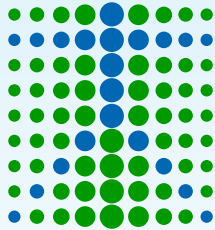


City Resilient

*A New Civic Movement:
Prosperous, Sustainable, Green*



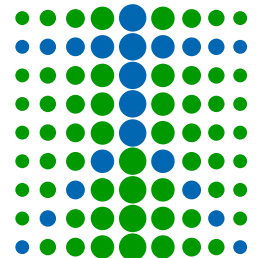
Partners for
Livable Communities





About Partners for Livable Communities

Partners for Livable Communities is a nonprofit leadership organization working to improve the livability of communities by promoting quality of life, economic development, and social equity. Since its founding in 1977, Partners has helped communities set a common vision for the future, discover and use new resources for community and economic development, and build public/private coalitions to further their goals. Partners promotes livable communities through technical assistance, leadership training, workshops, charettes, research, and publications. More than 1,200 individuals and groups from local, state, national, international, public and private and media organizations make up Partners' resource network and share innovative ideas on livability and community improvement.



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City Resilient

"Today, it is time for Americans to unite behind a new cause, the City Sustainable, an effective and galvanizing successor to the City Beautiful Movement. America needs a revival of the progressive energies and the creative vision that characterized that movement. A moment of vast and transforming change is now underway."

- William K. Reilly

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CITY RESILIENT: A PATH TOWARD SELF-SUFFICIENCY

More than a hundred years ago, America embraced the ideals of the City Beautiful movement, an architectural and urban planning philosophy intended to transform America's shapeless urban centers into cities that would rival those of Europe in terms of beauty, grandeur, and scope. Implicit in the idea was that beautifying cities would also promote a kind of social harmony that would improve the quality of life for all. The success of City Beautiful can be seen in countless cities across America - from Chicago and Cleveland to Washington, D.C., and beyond - and the desire to create beautiful environments has taken permanent root in the likes of modern urban planning.

Today, however, America's cities face a completely different set of issues than those during the City Beautiful Movement. Cities are dealing with an economic recession, a stagnant housing market, more frequent devastating natural disasters such as hurricanes and snowstorms, and what can only be characterized as deadlock in the political arena.

In times of diverse challenges on so many fronts, how can American cities help residents not only survive but thrive? Communities themselves must become more self-sufficient, identifying local solutions to local problems, rather than waiting for national remedies or legislation.

"In times of diverse challenges on so many fronts, how can American cities help residents not only survive but thrive?"





“A truly resilient community depends on many factors, but every community can perpetuate and improve its quality of life...”

In these ever-changing times, change itself must be embraced as an opportunity for growth and development. Cities must continue looking forward and learn to adapt to new realities as they continue to provide desirable jobs, preserve a high quality natural environment, and support educational excellence. Americans are drawn to cities that stand out as leaders in innovation, development, and opportunity. These are the characteristics of resilient cities.

Cities that embrace innovation, expand partnerships, develop new niches in business, and reevaluate priorities inevitably become more adaptive, smart, and savvy. In these communities, all residents are viewed as assets for the growth and development of the whole. Every segment of the community – individuals, businesses, and local government – takes on leadership roles. A truly resilient community depends on many factors, but every community can perpetuate and improve its quality of life with the economic, social, and environmental amenities it currently possesses.

Partners for Livable Communities sees City Resilient as a unifying movement that will reduce crime and improve safety, provide health-enhancing opportunities for the people who live there, and improve the aesthetics of the community. By showcasing the values that create successful, resilient cities, Partners will inspire other cities to become more resilient themselves and provide them with best practices and models to achieve these goals. It is a movement of the present and of the future that is creating better communities for Americans of all ages, races, genders, incomes, and beliefs.

WHAT IS RESILIENCE?

Resilience embraces a wide range of elements. A resilient city has a prosperous economy with a broad base of industries and sectors that allows it to thrive and prosper despite economic hardship and recession. A resilient city offers residents high quality public education, affordable health services, and accessible public transportation. It perseveres through environmental, economic, and social hardships. A resilient economy, environment, and society are mutually supportive; each element is just one part of a fully resilient city. As resilience is a concept that includes all elements of a city's planning, structure, and makeup, so too should it include all residents. Regardless of race, age, gender, socioeconomic status, or political beliefs, issues of resilience affect everyone in a community. Accordingly, all people should be involved in the process of creating a more prosperous city, giving voice to the full range of ideas and perspectives of the population.

“A resilient city has a prosperous economy with a broad base of industries and sectors that allows it to thrive and prosper despite economic hardship and recession.”





Partners for Livable Communities has a long history of fostering regional collaboration. One such program that highlights the importance of involving residents of all backgrounds in community efforts is the “Crossing the Line” forum. Acting as secretariat and host, Partners brought together elected officials, business leaders, representatives of the non-profit, faith, and cultural communities, and urban planners from the Memphis region to discuss issues that transcend geographic or political boundaries. The results of the two-day workshop include 22 group sessions, progress towards a regional plan, and guidelines for communities interested in promoting regional collaboration.

Through its 35-year history, Partners has worked with conservative and progressive communities alike to boost sustainability, livability, and quality of life. In cities across Utah and Alabama, Partners has demonstrated that resilience includes prosperity, sustainability, and opportunity for people of all political beliefs. In addition, Mayor Ralph Becker of Salt Lake City, Utah, and former Mayor Ron Littlefield of Chattanooga, Tennessee, are both Partners’ trustees. The message is clear: resilience is a nonpartisan issue and a vital concern for the future well-being of communities across the country.

HOW IT WORKS

City Resilient is a national awards program that recognizes cities that have taken the necessary steps to prepare for unpredictable crises. It honors cities based on local leadership, partnership, and preparedness for economic, environmental, and societal challenges. The program consists of three phases of evaluation, and cities that score highly on resilience receive national recognition.

