

Resilient Cities Network IMPACT REPORT

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WHO WE
ARE

EXECUTIVE SUMMARY

Across the globe, cities face an array of growing challenges. From frequent acute shocks to increasingly costly chronic stresses, cities are rethinking how they measure and prioritize resilience. Now more than ever, our network is committed to fostering holistic frameworks of resilience and empowering cities in creating solutions that can address not just one, but multiple urban challenges and create new opportunities for residents in the process.

In the past two years, the Resilient Cities Network has refined its mission and strengthened its role in the urban development community. We have intensified our focus on collaborative learning, delivering global programs that address critical resilience themes, like climate change and energy transitions. We've facilitated knowledge exchanges, launched global campaigns and showcased city projects to ensure that urban actions and leaders are recognized, and have a pivotal role in decision-making.

Urban resilience is a dynamic, evolving movement, and we are unwavering in our commitment to support cities. By continuously refining our focus, we are dedicated to advancing their goals and fostering a more robust and resilient urban future.



OVER THE LAST TWO YEARS WE ACHIEVED:

5

grants deployed towards on-the-ground resilience projects through the RCIFunds

19

programs implemented on critical resilience themes

52

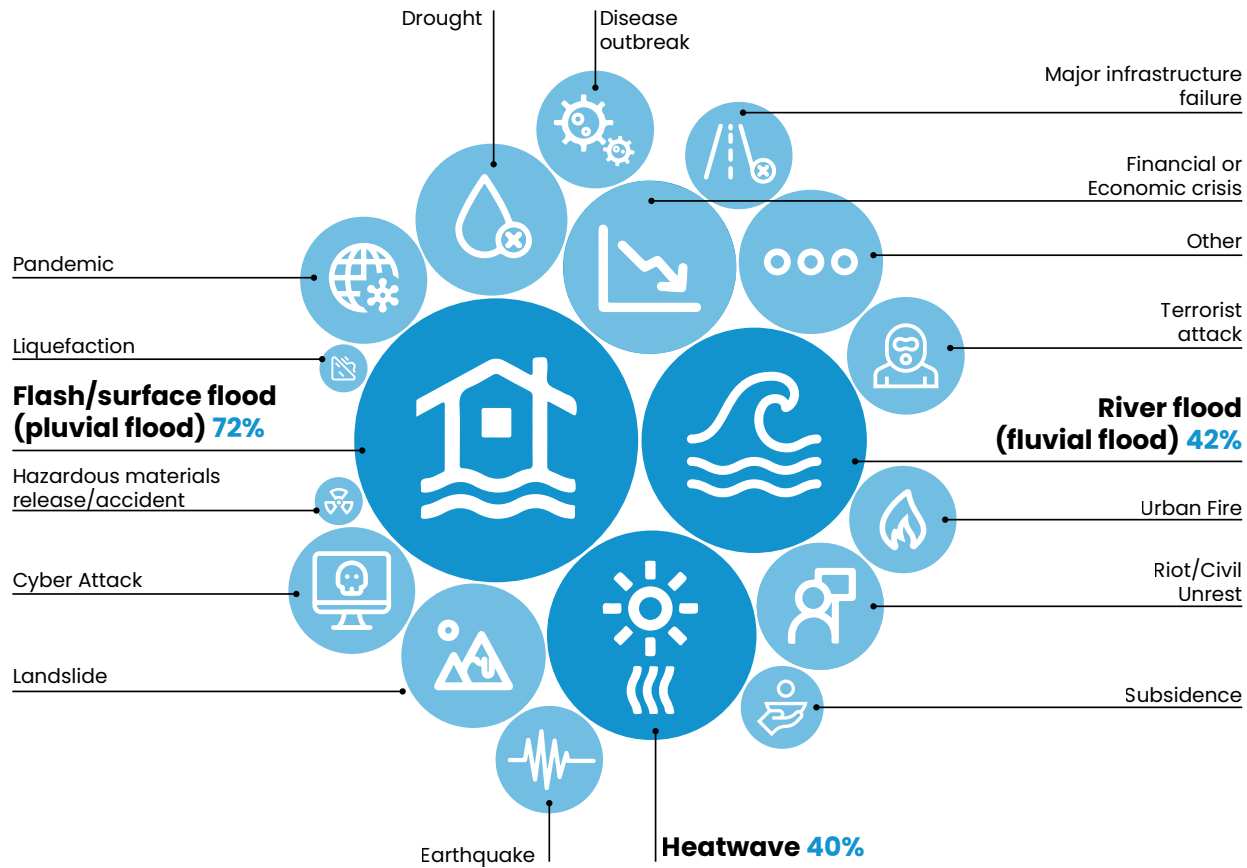
resilience projects developed in partnership with cities

