

# 2018 Resilient Cities Summit

## Resilience and Public/Private Partnerships

JULY 15–17, 2018

MANHATTAN BEACH, CALIFORNIA





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The ULI Center for Sustainability and Economic Performance is dedicated to creating healthy, resilient, and high-performance communities around the world. Through the work of ULI's Greenprint Center for Building Performance and the Urban Resilience program, the Center for Sustainability and Economic Performance advances knowledge and catalyzes the adoption of transformative market practice and policies.

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The National League of Cities (NLC) is the nation's leading advocacy organization devoted to strengthening and promoting cities as centers of opportunity, leadership, and governance. Through its membership and partnerships with state municipal leagues, NLC serves as a resource and advocate for more than 19,000 cities and towns and more than 218 million Americans.

NLC's Center for City Solutions and Applied Research provides research and analysis on key topics and trends important to cities, creative solutions to improve the quality of life in communities, inspiration and ideas for local officials to use in tackling tough issues, and opportunities for city leaders to connect with peers, share experiences, and learn about innovative approaches in cities.

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The U.S. Green Building Council (USGBC) is a nonprofit organization committed to transforming the way all buildings and communities are designed, built, and operated to support a sustainable, resilient, and prosperous environment for all. USGBC works toward its mission of market transformation through its LEED green building program, robust educational offerings, an international network of local community leaders, the annual Greenbuild International Conference & Expo, the Center for Green Schools, and advocacy supporting public policy that encourages and enables green buildings and communities. USGBC serves a diverse marketplace, and its LEED green building program is the foremost program for green building in the world—saving money for families, businesses, and taxpayers; reducing carbon emissions; and contributing to a healthier environment.

**[usgbc.org](http://usgbc.org)**

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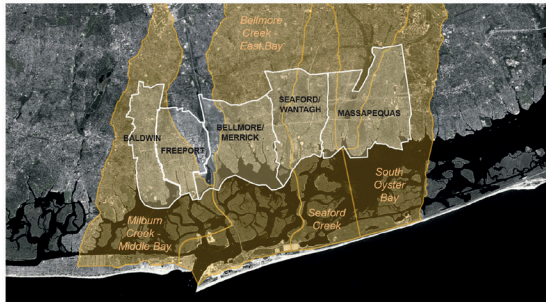


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# ARUP

## Shaping resilient cities

A global design and consulting leader in the built environment, Arup collaborates with municipalities, developers, architects, and partners like C40 and The Rockefeller Foundation to improve urban sustainability and resilience. Our offices in the Americas region draw upon a 12,000-strong global network of practitioners and thought leaders to help municipalities achieve their goals within existing legislative and planning paradigms — or shape new ones. With a strong understanding of the factors that make cities resilient as well as deep practical experience at all scales of design, we help cities and towns better prepare for the shocks and stresses of a rapidly changing environment.



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# OVERVIEW OF THE 2018 RESILIENT CITIES SUMMIT

In summer 2018, a group of mayors, senior city officials, and nationally recognized resilience experts from the public and private sectors gathered in Manhattan Beach, California, for the Resilient Cities Summit, hosted by the National League of Cities, the Urban Land Institute, and the U.S. Green Building Council.

The 75 participants from across the United States explored how cities can be better prepared for expected climate- and weather-related risk and achieve greater resilience by sharing best practices, discussing obstacles, and forging new relationships, including via public/private partnerships (PPPs).

After a successful 2017 summit focused on financing resilient infrastructure, the 2018 summit examined PPPs and the opportunities they present for enhancing city resilience and delivering sustainable land use, development, and infrastructure projects.



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Tyrone Rachal of Urban Key Capital Partners and Clay Gantz of Manatt Phelps & Phillips LLP share how to establish working relationships between the public and private sectors, as discussed in the 2016 ULI publication *Successful Public/Private Partnerships*.



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Participants at the 2018 Resilient Cities Summit.

## WHAT IS RESILIENCE?

According to the Urban Land Institute, U.S. Green Building Council, and National League of Cities, the definition of resilience is “the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events.”

As severe weather events become more frequent and intense due to climate change, disruptions and stressors become a common concern for city officials and residents alike. Addressing these issues requires projects, programs, and infrastructure investments that offer multiple economic, environmental, and social co-benefits. The ability of a city to bounce back from severe weather events ultimately benefits everyone, providing evidence that bringing the concept of resilience to fruition is key to solving problems now and preventing hardship in the future.

## WHAT IS THE RESILIENT CITIES SUMMIT?

The purpose of the Resilient Cities Summit is to offer mayors, local elected officials, and senior city officials access to the people, tools, and resources necessary to advance resilience in their cities.