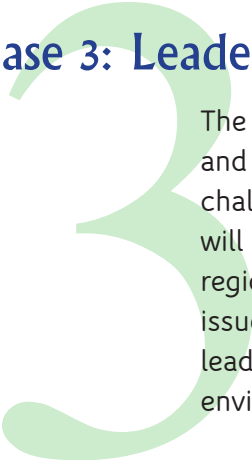
Phase 1: Gauging Public Perceptions

The first phase of the evaluation involves surveying residents of a community. Launching a publicity campaign through magazine ads, a central website, and community outreach, Partners will distribute informal public surveys to diverse groups of residents within cities. The surveys will address six key areas of a city's resilience as perceived by its residents. Residents who give their city high marks will be urged to pass on surveys to civic leaders and organizations in hopes of encouraging them to formally apply for a City Resilient award.

Phase 2: Objective Analysis

When a city requests an application, individuals and organizations in leadership positions must agree to support an objective data analysis of the city. With the guidance of an advisory council, Partners will determine the indicators to be included in this analysis. Applicant cities will help compile data from governmental, private, and nonprofit sectors, and the council will perform a statistical analysis of the information, looking at items ranging from unemployment rates and graduation rates to park land per capita and air quality measurements. After aggregating and weighting this data, the cities in the top 20 percent of all applications will be invited to proceed to the final phase of the evaluation.

Phase 3: Leadership Assessment

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The last step in the evaluation process addresses a city's mechanisms and partnerships that are expected to respond to unpredictable future challenges. A series of questions designed to assess city preparedness will be put to community leaders, and additional documentation of regional planning, partnerships, and organizations that work on these issues will be requested. Cities that demonstrate the highest levels of leadership, forward-thinking, and preparedness to respond to economic, environmental, and societal problems will earn a City Resilient award.

Awards and Publicity

Based on the results of Phase Three, Partners will select up to three winning cities for each size city: small, medium, and large. Partners will host an awards ceremony at the National Press Club in Washington, D.C., to publicly honor these cities. The awards will be presented by Partners leaders, William K. Reilly, and corporate sponsors. By showcasing these cities and the pillars of resilience they embody, Partners will inspire cities across the country to embrace similar goals.

After the first class of City Resilient honorees are chosen, Partners will continue to promote the movement, serving as a hub for resources, maintaining a website for the program, and offering technical assistance to cities that wish to improve aspects of resilience. Partners aims to begin the program in early 2014 with a kickoff event and website launch to promote the public survey phase of the evaluation process.

PHASE 1: GAUGING PUBLIC PERCEPTIONS



Local residents are a diverse and knowledgeable source of information. The goal of this survey is to draw out opinions on particular factors that make communities resilient and how residents perceive their communities. This informal survey will provide civic leaders with a snapshot of their city's strengths and may encourage them to formally apply.

Partners will launch the City Resilient campaign in each city using an informal survey of residents. The survey will serve both to solicit opinions on issues facing the community and to educate residents on the overarching goals of resilience. Partners aims to reach a diverse group of residents to assemble the most accurate overall picture of the public's attitude and perception of resilience in their city. Given the many target audiences for the City Resilient campaign, Partners will consider multiple outreach methods to promote the program:

1. Local media (radio, televisions, newspapers)
2. Presentations to schools and school boards
3. Public meetings and focus groups
4. Promotional posters and brochures
5. City Council meetings
6. A website

As a preliminary step for raising awareness of the program and soliciting applications, Partners will run a four-page supplement in GOVERNING magazine. The supplement will introduce readers to William K. Reilly's agenda, highlight the importance of water quality and water use, and encourage cities to submit applications. With a circulation of 85,000 state and local government officials, GOVERNING magazine is an ideal outlet to attract applicants.

Partners will create a website to facilitate the process of distributing and collecting surveys. Individuals can easily use this site to take the survey, find more information about the program, and learn how to proceed to the next stage of the application. The site will list key organizations and individuals in positions of civic leadership in various cities, thus allowing a resident to press local leaders to formally apply to the City Resilient awards program.

This initial phase of the campaign will provide a cursory glance of a city's strengths and weaknesses in resilience. While this informal survey does not constitute a rigorous analysis, it presents a broad overview of the public's perceptions of their home city. If residents believe their city is well-equipped to hold up to economic, demographic, and environmental challenges of today and tomorrow, they are urged to recommend their city to move forward with the application process.



City Resilient

SAMPLE: INFORMAL PUBLIC SURVEY

The City Resilient campaign is a new national awards program that assesses and honors cities across America for their leadership and innovation in resilient planning and development. It seeks to award cities that stand out for their prosperity, sustainability, and savvy. This survey comprises the first stage of evaluation: if you believe that your city deserves high marks on this evaluation, you should encourage your city to submit a formal application. The second stage synthesizes quantitative data to make a more rigorous analysis of the elements presented here. The third stage presents a series of short-answer questions that address leadership and regional planning in a city. Winners will be selected from the final phase.

The following survey is designed to familiarize you with the concept of a resilient city and to gauge your overall impression of your city. In the tides of a changing society, a resilient community can address the challenges ahead in ways that bring about economic, social, and cultural gains. Cities that have processes in place to plan for the unexpected will become smarter and more prosperous.

Resilience refers to a city's ability to thrive and prosper as it faces challenges of the present and prepares for the future. A resilient city has a prosperous economy with a broad base of sectors that allows it to remain successful despite economic hardship and recession.



A resilient city offers residents high quality public education, affordable health services, and accessible public transportation. It perseveres through hardships of many kinds - environmental, economic, and social. A resilient economy, environment, and society are mutually supportive; each element is just one part of a fully resilient city.

This survey will address your community's strengths and weaknesses in five categories of resilience. The characteristics below describe the elements that make a city resilient.

- **Economy:**

A resilient economy offers good-paying jobs to residents, promotes innovation, attracts new people and businesses, and has a broad base of economic sectors and professionals.

- **Environment:**

In a resilient community, businesses and individuals embrace energy efficiency and recycling. They address sustainable consumption and waste practices. Air and water quality are at healthy levels, and residents have access to outdoor parks and recreational space.