20

global events to uplift the voices of cities at the global level

50

city solutions showcased through our Cities Solve, Cities Deliver Campaign on water, heat and energy resilience

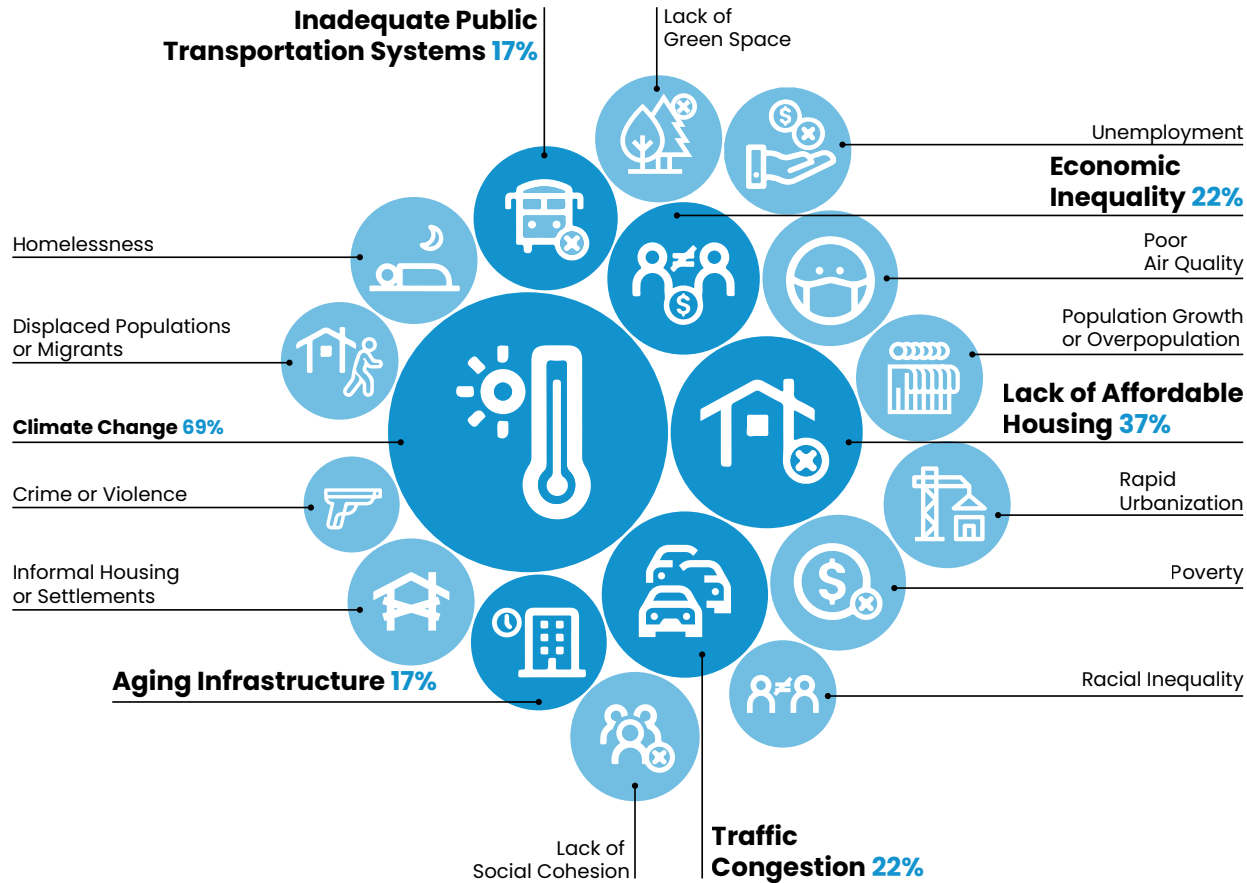


THE PULSE OF URBAN RESILIENCE

R-Cities’ biannual Chief Resilience Officer survey polls our global network of cities to determine the pulse of urban resilience. Our 2023 revealed critical areas for increased investment and empowerment of cities.

