city planning, affordable housing and community economic development.

Paul's experience in the Puget Sound region dates to 2000 when he was a part of a team that completed a comprehensive housing survey and policy toolkit for the King County Growth Management Planning Council. He has since developed extensive experience working in the City of Seattle and surrounding jurisdictions in the areas of transit-oriented development, affordable housing policy, equitable development and community planning.

Before joining AECOM, Paul was the owner of a real estate and housing policy consulting practice. His firm focused on the policy and planning intersections between economic feasibility and sustainable development, including resiliency. Prior to that, Paul led planning and economic development assignments in the Pacific Northwest, California, New York and the Mid-Atlantic region with BAE Urban Economics. In addition, he has extensive experience in the community development finance and affordable housing sectors. He has been an appointed lecturer in land economics for the Master of Urban Design program at the University of California, Berkeley since 2002.

Role: Paul will serve as subject matter expert on issues related to socioeconomic equity. He may also serve as a workshop facilitator.

Nancy Hill, Facilitator and Technical Advisor (Sustainable Infrastructure Planning) Nancy combines a strong technical background with project management skills to lead projects from planning to implementation for municipalities, regional and federal governmental agencies and large multinational companies. She has 20 years of experience leading multidisciplinary teams in the areas of stormwater management, municipal infrastructure, asset management, and urban design. Within these areas, Nancy has been involved in strategic planning, development of policies, procedures and regulations, project management, organizational management, public consultation, design, and construction. Nancy was the co-leader in the State-of-Good-Repair Analysis and Asset Management Project for TransLink in Metro Vancouver which considered seismic and climate change impacts on critical transit assets across the region.

Nancy has also successfully managed the completion of stormwater plans and management strategies for the Cities of Burnaby and Surrey, Burnaby Mountain, the University Endowment Lands, and the UniverCity development of Simon Fraser University.

Nancy is also a trained facilitator and has conducted over 20 consultation workshops in the area of stormwater management and sustainable urban design. Nancy has been the lead facilitator of the Stormwater Task Force of the National Water and Wastewater Benchmarking Initiative since 2008, which benchmarks stormwater practices across Canada and shares best practices between municipalities. Nancy previously worked for the City of Vancouver where she developed the first inter-departmental committee on rainwater management.

Role: Nancy will serve as subject matter expert on issues related to sustainable infrastructure planning. She may also serve as a workshop facilitator.

Additional Support Personnel

Other advisors who can be drawn on for the workshop or future phases include:

Marcel Guevara, Facilitator and Project Support (Environmental, Health and Safety)

Marcel is an environmental, health and safety (EHS) specialist with over 20 years of experience in technical and administrative management of petroleum, energy, mining and industrial projects. He has extensive experience in all aspects of EHS management systems including design and development, compliance assurance, conducting audits, and ensuring a cycle of continuous improvements. Marcel has extensive experience in emergency preparedness and response for large industrial developments, including hazard identification, major scenario selection, risk assessment and management. He has led the development of emergency response and tactical plans, coordinated volunteer emergency response teams, managed emergency drills, and participated in major international oil spills mobilization exercises in the Caribbean and North America.

Marcel's EHS experience is both national (Alberta, British Columbia, Manitoba, Saskatchewan and Yukon Territory) and international in scope (USA, Caribbean, Latin America, Norway and the United Kingdom). Marcel is fluent in English and Spanish.

Nicole Boothman-Sheppard, Facilitator and Technical Advisor (Disaster Resilience)

Nicole advises governments, communities and industry on strategic enterprise risk reduction. She is a Resilience Strategist and Senior Policy Advisor at AECOM who assists clients in optimizing strategic financial investments in infrastructure and buildings as well the provision of essential government services. She is a nationally recognized expert in US and Canadian federal funding and policy for disaster recovery and resilience. Her work has enabled local governments and communities to leverage over \$6B in federal disaster funds for resilient infrastructure and capital assets for schools and universities, roads, utilities, hospitals, public buildings, and community-based assets from US FEMA, Federal Highways Administration, Housing and Urban Development Community Development Block-Grants, as well as funds from the US Departments of Education, Health and Human Services and Agriculture and Canadian Federal and Alberta Provincial funding.

Nicole is a skilled facilitator known for simplifying highly complex financial, regulatory, policy, and engineering matters and brokering robust agreements known for balancing risk with innovation and that stand the test of time. Prior to major shocks, she works with communities to identify vulnerabilities and opportunities for risk reduction to avoid or attenuate impacts and mitigate chronic environmental, economic and social stressors. After a major or catastrophic event, her focus is on assessing damage impacts, facilitating holistic recovery planning, negotiating maximum eligible funding, advancing transformative recovery, and structuring program management to truncate recovery time while promoting best value decisions.