- **Education:**

Resilient communities provide all residents with access to high quality public education as well as extracurricular activities and community learning programs. Residents in a resilient community are lifelong learners.

- **Health & Safety:**

Healthy residents are necessary for a healthy economy, and thus a resilient community has a good record of physical and mental health as well as public safety.

- **Quality of Life:**

In a resilient community, residents care about each other, have ample opportunity to meet and interact with new people, and are open to innovative ideas.

ECONOMY

A resilient community both supports and is supported by its economy. Good-paying jobs in growing industries build a healthy middle class that invests in the education and health of children and the community. An educated and healthy community attracts new and innovative people and businesses that create and offer financial incentives to address resiliency issues, such as energy-efficient vehicles and appliances and renewable energy technologies, and create more good-paying jobs along the way.



A resilient economy contains a variety of sectors, skills, and professionals. New products and innovative ideas come out of the collaboration among professionals from varied backgrounds, and resilient communities support education and workforce development initiatives from arts and media to computer programming and bioengineering. The economy in a resilient community depends on its residents, who are both the workforce and the consumer base.

On a scale of 1 to 5 – where 1 indicates strong disagreement and 5 indicates strong agreement – rate your community.

| ASSET | INDICATORS | SCORE |
|-------------------|--|----------------------|
| Employment | People who want to work can find jobs | /5 |
| Downtown Vibrancy | The downtown area in your community is safe, welcoming, and people come downtown regularly | /5 |
| New Businesses | New businesses open up regularly in your community | /5 |
| Middle Class | Your community has a strong and growing middle class | /5 |
| Poverty | There is a low visible presence of homelessness and poverty in your community | /5 |
| | | Total: ___/25 |

ENVIRONMENT

City government, businesses, and individuals can each take steps to reduce their environmental impact through the efficient use of electricity, paper, and water, participating in recycling programs, and minimizing the use of harmful products.

Local government takes the appropriate measures to ensure a healthy level of air and water quality for all, including the most vulnerable citizens in a community. Residents are well-informed about the effect of their actions on environmental quality and take care to minimize ill effects. Local government, businesses, and individuals are each engaged in increasing energy-efficiency and improving water quality and efficiency of water use. In addition, people have sufficient access to natural areas, including grasslands, waterways, and forests.



On a scale of 1 to 5 – where 1 indicates strong disagreement and 5 indicates strong agreement – rate your community.

| ASSET | INDICATORS | SCORE |
|---------------------------------|---|----------------------|
| Healthy Natural Environment | The air and water in your community are healthy and safe | /5 |
| Parks and Outdoor Spaces | Residents have access to plenty of parks and outdoor recreation areas | /5 |
| Minimizing Environmental Impact | People in your community participate in recycling and other environmentally-friendly practices | /5 |
| Public Transportation | Public transportation systems and pedestrian pathways are safe and accessible throughout the city | /5 |
| Energy Efficient Technology | Residents in your community use energy-efficient technologies such as high-efficiency lighting at home and in the workplace | /5 |
| | | Total: ___/25 |

EDUCATION

As America increasingly moves towards an information-based economy, the ability to solve problems will determine economic success more and more. The capacity to address communities' long-term employment needs, energy and environmental challenges, and healthcare concerns will depend on creative solutions and smart technology.

In a resilient community, public institutions support high quality public education, and learning extends outside the classroom and beyond graduation. Educational and arts-centered activities and programs, available for all ages, range from community cooking and music classes to computer and financial literacy training. Members of a resilient community are lifelong learners.

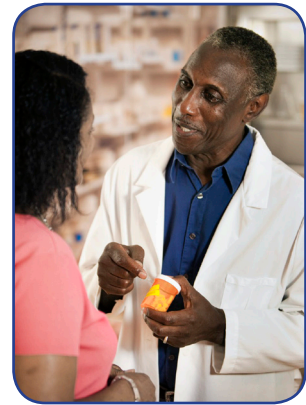


On a scale of 1 to 5 – where 1 indicates strong disagreement and 5 indicates strong agreement rate your community.

| ASSET | INDICATORS | SCORE |
|--|--|-----------------------|
| A Quality Public Education System | The public schools in your community are highly regarded | /5 |
| Educated Residents | Education is valued in your community | /5 |
| Computer Literacy | People in your community are comfortable using computers and those who aren't have access to computer literacy programs | /5 |
| Local Media and Information Resources | Your community has a variety of local news sources including television, radio, print, and Internet | /5 |
| Learning Opportunities Outside Of Schools | Your community offers classes and other learning opportunities at recreational centers, community colleges, and other places | /5 |
| | | Total: ____/25 |

HEALTH AND SAFETY

Resilient communities are forward-thinking, and they invest in the health of the community today in order to build a healthy and productive tomorrow. Healthy individuals are capable of taking risks in their professional lives because they feel secure in their community and personal lives; they are well-informed about the aspects of both physical fitness and mental well-being that determine overall health.



A resilient community is also one in which all residents feel safe. Crime rates are low, and neighbors look out for one another. Police officers are visible and have an established presence within a safe community. Citizens in a resilient community are comfortable taking advantage of all their community offers without being concerned for their safety and well-being.

On a scale of 1 to 5 – where 1 indicates strong disagreement and 5 indicates strong agreement rate your community.

| ASSET | INDICATORS | SCORE |
|-------------------------------|---|----------------------|
| Health Insurance | You have health insurance that is reasonably priced and offers good coverage | /5 |
| Smoking, Drugs, and Alcohol | Smoking and drug use are low in your community and rehab programs are available for those who need them | /5 |
| Physical Activity and Fitness | People in your community are physically active and have access to fitness facilities | /5 |
| Mental Health | Mental health services are available in your community | /5 |
| Neighborhood Safety | Residents feel safe in their neighborhoods | /5 |
| | | Total: ___/25 |

QUALITY OF LIFE

In a resilient community, there are ample opportunities to engage with other community members through arts and cultural programs and events. A variety of nonprofits, businesses, philanthropies, libraries, and local organizations contribute to these programs.