TOP SHOCKS IN 2023:

Globally, CROs are most concerned about climate-related hazards, with flooding and heatwaves ranking as the most common shocks cities faced. For the first time, heatwaves featured in the top 3 shocks in our survey, showing what a pressing concern extreme heat has become for cities.



THE PULSE OF URBAN RESILIENCE

TOP STRESSES IN 2023:

Climate change continues to rank as the top stress for cities in the network, and challenges related to inequity-lack of affordable housing, unemployment and homelessness- are increasingly top of mind for CROs and resilience offices.

INTRODUCTION



In 2013 when the first CROs were hired in cities, we were asking the question “What is a resilience strategy?” and trying to understand the various dimensions and drivers of urban resilience. Now, ten years later, we’ve moved from strategy to implementation, from the *what* to the *how*. We remain committed to institutionalizing resilience across municipal governments, and we’re focused on the finer details: *what resources do our cities really need to effectively implement those projects? and how do we take implementation a step further to help anticipate city’s needs in an uncertain world?*

At its core, R-Cities is a city-led network, its strength lies in the wealth of experience that its member cities and CROs have and the trust and professional connections that are the product of a decade of collaboration. Our Network is an incredibly powerful space—instead of reinventing the wheel our Network gives us the ability to learn from others and spring forward into action in the face of challenges. The Global Steering Committee is committed to ensuring that the programs R-Cities implements are aligned with the priorities of our network cities and that the network is using its experience to help our cities capture tangible resilience dividends. We’re excited to build off the achievements of the last two years and help shape the next ten years of the urban resilience movement.

DR. FOLAYINKA DANIA, Chief Resilience Officer of Lagos, Nigeria
BECK DAWSON, Chief Resilience Officer of Sydney, Australia





It has been my very great honour to take on the responsibility of Resilient Cities Network Board Chair at such a landmark moment for our organisation. The ten-year anniversary of the urban resilience movement presents an opportunity for all of us within the R Cities Network to reflect on a decade of global turbulence from which none of our cities have been immune. But also, to consider the contribution of R-Cities to equip our members with the knowledge and strategies to address the shocks and stresses which have placed our communities under – at times – incredible strain.

We have arrived at a critical moment for looking forward, and to consider how we can continue to come together and shape the solutions for the future uncertainties we collectively – and inevitably – face. These are exciting times for R-Cities, an era when the centrality of cities in addressing the social, economic and environmental challenges facing our planet is increasingly recognised and responded to. As urban leaders and policy makers we have a huge responsibility to respond to the needs and aspirations of our citizens, and to build the resilience, sustainability and equity which the challenges of our times demand from us. With R-Cities we do so with our collective shoulder to the wheel.

SUSAN AITKEN,
Councillor, City of Glasgow,
Chair of the Board of Directors (beginning February 2024),
Resilient Cities Network





In today's world, our polycrisis reality is the new normal, with cities increasingly bearing the brunt of cascading shocks and stresses. However, policies, urban infrastructure and investments are too often not keeping pace with new realities. Yet, cities are at the forefront of innovation and solutions. Here at the Resilient Cities Network, we are more committed than ever to pushing urban resilience forward with purpose: collaborating with the pioneering city members of our network as they work to meet intense and interconnected challenges, expanding the network to bring resilience expertise to new cities and working with all ecosystems of partners to increase investment in urban resilience.

From expanding extending our flagship programs to renewing our focus and creating our theory of change and the monitoring, evaluation and learning systems for it, we've worked over the last two years to lay the groundwork foundation for a network that meets the needs of cities of the future. We've expanded our own networks to identify new resources for cities and refined our toolkit to respond to the gaps our cities have identified. We are grateful for our partners who believe in our mission and importantly, back that belief with financial support. Above all, we are committed to creating a space that continues to empower cities to build resilience in a rapidly changing world.

LAUREN SORKIN
Executive Director, Resilient Cities Network





OUR NETWORK MEMBERS

 Click cities to visit their profile page

More than just a network of cities, R-Cities is a community of likeminded resilience practitioners that strengthen the resilience of their cities from within. R-Cities City Leaders, Chief Resilience Officers and their teams work within city systems, communities and institutions. Over the last two years, four new cities have joined the network, bringing our total to 101 member cities and counties. Our members are committed to developing urban resilience locally and contributing to R-Cities' growing knowledge base across critical resilience themes.