The Resilient Cities Summit is an annual gathering comprising two days of learning, conversing, and problem solving that address the importance and various challenges of creating more resilient cities. Participants in the summit include mayors from across the United States, other local elected officials, high-level members of city staffs, and leaders from the private sector and the nonprofit community specializing in infrastructure finance, resilience, design, sustainability, and real estate development.

Sessions include keynote conversations, short “ignite”-style presentations to spark dialogue, and breakout groups to explore capital improvement planning, infrastructure finance, and implementation strategies to build more resilient communities.

Discussion during the summit examined the role that local governments, banks, developers, designers, and other institutions play in resilience planning and action, including how investing in resilience can generate long-term benefits for all. Participants also discussed how cities can use PPP models to manage infrastructure and incentivize better development and land use approaches in order to leave an enduring legacy for future generations.



Brian Swett, left, director of cities and sustainable real estate at ARUP, moderates a panel with Joshua Schank, chief innovation officer of the Los Angeles County Metropolitan Transportation Authority, and Marissa Aho, chief resilience officer for Los Angeles. Schank and Aho discussed their experiences working with successful public/private partnerships.



Veronica Soto of Emerald Cities Collaborative and Damaris Reyes of Good Ole Lower East Side share best practices for effective community engagement in development partnerships.

# A FOCUS ON PUBLIC/PRIVATE PARTNERSHIPS

Over the course of the two-day event, summit participants exchanged ideas, discussed challenges, and cited examples of financing resilient infrastructure and projects through PPPs. A PPP is a creative financing strategy that involves an alliance between a government entity and private-sector players to achieve a common goal. Incorporating resilience into this partnership presents an opportunity to deliver sustainable land use, development, and infrastructure projects that can help cities adapt to and mitigate the impacts of climate change and other social and environmental vulnerabilities.

To delve further into the topic, participants took part in several sessions that encouraged a holistic and fruitful discussion of achieving resilient PPPs in their cities. A summary of the program follows.

## The Foundations of Resilience PPPs

The summit opened with a keynote speech by **Mami Hara**, general manager of Seattle Public Utilities, who has spent her career advancing sustainable and resilient water management strategies and partnerships in both the public and private sectors. Hara explored the concept of community-based PPPs for resilience and spoke about some of the drivers creating the more fragile context that all governments are having to deal with, including income stratification, a shrinking middle class, climate change, diminishing funds, an aging workforce, and lack of diversity and equity in decision-making groups.



Keynote speaker Mami Hara opens the 2018 Resilient Cities Summit, grounding the dialogue in why partnerships are key to enhancing resilience.

## Exploring PPPs: What Works?

This session offered participants an opportunity to discuss specific tools and principles of PPPs. **Tyrone Rachal** of Urban Key Capital Partners and **Clay Gantz** of Manatt, Phelps & Phillips, two members of ULI's Public/Private Partnership Council, introduced the recent ULI report *Successful Public/Private Partnerships: From Principles to Practices* and shared the “nuts and bolts” of applying different processes and tools in varied contexts.

## Breakout Session: Making PPPs Work for You

Breakout groups, including groups of elected official city staff, and expert practitioners, explored opportunities in their cities that are ripe for PPPs and relevant to enhancing resilience, and shared input and feedback on how to overcome barriers and pitfalls in projects.

## Achieving Resilience Benefits for the Whole Community

This session focused on answers to such questions as: What are cities already investing in to encourage equitable development, and how can partnerships be used to encourage this? and How can community benefit agreements (CBAs) and other types of partnerships with community groups remain successful, and how are you measuring success? **Damaris Reyes**, executive director of GOLES (Good Old Lower East Side) Inc., and **Veronica Soto**, program director of Emerald Cities Collaborative, shared their experiences using CBAs and similar tools to focus on partnerships to encourage equitable development.

## Spotlight on Effective Resilience Partnerships in the Los Angeles Region

During this session, participants heard first-hand experiences from experts and city staff working in the Los Angeles region on successful PPPs. **Brian Swett** of ARUP, who is acting as an adviser on the Los Angeles sustainability plan, was joined by **Marissa Aho**, chief resilience officer of Los Angeles, and **Joshua Schank**, chief innovation officer for the Los Angeles County Metropolitan Transportation Authority (LA Metro), to share lessons learned that are applicable to cities of different sizes and contexts and how to identify projects that are the right structural fit to support community building.

## Putting the Pieces Together

Closing keynote speaker **James Lee Witt**, former White House Cabinet member as the director of the Federal Emergency Management Agency (FEMA), provided concluding remarks to the summit and led a conversation bringing together themes from the event, drawing from decades of experience in disaster management, preparedness, and leadership. Participants were left with a call to action to use what they learned during the summit to encourage partnerships to strengthen resilience in their communities.