Residents of a resilient community are open to newcomers, new ideas, and new perspectives. They welcome new people, and the city supports social interaction in many ways. Ultimately, it is the people of a given community that make a city unique, and cities that encourage full participation by all of its residents benefit from the diversity of those who live there.



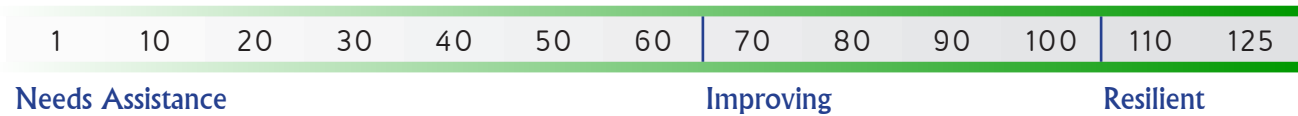
On a scale of 1 to 5 – where 1 indicates strong disagreement and 5 indicates strong agreement – rate your community.

| ASSET | INDICATORS | SCORE |
|----------------------------------|--|----------------------|
| Arts and Culture | Your community is home to a variety of arts and cultural museums, organizations, and other venues | /5 |
| Community Events | Your community hosts a variety of community-wide events such as festivals, concerts, and lectures | /5 |
| Good Places to Meet New People | There are many places in your community to meet new people, such as coffee shops, clubs, and churches | /5 |
| Nightlife | Your community offers a variety of entertainment options for all ages and interests – such as restaurants, bars, movie theatres, and concert halls | /5 |
| Openness to New Ideas and People | People respect each other and differences of opinion are accepted | /5 |
| | | Total: ___/25 |

Community Scorecard

| KEY INDICATOR | SCORE |
|-------------------|-------|
| Economy | /25 |
| Environment | /25 |
| Education | /25 |
| Health and Safety | /25 |
| Quality of Life | /25 |

Total _____/125



If you scored your community 100 or higher, we encourage you to submit your application to Partners to move onto the second phase of city evaluation. More information about the program, including contacts within your city that can move the application forward, can be found on our website: www.livable.org.

PHASE 2: OBJECTIVE ANALYSIS



Individuals participating in the public survey will be encouraged to pass information along to civic leaders with the goal of proceeding to a formal application. Civic organizations move forward in the process by pledging cooperation with Partners in gathering quantitative data for an objective evaluation.

Partners will convene an advisory council with experts from a wide variety of fields to formalize a set of quantitative measurements. The council will critique key resilience indicators and collaborate on developing the final quantitative analysis criteria. The following organizations have pledged to work with Partners through the participation of key staff members:

- AARP
- American College of Sports Medicine
- Asset Based Community Development Institute
- Citistates Group
- Climate Prosperity Project, Inc.
- Municipal Arts Society of New York City
- The Office of Research and Development, EPA
- Police Foundation
- PolicyLink
- Project for Public Spaces
- Smart Growth America
- United States Green Building Council
- Urban Institute
- World Wildlife Fund

Under the leadership of Tom Kingsley of the Urban Institute, the advisory council will determine which statistics and quantitative indicators best measure a community's resilience in the following areas: economy, environment, education, health and safety, and quality of life. The council will also determine how to weight each indicator.

While many of the data points will be publicly available, local governments will need to provide additional information. It is here that a city's pledge of cooperation comes into play. The final set of data will come from a variety of sources - private, governmental, and publicly available.

A sample set of indicators has been developed for the council to use as a starting point. Partners hired Andy Finken, a graduate student of the Hubert H. Humphrey School of Public Affairs at the University of Minnesota, as an economic and statistical consultant. Finken evaluated five cities under a draft set of quantitative indicators. These data sets represent a sample until the indicators are discussed and finalized by the advisory council.

Partners and the advisory council will compare cities based on the final set of indicators. Cities that score in the top 20 percent of applicants will be selected to move on to the third and final phase of evaluation.



SAMPLE: OBJECTIVE ANALYSIS

The following indicators serve as an example of the quantitative data that Partners and the advisory council will collect and use to determine an applicant city's resilience in six key areas. Quantitative data will be recorded and scored through a weighting system developed by the advisory council. The indicators and data provided below represent the work of economic consultant Andy Finken.

Environment:

| Indicator | Philadelphia PA | Springfield IL | Peoria AZ | Baltimore MD | Miramar FL | Average |
|--|-----------------|----------------|-----------|--------------|------------|---------|
| Percentage of Population using public transportation to get to work | 27.2% | 3.0% | 0.7% | 17.6% | 1.4% | 10.0% |
| Percentage of Population that does not use a personal vehicle to get to work | 46.4% | 25.1% | 16.4% | 35.9% | 14.7% | 27.7% |
| Percentage of Population with travel time to work less than 25 minutes | 41.6% | 83.0% | 45.3% | 49.2% | 51.2% | 54.1% |
| Population Density (people/square mile) | 11,312 | 2,150 | 1,118 | 7,662 | 4,081 | 5,265 |

Health & Safety:

| Indicator | Philadelphia PA | Springfield IL | Peoria AZ | Baltimore MD | Miramar FL | Average |
|--|-----------------|----------------|-----------|--------------|------------|---------|
| Percentage of Population with health insurance | 85.1% | 90.2% | 85.5% | 85.5% | 74.5% | 84.2% |
| Percentage of Population that has visited a dentist in the past year | 73.8% | 68.3% | 70.0% | 74.6% | 64.8% | 70.3% |
| Percentage of Population that smokes | 25.0% | 19.9% | 19.0% | 17.3% | 13.7% | 19.0% |
| Teen Birth Rate | 3.9% | 0.0% | 0.0% | 1.5% | 0.0% | 1.1% |
| Percentage of Population 65 years and older | 12.2% | 14.6% | 14.1% | 11.8% | 8.0% | 12.1% |
| Property crimes per 1000 | 35.57 | 60.64 | 7.28 | 47.77 | 5.12 | 31.28 |
| Violent crimes per 1000 | 11.15 | 13.96 | 2.23 | 15.56 | 29.69 | 14.52 |