OUR NEW MEMBER CITIES

Monterrey has demonstrated its ability to meet the challenges it faces. The work that Monterrey begins today as a member of the network, hand in hand with the private sector, the academic sector, and the community, will lead the city to become an example of a resilient city worldwide.

Martha Herrera,
Secretary of Equality and Inclusion of the Government of the State of Nuevo León and former member of the Board of Directors of R-Cities

MONTERREY, MEXICO



As one of the most densely populated areas in Malaysia, it is vital that we build resilience to withstand and adapt to a growing number of shocks and stresses.

Zairil Khir Johari,
Penang State Executive Councilor for Infrastructure, Transport and Digital Development

PENANG ISLAND AND SEBERANG PERAI, PENANG STATE, MALAYSIA



The Broward County Commission has demonstrated a powerful commitment to strong climate action and building community resilience in a matter that supports equitable outcomes. From housing to transportation, infrastructure improvements to energy strategies to workforce development, we understand the importance of bold planning, strong engagement, environmental incentives, and dedicated partners needed to provide a resilient future.

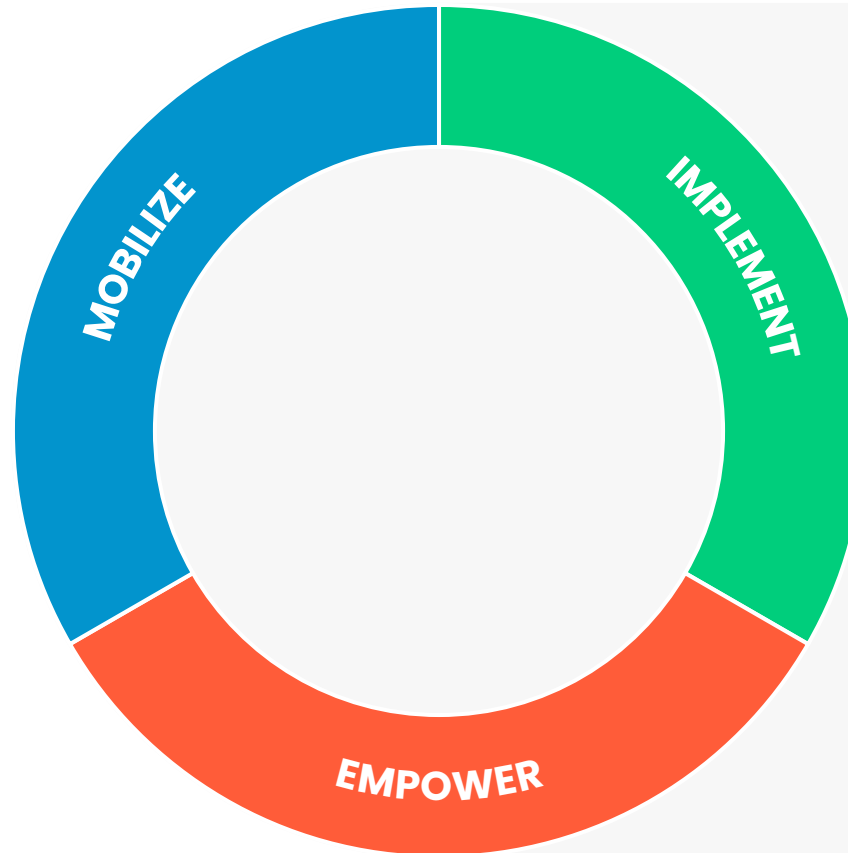
Beam Furr,
Vice Mayor, Broward County

BROWARD COUNTY, USA



DELIVERING ON OUR MISSION: OUR THEORY OF CHANGE

Our organization's vision is one in which cities and their residents thrive in an uncertain world. In 2023, we published our organization's Theory of Change, detailing our pathway to empowering, implementing and mobilizing for our member cities. The activities outlined in this report support the fulfilment of our mission by working towards our long-term outcomes, namely:



MOBILIZE key city actors, stakeholders and resources to advance resilience practice.

IMPLEMENT projects in cities build equitable and resilient communities.

EMPOWER cities to drive an empowered, responsive and leading global network.