Erica Harris, Technical Advisor (Coastal Sciences and Sea Level Rise)

Erica Harris is a coastal scientist specializing in nearshore processes, coastal hazards, and the influence of an evolving climate on the coastal environment. Her experience with AECOM includes flood and erosion analysis due to large storms, inundation mapping, risk and vulnerability assessments of coastal assets, climate change resilience planning, and adaptation strategy development. She has served in key technical roles on numerous high-profile coastal climate adaptation studies, including the development of a sea level rise risk and economic evaluation for the Capital Regional District in British Columbia; a climate adaptation and coastal resiliency strategy for the Port of Long Beach; a climate adaptation vulnerability assessment and planning project for the San Francisco Public Utilities Commission; and a climate adaptation plan for Silicon Valley.

In addition to her scientific technical expertise, Erica has an understanding of the national and local guidance and policies surrounding sea level rise adaptation and has served as a lead

contributor on the sea level rise amendment of San Francisco's planning regulatory framework called the Local Coastal Program. She has also contributed to the San Francisco Sea Level Rise Action Plan (developed under the San Francisco 100 Resilient Cities project), and is currently serving as a contributor to the Oakland 100 Resilient Cities sea level rise task.

Prior to AECOM, Erica earned a Masters degree in oceanography emphasizing in coastal hazards. Her graduate research focused on the development of an approach to incorporate climate change projections into multi-hazard coastal vulnerability assessments while considering short- and long-term planning horizons.

David Main, Facilitator and Technical Advisor (Water, Wastewater, Stormwater Infrastructure)

David is one of Canada's leading experts in water utility management and planning. Through his participation as the overall director of the award winning National Water and Wastewater Benchmarking Initiative, he has worked with every major water utility in Canada in a wide variety of strategic management projects including: performance management systems, best practice design and implementation; design of strategic planning models; design of strategic information plans; capital asset management planning systems; and the development of cost allocation and utility pricing strategies.

David has directed AECOM's consulting practice in Asset Management in Western Canada for 15 years since he left the Greater Vancouver Regional District in 2000. With 25 years of business experience, he has specialized in assisting water utilities throughout North America improve productivity and performance through better business planning and management processes. He has been involved in a wide variety of strategic management projects including: performance management systems, best practice design and implementation; design of strategic planning models; capital asset management planning systems; and the development of cost allocation and utility pricing strategies to insure sustainability and equity.

David is a member of the BC Local Government Asset Management Working Group and serves on the Technical Committee of the International Water Association's Global Water Benchmarking Committee. He is also the current president of BC Water and Waste Water Association (BCWWA).

Brent Payne, Technical Advisor (Transportation Infrastructure)

Brent has 22 years of industry experience in transportation infrastructure and civil engineer. He is the Senior Manager and Transportation Operations Leader for AECOM in BC, and leads a team to deliver high-quality, sustainable design solutions for transportation and infrastructure design and construction disciplines. His project experience includes provincial and municipal roadway and structural design, site development and survey, heavy industrial, 287/500 kV transmission lines, retail developments and environmental projects.

Brent is fluent across a broad range of industry standards, including TAC, BC MOT Supplement, MFLNRO, AIT standards, MMCD. He employs best management design practices, environmental and LEED objectives in his project design work. He has worked extensively on projects throughout British Columbia, Western Canada, the Territories and Southern United States.

Ron Mitchell, Technical Advisor (Goods Movement, Rail and Hazardous Materials Transportation)

Ron is AECOM's Western Canada lead on rail transportation and engineering. He has over 40 years of railway engineering and operating experience, providing him with a solid grounding in the principles and practices used by heavy haul railways. He has lived and worked in the Vancouver region for over 30 years, providing him with extensive knowledge of the Vancouver rail network and industrial terminals served by road and/or rail.

He has also developed an extensive understanding of hazardous materials transportation, having worked directly with Canadian Pacific Railways for 20 years across Canada, and for 15 years in railway safety oversight at Transport Canada, the Canadian government's railway safety regulator. Ron is a registered/licensed professional engineer in Ontario, Alberta and British Columbia and is a member of the American Association of Railway Superintendents and American Railway Engineering and Maintenance-of-Way Association.

Outside of his professional responsibilities, Ron is also a lifetime and active member of the BC chapter of the Kinsmen Club, a non-charitable organization of Canadian service clubs serving community needs. In BC, the chapter works by providing assisted living programming and raising funds to meet the needs of severely physically disabled people.

2. Key Deliverables:

The following Deliverables must be completed and returned to 100RC before payment will be made for the workshop project.

a) Pre-Workshop Deliverables

Due 1 week after Contracting

- Draft Work Plan

Due 1 week after the Onboarding Call

- Work Plan (ongoing)
- Staff Plan

Due 1 week after the Kick Off Call

- Save the date
- Master Stakeholder List
- Draft Invitation

Due 4 Weeks before the Workshop

- Invitation to Workshop (and reception if applicable)
- Draft Workshop Agenda

Due 3 weeks before the Workshop:

- Final Workshop Agenda
- Workshop Logistics Plan
- Schedule of Ancillary Events (if applicable)

Due 2 weeks before the workshop

- Facilitation Plan

Due 1 week before the workshop

- Run Sheet
- Final Workshop Presentations/Handouts/Collateral
- Pre Workshop Interview and/or Survey Findings (optional)

b) Post-Workshop Deliverables

(Note: All post workshop deliverables are due 2 weeks following the workshop.)