Economy:

| Indicator | Philadelphia PA | Springfield IL | Peoria AZ | Baltimore MD | Miramar FL | Average |
|--------------------------------|-----------------|----------------|-----------|--------------|------------|----------|
| Unemployment Rate | 15.8% | 8.9% | 10.5% | 14.4% | 13.5% | 12.6% |
| Employment in math and science | 2.9% | 4.7% | 5.5% | 4.7% | 4.5% | 4.4% |
| Median household income | \$34,400 | \$44,598 | \$53,848 | \$38,346 | \$61,474 | \$46,533 |

Education:

| Indicator | Philadelphia PA | Springfield IL | Peoria AZ | Baltimore MD | Miramar FL | Average |
|---|-----------------|----------------|-----------|--------------|------------|---------|
| Percentage of Population 18-25 with some college, associate's degree, or higher | 52.7% | 65.9% | 56.0% | 49.3% | 68.1% | 58.4% |
| Percentage of Population 25+ with some college associate's degree, or higher | 44.0% | 63.7% | 65.2% | 47.3% | 59.6% | 56.0% |
| Percentage of Population with a 4-year degree or higher | 22.6% | 32.8% | 24.0% | 24.2% | 31.9% | 27.1% |
| Percentage of Population employed in higher education | 1.2% | 1.3% | 1.2% | 1.4% | 1.2% | 1.3% |

Quality of Life:

| Indicator | Philadelphia PA | Springfield IL | Peoria AZ | Baltimore MD | Miramar FL | Average |
|--|-----------------|----------------|-----------|--------------|------------|---------|
| Number of arts and cultural firms as a percentage of the community | 0.7% | 0.3% | 0.4% | 0.4% | 0.7% | 0.5% |
| Acres of parkland per 1000 residents | 13 | N/A | 2.1 | 9.5 | 11 | 8.85 |
| Spending on parks and recreation department per capita | \$64 | \$96 | \$137 | \$58 | \$15 | \$74 |
| Residents per public library | 28,302 | 29,030 | 77,238 | 26,982 | 122,438 | 56,798 |
| Percentage of firms in the information industry | 1.2% | 1.0% | 1.4% | 0.6% | 1.2% | 1.1% |
| Voter turnout | 60.5% | 66.1% | 79.8% | 60.2% | 73.3% | 68.0% |

FURTHER INDICATORS

The previous indicators are simply a starting point for quantitative analysis used by Andy Finken. When the advisory council discusses and finalizes a set of indicators, these are additional possibilities that be added to the equation:

Economy

- Number of newly created businesses in the past 12 months
- Percentage of firms with fewer than 100 employees
- Growth in per capital monetary income
- Percentage of population that is considered middle class
- Percentage of population that is homeless
- Average housing cost
- Average length of time to open a new business
- Average tax burden on residents

Environment

- Gallons of water used yearly per capita
- Number of days air quality standards were not met
- Metric tons of carbon produced per capita
- Vehicle miles traveled per capita
- Waste diversion percentage/ recycling percentage
- Percentage of local businesses involved in recycling and energy efficiency programs

Education

- High school graduation rates
- Number of public schools/1000 residents
- Number of after-school programs/1000 residents

Health & Safety

- Number of health and wellness programs offered in the community
- Number of gyms/1000 residents
- Percentage of population that is obese
- Percentage of population that uses drugs
- Number of police officers/1000 residents

Quality of Life

- Number of bars, clubs, and other nightlife options/1000 residents
- Number of concerts, lectures, and other community events/month
- Percentage of residents who are satisfied with and attached to their community
- Number of museums
- Number of sports teams
- Level of tolerance

PHASE 3: LEADERSHIP ASSESSMENT

Strong leadership is a key element in building and maintaining resilient communities. People who come together to champion one issue often develop relationships that can be leveraged to meet future challenges. Leadership must be developed on every level, from the city block or neighborhood to the broader geographic region. This final phase evaluates the leadership mechanisms and partnerships that a community has in place to address the unpredictable challenges of the future.

Promoting resilience is about investing in the community and in the future of neighbors and friends. It's up to community leaders – elected officials, business leaders, civil servants, educational professionals, and members of community organizations – to raise issues, set the tone so constructive solutions can be developed, and support the decisions that are made.

Resilient communities have coalitions, teams, collaborators, and partnerships, all made up of creative people with vision and a passion to make the community – city, suburb, or the two combined – a better place to live. Effective leaders have the skill and foresight to think regionally and promote the idea of broad alliances for economic development and sustainable growth. Any discussion of sustainable cities must include new ways of thinking about the places where people live and work and play. Leaders must embrace a new mindset:

Rediscover the city: Our urban centers are holistic, organic, always-changing environments that are dependent on their surroundings. The challenges that face our cities are not individual issues to be addressed one by one; rather, the issues overlap and affect each other. Climate change, for example, is not only an environmental issue requiring new technologies but it is also related to health and wellness, wealth distribution, and access to education. For cities to realize their potential, they need to function more in harmony with nature, by reducing the use of resources and motivating city dwellers to alter their behavior and consumption patterns. Thinking about cities more holistically also requires that leaders recognize that neighboring areas can play a critical supporting role – providing the city with food and other resources so it becomes more self-sufficient.



Redefine city value: Urban centers must support all the facets of people’s lives – where individuals and families live, work, eat, shop, and spend leisure time – in environments that offer healthy air and water quality. Resilient cities are socially, economically, and environmentally inclusive and they provide all residents access to a decent standard of living. The resilient city is dependent on the behavior of all who live and visit there. The quality of city life not only affects the economic performance but also its global competitiveness.