EMPOWERING CITIES: URBAN RESILIENCE LEADERS

The Resilient Cities Network is at its core a community of practitioners dedicated to ensuring resilient future for cities and neighborhoods. CROs are at the forefront of this mission, shaping global resilience practices and championing a sustainable, future-focused approach across city projects, the leading edge of global resilience practice and the engine of the Network. Their role is crucial as they navigate across multiple sectors and crises, delivering integrated solutions.

We asked several of our CROs to share their insights on how the role has evolved since its inception and how changes in cities and in the broader resilience landscape have impacted their day-to-day work. See more in our [Resilience Journals](#).

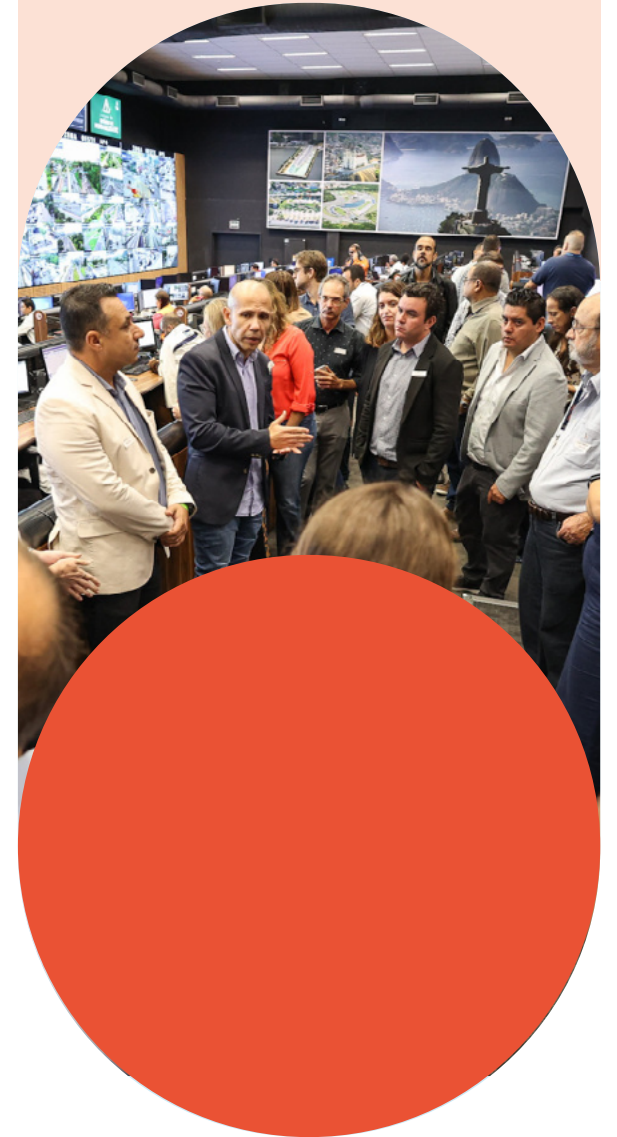
HOW HAS BEING PART OF THE NETWORK CONTRIBUTED TO BUILDING RESILIENCE IN YOUR CITY?