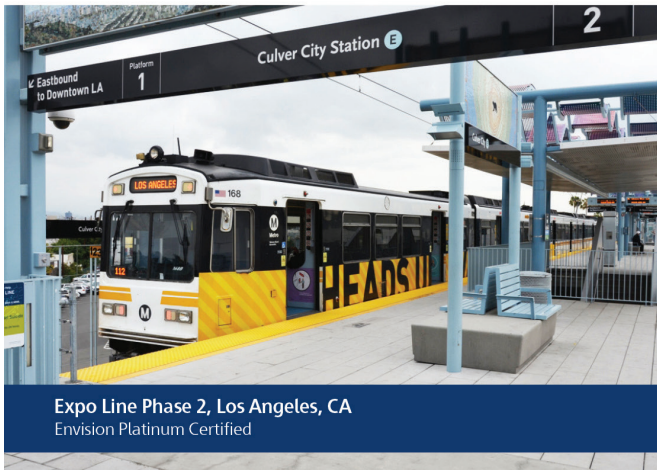


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# ACKNOWLEDGMENTS



Joe Buscaino  
**Summit Host**  
Council Member, Los Angeles,  
California



Mami Hara  
**Keynote Speaker**  
General Manager, Seattle  
Public Utilities



James Lee Witt  
**Keynote Speaker**  
Founder, Witt Global Partners



Lynn Ross  
**Summit Facilitator**  
Founder, Spirit for Change  
Consulting



Cyndy Andrus  
Mayor, Bozeman, Montana



Ravinder Bhalla  
Mayor, Hoboken, New Jersey

We would like to thank our host, **Council Member Joe Buscaino** of Los Angeles, as well as our keynote speakers for the event—**Mami Hara**, general manager/chief executive officer of Seattle Public Utilities, and **James Lee Witt**, founder of Witt Global Partners and former White House Cabinet member as director of the Federal Emergency Management Agency (FEMA)—for inspiring this year’s group of city leaders, businesses, and nongovernmental organizations from across the United States to convene to discuss resilience in our nation’s cities. We would also like to thank Lynn Ross, founder and principal of Spirit for Change Consulting LLC, for facilitating fruitful discussion throughout the Resilient Cities Summit.

We are grateful for the leadership of the mayors and local government leaders on this critical issue and for this opportunity to elevate their outstanding work and discuss solutions to implement strategies to build local resilience. We would also like to thank the 2018 Resilient Cities Summit participants, listed on the following pages.

## Mayors and City Officials

**Cyndy Andrus**, Mayor, Bozeman, Montana

**Ravinder Bhalla**, Mayor, Hoboken, New Jersey

**David Bobzien**, Council Member, Reno, Nevada

**Joe Buscaino**, Council Member, Los Angeles, California

**Chris Coursey**, Mayor, Santa Rosa, California

**Pauline Cutter**, Mayor, San Leandro, California

**Tameika Devine**, Mayor Pro Tem, Columbia, South Carolina

**Karen Freeman Wilson**, Mayor, Gary, Indiana

**Mark Mitchell**, Mayor, Tempe, Arizona

**Steve Noble**, Mayor, Kingston, New York

**Ana Sandoval**, Council Member, San Antonio, Texas

**Steve Skadron**, Mayor, Aspen, Colorado

**Thomas Small**, Mayor, Culver City, California

**Mark Stodola**, Mayor, Little Rock, Arkansas

## City Staff

- Marissa Aho**, Chief Resilience Officer, Los Angeles, California  
**Imogen Ainsworth**, Sustainability Coordinator, Durango, Colorado  
**Lynne Barker**, Sustainability Manager, Reno, Nevada  
**Sally Barros**, Sustainability Manager, San Leandro, California  
**Alison Becker**, Senior Adviser, Los Angeles, California  
**Kizzy Charles-Guzmán**, Deputy Director, Mayor’s Office of Recovery and Resiliency, New York, New York  
**Jenny Chavez**, Chief of Staff, Los Angeles, California  
**Phyllis Dickerson**, Chief of Staff, Little Rock, Arkansas  
**David Guhin**, Assistant City Manager, Santa Rosa, California  
**Kevin Hall**, Assistant City Manager, Durango, Colorado  
**Krista Hampton**, Director, Planning and Development Services, Columbia, South Carolina  
**Mami Hara**, General Manager, Seattle Public Utilities  
**Trey Jacobson**, Chief of Staff, San Antonio, Texas  
**Justin Kates**, Director of Emergency Management, Nashua, New Hampshire  
**Braden Kay**, Sustainability Program Manager, Tempe, Arizona  
**Julie Noble**, Environmental Education and Sustainability Coordinator, Kingston, New York  
**Edwin Revell**, Deputy Director, Birmingham, Alabama  
**Joshua Schank**, Chief Innovation Officer, Los Angeles County Metropolitan Transportation Authority, Los Angeles, California  
**Caleb Stratton**, Chief Resilience Officer, Hoboken, New Jersey  
**Andrea Surrat**, City Manager, Bozeman, Montana



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ULI members and staff, including leaders from the ULI Public/Private Partnership Council, joined mayors, elected officials, and senior city staff from across the country to explore resilience and public/private partnerships at the 2018 Resilient Cities Summit.