Involve everyday experts: People who live and work in cities are the real experts in defining what they need to live happy and healthy lives. It’s time to make city planning processes more transparent and to expand the pool of people who weigh in with their opinions. In many places, a core group of individuals may be knowledgeable about specific building projects, but they may not really represent the views of the majority of residents. The goal must be to engage more people in the decision-making process, reaching out especially to those who would not normally be part of the conversation.

Break down silos: Creating resilient cities demands that we look for ways to break out of our traditional silos, the isolated fields of knowledge that have defined our approach. We must be creative and work together, using our shared wisdom to identify, develop, and implement innovative and fresh ideas. The key to designing and building resilient cities lies in understanding that all of the challenges our cities face are interrelated; city planning must become a holistic, interdisciplinary project.

Redistribute urban decision making: The results of any city's decisions about resilience very much depend on support from the surrounding areas. Whether we're talking about carbon dioxide emissions or industrial waste, for example, it's clear that many of the boundaries that we set up – a city limits sign or a political jurisdiction – mean nothing when it comes to the environment. What metropolitan areas need are new administrative frameworks that support urban development at a broader level or cover wider geographical areas. Local governments must work cooperatively with each other as well as with national decision-making bodies to create a shared vision and strategy.

Promote corporate urban responsibility: The business community must be at the table as urban areas develop their plans for resilience. Companies in the private sector must be active and responsible planning partners; the public sector must work cooperatively with businesses, doing more to engage these important stakeholders. Such collaboration must be transparent and rooted in the belief that the city's finite resources must be managed carefully and effectively.

Embrace chaos, crisis, and change: Creating resilient cities requires not only addressing the challenges that are evident and immediate but also thinking 20 or even 50 years ahead. Resilience strategies must be flexible enough to deal with the changing needs and demands of city users as well as with the unpredictable developments in the world at large. Cities need leadership structures that enable rapid and responsible decision-making and immediate action in crisis situations.



City Resilient

SAMPLE: LEADERSHIP EVALUATION

The following questions are designed to identify the various approaches your community is using to address and solve future challenges. Partners and the advisory council will use these answers to evaluate how prepared your community is to deal with economic, environmental, and equity challenges of the present and the future. Please thoughtfully answer each of the following.

Local Services:

1. What teams or programs are in place to enhance resilience by responding quickly, and in a coordinated way, to crises or disasters? How successful has your community been at responding to past crises?
2. What plans does your community have in place to maintain and improve water quality and efficiency of water usage?
3. What plans are in place to improve energy efficiency and increase dependence on renewable energy sources in your local government?
4. Does your community have high quality local TV, radio, and newspaper coverage on civic affairs? If there are deficiencies on that front, have mechanisms such as town hall meetings or informative websites been developed? Please cite some examples.
5. How do transportation options address the specific needs of traditionally underserved populations?
6. How are transportation services integrated with other infrastructural needs and services - for example: stormwater management, regional food supply?

Coordination and Cooperation:

1. How does your community balance the concerns of economic growth, equity, and environmental stewardship in planning efforts?
2. How do your city leaders engage the business and education community in strategic planning?
3. Do business, government, and nonprofits jointly fund or manage community programs or forums?
4. Is there coordination between city and state leaders on funding and managing regional amenities such as parks, public transportation, and cultural and historical amenities that promote tourism?
5. How does your community encourage citizen participation and leadership in regional planning and community programs and initiatives?

Regionalism:

1. Does your city coordinate services on a regional level? If so, what kind of services and mechanisms are used?
2. What regional alliances has your city forged to promote economic development and sustainable growth?
3. Provide two or three examples of strategies or initiatives, either new programs or enhanced efficiency and responsiveness of existing services, that your city has developed and applied to improve the quality of life and future prospects of its citizens.
4. How do your community's benchmarks or goals relate to regional improvement?
5. Is there a comprehensive, multi-modal plan for transportation and does it require cooperation among players in the city and beyond the municipal boundaries?

Additional Documentation:

1. Please provide a list of institutions and organizations in your city that use leadership and collaboration to respond quickly to unpredictable challenges.
2. Please provide other significant planning documents and strategic positioning plans, including regional plans.

AWARDS AND PUBLICITY

After reviewing documentation from the finalists, Partners and invited collaborators will select the cities that will receive City Resilient awards. Through this recognition program, national press coverage, and other marketing strategies, Partners will work to make this movement, which benefits both people and places, a national priority.

Upon receiving the final applications from qualified cities, Partners and the advisory council will select three cities from each category as leaders in resilience:

- **Large cities** (500,000+): Resilient large cities are places of broad muscle, wealth, and corporate headquarters. They are dynamic regional centers that help to shape the growth and economy of their surrounding communities. They have a strong economic resource base to fund change in the new economy but they frequently face challenges around mobilizing their large populations in a timely way.
- **Mid-sized cities** (50,000-500,000): Resilient mid-sized cities are places with history and growing resources, small city familiarity and large city visions, strong community involvement and creative leadership. The community is strong enough to deal with a major problem and large enough to have the resource base - funding, leadership, and collaboration - to create change.
- **Small cities** (less than 50,000): Resilient small cities are places built around historic centers that are repositioning themselves as valuable and desirable places. Historic centers tend to define the community's sustainability by emphasizing the friendliness of the community to residents and visitors alike.

The selected cities will be honored at an awards ceremony at the National Press Club in Washington, DC. William K. Reilly, along with esteemed members of the advisory council and corporate sponsors, will showcase the honored cities by highlighting the pillars of resilience that set them apart from other applicants. Partners will promote the profiles of excellence from these cities, emphasizing the core values that they represent – values that resonate in all American cities.

Cities can use the City Resilient designation to attract tourism, financial investments, and business relocation. As cities are showcased on a national platform, countless other communities across the country will be drawn in. Witnessing the high standards of living and quality of life that residents in awarded cities enjoy, new cities will aspire to provide the same amenities for their residents. Thus, a national movement will be born.

Partners will serve as a central location for livability resources, marketing materials, and technical assistance. Through Partners' website, all communities – past awarded communities, prospective applicant communities, and those communities looking to improve their own assets – will have access to these materials and resources.