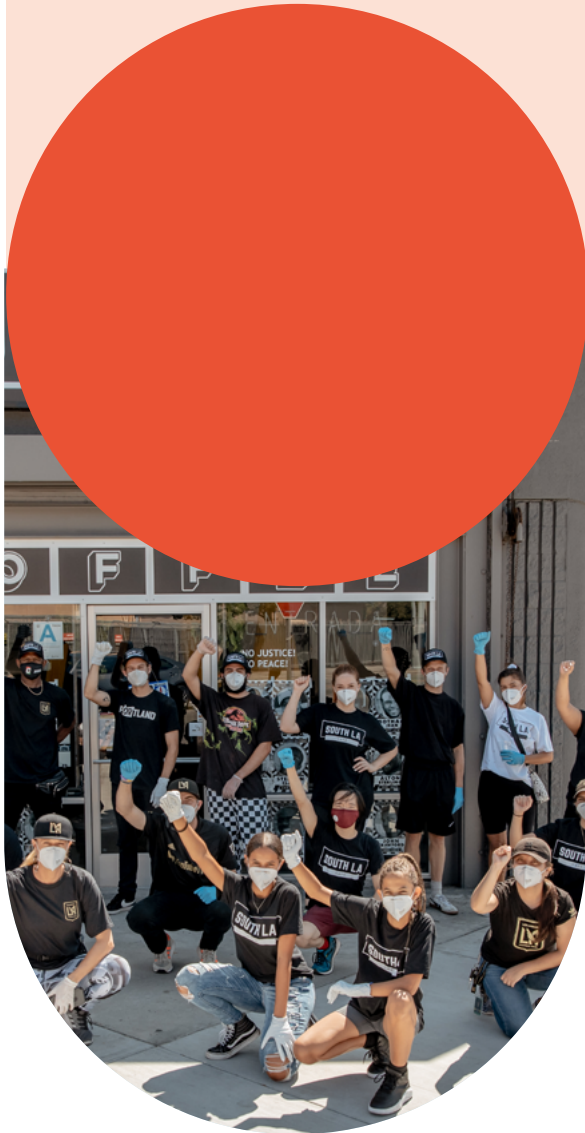
We are really lucky to work with a series of cities around the world that on the face of it are all different. They've got different risks, different challenges in the city, every city, every community is unique. And yet somehow the concepts of resilience transcend all of that and the things we need to put in place to help cities be resilient—good housing, good healthcare systems, good essential services, good emergency services—actually they're the same across all of our cities.

Kathryn Oldham,
Greater Manchester, UK

Resilient Cities Network taught me how to talk to people, to talk to government representatives, gave me the tools the work through issues and solve issues. The network is huge, and you think that your city may be small, but we share challenges and the solutions that other cities have you can scale up or down and make them your own.

Ana Ardelean,
Tbilisi, Georgia





HOW HAS RESILIENCE EVOLVED IN YOUR CITY OVER THE PAST 10 YEARS?

Because we were starting from scratch, [Lagos] were thrust in the deep end and it was sink or swim, but over the years we've been able to build structure on how the work should be done, we've learned from our mistakes, the various pitfalls we've experienced on how to do it better. There's still a lot of learning to be done because resilience is not cast in stone anywhere, there's no textbook that says this is how it should be done, every context is different as every city is different and you have to learn what works in your environment by doing.

Dr. Folayinka Dania,
Lagos, Nigeria



Following the Mexico City Resilience Agency's transition into the Resilience Office, we embarked on a mission to integrate urban resilience across all government sectors. Through continuous dialogue and collaboration we identified and pursued resilience-building opportunities throughout the city, culminating in the creation of the Mexico City Resilience Council which unites local government agencies, the private sector, academic and the city's 16 boroughs to address our complex, interconnected challenges together. This initiative has been transformative for Mexico City and has inspired other cities in the region.

Norlang García,
General Director of Resilience,
Mexico City, Mexico



RESILIENCE LEADERSHIP

Every Chief Resilience Officer we work with has had a unique journey on the path to this dynamic role, shaped by their city's needs and rapidly changing environment. We've identified five distinct types of CROs:



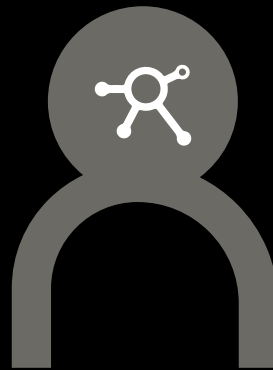
THE AMBASSADOR

Champions engagement across sectors and government, inspiring collective action and using diplomatic skills to drive a resilient, sustainable vision.



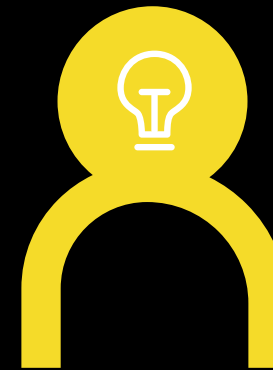
THE STRATEGIST

Focuses on long-term planning and cross-sector integration, ensuring the city is prepared and resilient against risks through a holistic, systems thinking approach.



THE IMPLEMENTER

Dedicated to embedding resilience into city projects, linking stakeholders, and overseeing the practical application and progress of resilience strategies.



THE INNOVATOR

Seeks out new knowledge and solutions, driving change and fostering a culture of continuous improvement and adaptation.



THE COLLABORATOR

Builds partnerships across various sectors, pooling resources and facilitating knowledge exchange to create inclusive, sustainable solutions.