The final deliverable will be a Workshop Report with the following **Table of Contents**:

1. Summary and Assessment of the Workshop
2. City Profile Overview (to be provided by City of Vancouver)
3. Resilience Case Study for the City (to be provided by City of Vancouver)
4. “Resilience narrative” for the City
5. List of Assessment of Key Shocks and Stresses
6. Preliminary Overview of Plans, Studies, and Initiatives that are Relevant to Resilience (to be provided by City of Vancouver)
7. Additional Insights about Context to Lay Ground for the Strategy Phase
8. Priority Stakeholder List Recommendations
9. Key Resilience Opportunities for the City and Next Steps
10. Appendices:
 - a) Consultant Self-assessment
 - b) Workshop Reporting Form
 - c) Final master Stakeholder List (including Workshop attendees and target stakeholder recommendations)
 - d) Final Work Plan
 - e) Results of all breakout sessions (shocks and stresses, city self-assessment, etc.)
 - f) Pre-workshop interviews findings and analysis (if applicable)
 - g) In-workshop Survey (if applicable)
 - h) All final produced materials (invitation, agenda, handouts, banners etc.)
 - i) Photos (can be sent separately)

The Workshop Report will be circulated to the city and other stakeholders, but the Appendices may be removed prior to circulation. The exact contents of what is to be circulated will be decided between the CRO and the 100RC Associate Director.

The Consultant and Associate Director will also agree what languages the Workshop Report (or sections of it) will be delivered to 100RC.

3. Timeline:

The following is the approximate timeline for deliverables in the Workshop Planning Process.



4. Budget:

The professional service fees and related expenses for completion of the Agenda-Setting Workshop are:

Workshop Activity	Staff member/position	No. of Hours*	Hourly Staff rate	Subtotal (by staff member)
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Project Management	Claire Bonham-Carter	10	\$263.00	\$2,630.00
	Courtney Gosselin	22	\$125.00	\$2,750.00
	Admin	12	\$66.00	\$792.00
Subtotal				\$6,172.00

Workshop Preparation	Claire Bonham-Carter	6	\$263.00	\$1,578.00
	Courtney Gosselin	24	\$125.00	\$3,000.00
	Chris Lombart	9	\$160.00	\$1,440.00
	Mike Rankin	4	\$184.00	\$736.00
	Andrew Mathewson	4	\$147.00	\$588.00
	Other Facilitator	4	\$120.00	\$480.00
	Nancy Hill	4	\$126.00	\$504.00
	Admin	30	\$66.00	\$1,980.00
Subtotal				\$10,306.00

Workshop Implementation	Claire Bonham-Carter	8	\$263.00	\$2,104.00
	Courtney Gosselin	8	\$125.00	\$1,000.00
	Other Facilitator	8	\$120.00	\$960.00

	Chris Lombart	8	\$160.00	\$1,280.00
	Paul Penninger	8	\$220.00	\$1,176.00
	Nancy Hill	8	\$126.00	\$1,760.00
	Andrew Mathewson	8	\$147.00	\$1,008.00
Subtotal				\$9,288.00

Workshop Report	Claire Bonham-Carter	2	\$263.00	\$526.00
	Courtney Gosselin	16	\$125	\$2,000.00
	Chris Lombart	9	\$160.00	\$1,440.00
	Nancy Hill	16	\$126.00	\$2,016.00
	Admin	11	\$66.00	\$660.00
Subtotal				\$6,708.00

AECOM expenses	Estimates	Explanation
Travel	\$ 1,533.20	Flight for Claire, Paul for taxi + meals+ hotel
AV costs	\$540	AV, Microphones, Screens
Printing & Workshop materials	\$ 612.00	Banner + Printing booklets, flip charts, note books, easels, pens, polling, etc.
Catering	\$2,858.40	Light Breakfast, Beverage Service, Lunch, Snacks, China Service (120 people)
Venue	\$1,575	SFU Rooms Rental
CAD Taxes	\$801.31	12%
Total Expenses	\$ 7,478.91	

Total (USD)	\$39,952.91
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* A day is considered to be 8 working hours.

It is the Consultant's responsibility to provide an update on budgetary spend to 100RC.

Any change in budget must be communicated to the Associate Director and the Strategy Partner Lead in writing prior to incurring any additional costs. Any agreed increased in budget must be documented in an SOW Amendment which will be countersigned by both parties and fall under the same terms and conditions as this SOW.

5. Payment Schedule

Expenses will be reimbursed at cost upon submission of receipts. Receipts are required for all expenses over USD \$25 as per the agreed Master Contract.

Milestone	Comments	Invoicing process	Payment process
100RC Sign off of detailed Agenda-Setting Workshop Report by the Consultant.	Consultant should clearly communicate to the RM when the Agenda-Setting Workshop report will be complete.	Consultant to invoice 100RC for 100% of fees and all agreed expenses, within 30 days of completion of deliverable.	100RC to pay within 30 days of receipt of invoice.

AGREED TO AND ACCEPTED ON:

This [REDACTED], day of [REDACTED], 2017

By: _____

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

By: _____

Eric Haase
Vice President
AECOM