Since resilience embraces such a wide range of factors, it is likely that many communities will score highly in some areas and lower in other areas. Through the application, cities will better understand areas in which they are lacking. They will then be able to take full advantage of Partners' resources, best practices, and technical assistance to become a more resilient community.



TAKING UP THE CALL

Partners for Livable Communities has taken up the call, issued by its longest serving trustee, William K. Reilly, to unite American cities under a landmark movement called City Resilient. The purpose of Partners' City Resilient awards program is to provide communities of all sizes with a process to assess sustainability and quality of life by identifying key benchmarks for excellence in the areas of human development, jobs and economic development, community leadership, and the physical and environmental conditions of the community.

Throughout Partners' 35 years of helping make communities more livable, the focus of livability has evolved to address the vital issues of the time. Resilience has emerged not only as a component of livability, but also as a true extension of Partners' work. In the City Resilient initiative, with initial support from the Packard Foundation, Partners will define, assess, and recognize the resilience of communities through a comprehensive and regional approach that uses place-based strategies and existing community assets.

About William K. Reilly

Throughout his distinguished career, Reilly has drawn attention to the need to create equitable and attractive cities. He has challenged local leaders to identify and conserve urban assets and to turn their attention to quality of life and services. In 1968, fresh from planning school and a four-month project in Turkey, Reilly went to work for Urban America, Inc., where he integrated century-old concerns for urban beautification, an issue brought to the forefront of the American conscience by the civil rights movement, with concerns which would evolve into the environmental justice movement.



In 1970, during the Nixon Administration, Reilly became a senior staff member of the President's Council on Environmental Quality. Reilly served in the lead role at EPA from 1989 to 1993, under President George H.W. Bush. He represented the United States at the Rio Earth Summit in 1992 and was an instrumental figure in the Clean Air Act Amendments of 1990, which contained the first provisions to control acid rain.

In November 2011, Reilly received the National Building Museum's Vincent Scully Prize, which recognizes exemplary practice, scholarship, or criticism in architecture, historic preservation, and urban design. Reilly was honored for "his commitment to smart environmental planning, comprehensive land use, and preservation of open space." The award also noted Reilly's work as EPA Administrator, his role on the board of the Presidio Trust where he helped run the Presidio National Park in San Francisco, his efforts to preserve open space with WWF's Habitat Preservation Fund, and his lectures on the importance of preserving the environment.

An excerpt from Neal Peirce's 2012 article published by the Washington Post Writers Group:

Veteran GOP Appointee Asserts 'Science Has Left the Building'

Neal Peirce, January 28, 2012

William K. Reilly has gilt-edged Republican credentials. He was a senior staff member of President Richard Nixon's White House's Council on Environmental Quality. For four years, he served as President George H.W. Bush's administrator of the Environmental Protection Agency.

What I've always found fascinating about Bill Reilly is his equal interest in creating better places – communities, neighborhoods, in which we live. It's a connection the mainstream environmental community ignored for many of its early years, focused overwhelmingly on issues such as saving the wilderness. But not Reilly. He was an urbanist before it ever became fashionable – indeed starting in his college days, he explained in a 2011 lecture at Washington's National Building Museum on receiving the prestigious Vincent Scully Prize for exemplary leadership in urban design.

As president of the World Wildlife Fund, Reilly focused in the '70s both on protection of "exquisite, unspoiled, wild and beautiful places" around the world and creating friendlier, more inviting and inclusive neighborhoods in U.S. cities. He also chaired the board of Robert McNulty's Partners for Livable Communities, creating such programs as The Economics of Amenity to convince cities and corporations, even at a time of serious urban flight, that there were greenbacks – and civic gold – in investing in such "frills" as people-oriented parks and plazas, theaters and museums, historic preservation, waterfront revival and sports events.

Check America's rejuvenated cities, and it's clear that work was prophetic. And so is Reilly's warning of the devastation that today's steadily advancing climate change may visit on our communities if Congress and the country continue their "sleepwalk" and denial on the issue. Though while Congress sleeps, Reilly says, industry and cities are starting some of the essential responses.

Recalling the City Beautiful movement which flourished in the 1890s and early 1900s, Reilly argues we need a new movement – the City Resilient – for communities that are green, smart, and fair. The top priority: to "armor our cities" against climate change's worst impacts by such practical steps as reduced water use, greater energy efficiency, better insulation, green roofs, reflective pavements, and more tree cover. Along with "a more congenial environment for pedestrians, bicyclists, for public transportation."



It's all possible; it's already being tried in cities, Reilly insists. And, he adds, "It's very much place-based, in the best sense," and might help "save us from the ideological gridlock in Washington."

BOARD OF TRUSTEES

Partners for Livable Communities is now entering its 35th year. It has had the asset legacy of Trustees, past and present, from across America, who in their careers, have served on our Board of Trustees. Through that wisdom and stewardship, we have been on the cutting edge of issues and strategies that deal with preserving, enhancing and maintaining the livability and values of the American community.

Government

At the National level - Board members such as **Henry Cisneros**, Secretary of Housing and Urban Development; **Diane Feinstein**, U.S. Senator; **William Reilly**, Administrator, Environmental Protection Agency; **Donna Shalala**, Secretary of the U.S. Department of Health and Human Services; **John Snow**, Secretary of the Treasury; **Gustave Speth**, Chairman, U.S. Council on Environmental Quality, **George Voinovich**, U.S. Senator from Ohio.

We have gained wisdom, leadership and have benefited from their ascent to national prominence.

At the State level - **Parris Glendening**, Governor of Maryland; **Patrick McCoy**, Governor of North Carolina; **Henry Marsh**, Senator, State of Virginia; **Randy Primas**, Secretary of Community Development, State of New Jersey; **Glenda Hood**, Secretary of the State of Florida; **Kay Arnold**, Secretary of Heritage Agency, State of Arkansas; **Jonathan Howes**, Secretary, North Carolina Department of Environment, Health and Natural Resources.