Each type plays a vital role in strengthening urban resilience through their distinct strategies and expertise.



DELIVERING URBAN RESILIENCE

When R-Cities transitioned from 100 Resilient Cities, our mission was clear: to be responsive to the needs and priorities of cities and enhance our on-the-ground impact.

Resilience planning remains a cornerstone of our work. We ensure that cities, whether newcomers or those refining existing strategies, receive robust support to develop and implement plans that meet their goals. Our adaptable approach to resilience planning uses proven tools, like the City Resilience Framework, to tailor strategies to each city's unique needs and stages in their resilience journey.

Since our last report in 2021, we've also significantly expanded our programs to address emerging gaps and challenges in urban resilience to deliver targeted guidance and practical tools that tackle sector-specific resilience issues and address emerging gaps. We are dedicated to offering cities targeted guidance and practical tools to tackle sector-specific resilience issues.

In just two years, 50 cities have benefited from our support, using R-Cities programs to design effective resilience solutions, test analytical tools and engage in valuable peer exchanges. Our multi-city initiatives bring together global urban practitioners, dismantling governance silos and fostering a holistic approach to resilience across municipal efforts.

NEW RESILIENCE STRATEGIES

Over the last two years, we've partnered with three additional cities to craft new resilience strategies based on their specific needs and priorities:



METROPOLITAN AREA OF GUADALAJARA, MEXICO

The Metropolitan Area of Guadalajara (AMG) is comprised of nine municipalities and home to more than five million people. In 2023, facing widespread unplanned urban expansion, the impacts of the Covid-19 pandemic and of climate change, the AMG brought together these regional partners to develop a regional approach to resilience planning. The resulting strategy outlines the AMG's commitment to coordinated governance, protection of the natural environment, empowering communities and creating financially sustainable modes of development among its 12 key objectives.

MONTERREY, MEXICO

Monterrey joined the network in August 2022 during a complex water security crisis, increasing extreme heat waves, and high pollution levels that are being exacerbated by climatic changes, which were impacting disproportionately the city's most vulnerable communities. The city has since developed a Preliminary Resilience Assessment which will inform the city's upcoming creation of a local Resilience Strategy. The transversal strategy development process was designed to integrate the input of a broad array of partners, including private, public, social and academic sectors as well as vulnerable communities who face the greatest risks from resilience gaps.



PENANG ISLAND & SEBERANG PERAI, MALAYSIA

In July of 2023, Penang Island and Seberang Perai in Penang State, together joined the Resilient Cities Network as the network's 100th member and first member of its kind to assess and tackle city challenges at both the city and state levels. As one of the most densely populated areas in Malaysia, the State saw the importance of building resilience to withstand any shocks and stresses related to climate change, aging infrastructure and rising inequity. Both cities have committed to undertaking resilience assessment processes that will identify the most pressing shocks and stresses facing one of Malaysia's most populous states and pave the way for developing a comprehensive urban Resilience Strategy in the end of 2024.

GLOBAL RISK AND RESILIENCE FELLOWSHIP

The Global Risk and Resilience Fellowship leverages the power of insurance-enhanced resilience and investment. It was born out of the insight that cities and insurance markets view risk through different lenses: cities are primarily concerned with the socio-economic impact of risks, while the private sector, especially insurance, emphasizes the financial cost. This divergence can impede knowledge sharing and limits city use of insurance tools for managing risk and building long-term resilience.

To bridge that gap, the Fellowship embeds insurance professionals from Howden and the Sustainable Markets Initiative Insurance Taskforce into city resilience and leadership teams for up to six months and was established with the generous support of Howden and their Climate Risk and Resilience Team. In 2023, five cities participated in the Fellowship to build a deeper understanding of risk and the opportunities for public-private partnership for developing risk and resilience solutions.

PARTICIPATING CITIES:

COHORT 1:

Glasgow, UK

Greater Miami & The Beaches, USA

Melaka, Malaysia

The Hague, Netherlands

Surat, India

COHORT 2:

Oakland, United States

Norfolk, United States

Lagos, Nigeria

Cape Town, South Africa

Greater Manchester, UK

My day job is in natural catastrophe underwriting. The Fellowship was a chance to think outside what I usually do and to meet different people with different perspectives on risk - how it is viewed, how it is measured, how people think about it - because there is a lot to learn.