Chris Coursey  
Mayor, Santa Rosa, California



Pauline Cutter  
Mayor, San Leandro, California



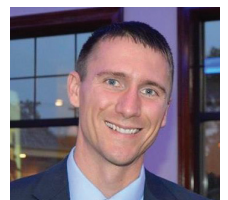
Tameika Devine  
Mayor Pro Tem, Columbia, South Carolina



Karen Freeman Wilson  
Mayor, Gary, Indiana



Mark Mitchell  
Mayor, Tempe, Arizona



Steve Noble  
Mayor, Kingston, New York

## Experts

**Jessica Boehland**, Senior Program Officer, Kresge Foundation

**Liz Doris**, Indian Energy Senior Project Leader, National Renewable Energy Laboratory (NREL)

**Clay Gantz**, Partner, Manatt Phelps & Phillips LLP

**Stephanie Gidigbi**, Policy, Capacity, and Systems Change Director, Natural Resources Defense Council (NRDC)

**Calvin Gladney**, President and Chief Executive Officer, Smart Growth America

**Elizabeth Heider**, Chief Sustainability Officer, Skanska

**Eliza Hotchkiss**, Resilience and Recovery Lead, National Renewable Energy Laboratory (NREL)

**Masako Ikegami**, Associate, SWA

**Daniel Kreeger**, Executive Director, Association of Climate Change Officers

**Eric Lesinger**, Founder and Chief Executive Officer, Quantified Ventures

**Sharon Madison**, Chief Executive Officer, Madison Companies

**Rachel Moscovich**, Associate, Integral Group

**Doug Pierce**, Global Resilience Lab Codirector, Perkins + Will

**Chris Pyke**, Research Officer, GRESB; Adjunct Lecturer, Georgetown University

**Tyrone Rachal**, President, Urban Key Capital Partners

**Damaris Reyes**, Executive Director, GOLES (Good Old Lower East Side) Inc.

**Stephanie Rico**, Senior Vice President, Wells Fargo

**Mark Rodgers**, Vice President, YGreene

**Heather Rosenberg**, Founder, Building Resilience Network

**Lynn Ross**, Founder, Spirit for Change Consulting

**Michael Ruane**, Executive Vice President, National Community Renaissance (National CORE)

**Ken Ryan**, Principal, KTG Architecture + Planning

**Veronica Soto**, Program Director, Emerald Cities Collaborative

**Rod Sweetman**, Partner, Witt Global Partners

**Brian Swett**, Director of Cities and Sustainable Real Estate, ARUP

**Judith Taylor**, Partner, HR&A Advisors Inc.

**Walker Wells**, Executive Director, Global Green USA

**James Lee Witt**, Founder, Witt Global Partners

## Program Staff

**Paul Bernard**, Executive Vice President, Advisory Services, Urban Land Institute

**Alysson Blackwelder**, Project Manager, Advocacy and Policy, U.S. Green Building Council

**Marty Borko**, Executive Director, ULI Los Angeles

**Katharine Burgess**, Senior Director, Urban Resilience, Urban Land Institute

**Laura Cofsky**, Communications Specialist, National League of Cities

**Carrie Dietrich**, Program Manager, Conferences and Meetings, National League of Cities

**William Grayson**, Executive Director, Center for Sustainability and Economic Performance, Urban Land Institute

**Dominique Hargreaves**, Executive Director, USGBC Los Angeles Chapter

**Cooper Martin**, Program Director, Sustainable Cities Institute, National League of Cities

**Brooks Rainwater**, Senior Executive and Director, Center for City Solutions, National League of Cities

**Leah Sheppard**, Associate, Urban Resilience, Urban Land Institute

**Jamie Statter**, Vice President, Strategic Relationships, U.S. Green Building Council

## ULI Production Team

**Brandon Weil**, Art Director

**James A. Mulligan**, Senior Editor

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### EVENT CONTACTS:

**Katharine Burgess, ULI**  
katharine.burgess@uli.org

**Cooper Martin, NLC**  
cmartin@nlc.org

**Alysson Blackwelder, USGBC**  
ablackwelder@usgbc.org



2001 L Street, NW  
Suite 200  
Washington, DC 20036-4948  
1-800-321-5011  
uli.org



2101 L Street, NW  
Suite 500  
Washington, DC 20037  
1-800-795-1747  
usgbc.org



660 North Capitol Street, NW  
Suite 450  
Washington, DC 20001  
1-877-827-2385  
nlc.org