At the Local level - At the local government level we have such individuals as **Jerry Abramson**, Mayor of Louisville; **Ralph Becker**, Mayor of Salt Lake City; **Robert Bobb**, Administrator of the District of Columbia; **Dale Borgsdorf**, City Manager of San Jose; **Ellen Bozman**, Chairman of the Arlington County Board, Virginia; **Wayne Cauthen**, City Manager of Kansas City; **Milton Dohoney**, City Manager of Cincinnati; **Bill Frederick**, Mayor of Orlando; **Nancy Graham**, Mayor of West Palm Beach; **Bill Hudnut**, Mayor of Indianapolis; **George Latimer**, Mayor of St. Paul; **Ron Loveridge**, Mayor of Riverside, CA; **Bill Morris**, Mayor of Shelby County, Tennessee; **David Mesena**, President, Chicago Transit Authority; **Gordon Quan**, Mayor Pro-Tem of Houston; **Joseph Riley**, Mayor of Charleston, S.C.; **Paul Schell**, Mayor of Seattle; **Vincent Schoemehl**, Mayor of St. Louis; **Jay Williams**, Mayor of Youngstown and now Deputy Director of Intergovernmental Affairs in the Obama Administration; **Michael Woo**, Councilmember, City of Los Angeles; **Wellington Webb**, Mayor, City and County of Denver.

We understand leadership at the local level and have benefited from the counsel and advice of such individuals.

Business Community

Richard Beadles, CEO, CSX Realty; **Cathy Bessant**, Global Marketing Executive, Bank of America; **George Brady**, Chair of the National Corporation for Housing Partnerships; **Ronnie Bryant**, President of the Charlotte Regional Partnership; **Oliver Carr**, CEO of The Carr Company; **Larry Conrad**, V.P., Melvin Simons and Associates; **Richard Fleming**, President and CEO, St. Louis Regional Chamber and Growth Association; **Jane Henderson**, Senior VP, Community Development for Wachovia; **John Arthur Imperatore**, Chairman, APA Transport; **Tony Jones**, Senior Group Director, Community Outreach, Anheuser-Busch; **Scott Lowry**, Director, The Canary Wharf Development Company; **Brandee McHale**, VP, Citigroup; **Joe Roman**, President & CEO, Greater Cleveland Partnership; **Robert Russell**, VP, McGraw Hill; **Carl Struever**, President, Struever Bros; **Janet Thompson**, VP and Director of Community Reinvestment, Citibank; **Sam Williams**, President, Metro Atlanta Chamber of Commerce.

We certainly understand that the key to a livable community is jobs, economic development and the business of business.

Community Mobilization/Development

Angela Blackwell, President, Policylink; **Paul Brophy**, Principal, Brophy and Reilly; **Michael Curran**, President and CEO, The Enterprise Social Investment Corporation; **Ron Grzywinski**, Chairman of Shorebank; **LaDonna Harris**, President, Americans for Indian Opportunity; **Bill Linder**, Founder and CEO, New Community Corporation in Newark; **Bill Strickland**, President and CEO, Manchester Bidwell Corporation; **Deborah Szekely**, Chair, Eureka Communities; **Carlisle Towery**, President, Greater Jamaica Development Corporation; **Mary Widener**, President, Neighborhood Housing Services of America; **Arthur Ziegler**, President, Pittsburgh History and Landmarks Foundation.

We are steeped in the leadership of community development and community mobilization.

Communications

Wilbur Garrett, Editor, National Geographic; **Brendan Gill**, New Yorker Magazine; **Adam Gordon**, Chair of the Board, The Next American City Magazine; **Peter Harkness**, Editor and Publisher, Governing Magazine; **David Macaulay**, Author and Illustrator, **James Seymore**, Editor, Entertainment Weekly.

We understand what it takes to get the word out both in a popular sense and in a strategic sense to call attention to challenges and to leadership.

Philanthropy

Feather Houstoun, President, William Penn Foundation; **Harriet Ivey**, President and CEO, Nina Mason Pulliam Charitable Trust Foundation; **Jan Kreamer**, President, Greater Kansas City Community Foundation; **June Larkin**, Chairman, Edward John Noble Foundation; **Alfred Wishart**, President, CEO, The Pittsburgh Foundation; **Lew Manilow**, President of Nathan Manilow Foundation, Chicago.

We have benefited from the service of philanthropic leaders within their field and within their community.

Nonprofit and Association Leaders

Geoffrey Anderson, President and CEO, Smart Growth America; **Jeff Cook**, President, The Environmental Careers Organization; **Mick Fleming**, President, American Chamber of Commerce Executives; **Charles Gould**, President and CEO, Volunteers of America; **Jodi Grant**, Executive Director, Afterschool Alliance; **Bill Hansell**, Executive Director, International City/County Management Association; **Huey Johnson**, Founder, Trust for Public Land; **Frank Spink**, VP, Urban Land Institute.

They all lend their support and advocacy and association to Partners team building effort.

Arts and Culture and Design

Fred Kent, Founder, Project for Public Spaces; **David Schwartz**, Architect, Architectural Services; **Milton Glaser**, President, Milton Glaser, Inc.; **Susan Henshaw Jones**, President, Museum City of the New York, **Fred Lazarus**, President, Maryland Institute College of Art; **Kathy Dwyer Southern**, Foundation, National Children's Museum; **Lois Weisberg**, Commissioner, Department of Cultural Affairs, City of Chicago; **Leopold Adler**, Founder & President, Savannah Landmark Rehabilitation Project; **Joan Kent Dillon**, President's Committee on the Arts and Humanities; **Denie Weil**, President of the Board, Arena Stage.

We define this that culture is a key resource to be put in place as a value in any community.

Partners for Livable Communities: 35 years of service, 35 years of trustee leadership, 35 years of experience assisting the American community to become a livable place for all its citizens to anticipate change, to build in resilience, and to be ready to take on the challenges of tomorrow.

City Resilient

Partners for Livable Communities

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