Max Hoff, Reinsurance Treaty Underwriter, Beazley



SPOTLIGHT: USING DATA TO GUIDE DECISIONS IN THE HAGUE

The city of The Hague and Roos Meilink, CRO, were looking for a way to build their capacity to make well-informed, data-driven decisions in order to effectively address the risks it faces. During the Fellowship, Max Hoff, from Beazley's Treat Underwriting Team and Howden's Climate Risk and Resilience and the Netherlands teams came to The Hague's Resilience Office to develop a specific risk assessment and comparison framework using insurance sector tools which ensures that a wide range of risks the city faces can be categorized the same way and thus compared to evaluate which are the most pressing issues. Adopting the framework has allowed the city to initiate critical conversations about its risk appetite and enhanced collaboration between departments.





CLIMATE RESILIENT CITIES

Cities are leading the way towards a green-transition, reducing emissions and increasing ecology-aware efficiencies. Building resilience to climate-change is a high priority across our network cities, who are seizing the opportunity to increase climate resilience and capture the many co-benefits that this kind of resilience-building offers including poverty reduction, increased social cohesion, and the opportunity to address underlying inequities, to name just a few.



RESILIENCE FOR COMMUNITIES

The Resilience for Communities (R4C) program, supported by the Z Zurich Foundation, is R-Cities' flagship program in community and climate resilience. The program assists cities in conducting a holistic resilience assessment to understand local flood and heat risk in specific communities, engages communities in co-designing solutions and provides \$125,000 per community for pilot project implementation. Launched in North America in 2021, R4C has since expanded to the Europe & Middle East and Asia-Pacific regions. Its mission is to amplify the voices of communities disproportionately impacted by climate risks so that local governments can better address their needs.

PARTICIPANT CITIES:

Houston, USA

Boston, USA

Chicago, USA

Charleston, USA

New Orleans, USA

Greater Manchester, UK

Melaka, Malaysia

The R4C program is a great opportunity to bring together cutting-edge approaches in engaging with residents to build resilience, whilst also helping the city-region to prepare for the risks that climate change poses, especially flooding and potential heatwaves.

Kathryn Oldham, Chief Resilience Officer, Greater Manchester, UK

SPOTLIGHT: DESIGNING WITH COMMUNITIES

In the Fall of 2023, R4C Staff traveled to Houston to co-design solutions to flood and heat risks with community members based on the resilience gaps identified during the data collection phase of the program. Residents from Alief and Trinity Houston Gardens selected the resilience challenges that most impact their ability to be resilient to extreme weather events, like the inability to access healthy food during a flood, or the high cost of energy. In 2024, R4C will break ground on pilot projects based on these community-designed solutions.





URBAN POWER

R-Cities' Urban Power program is transforming energy resilience by guiding cities through transitions to low-carbon energy sources, enhancing electricity access for under-resourced communities, and creating job opportunities that boost local economies. The program was launched in 2021 and is funded with the support of the Global Energy Alliance for People and Planet, the S&P Foundation and others. The initiative provides cities with essential analysis tools and expert guidance to design and implement effective energy resilience projects.

The Urban Power program has brought together a broad range of stakeholders, from city and provincial government to community members, organizations and private sector actors to co-develop transformative projects for expanding access to clean and reliable energy... We're on a mission to alleviate energy poverty and ensure all of Cape Town's residents have access to clean and reliable energy.

Kadri Nassiep,
Executive Director, Cape
Town Energy Directorate

SPOTLIGHT: DEVELOPING CITY ENERGY RESILIENCE FRAMEWORK

The City Energy Resilience Framework (CERF) was designed to help city governments bring together stakeholders to assess gaps, challenges and opportunities for a more resilient local energy system. Released in beta form in 2023, CERF--alongside its Discussion Guide--promotes global best practices to inspire updates to energy systems that offer multiple resilience co-benefits and enhance the ability of urban communities to adapt, survive and thrive in the face of shocks and stresses. The framework has been implemented in several network cities and will soon be available as a digital tool for broader use.



PARTICIPANT CITIES:

Addis Ababa, Ethiopia

Cali, Colombia

Cape Town, South Africa

The Hague, Netherlands

Jakarta, Indonesia

Monterrey, Mexico

Rio de Janeiro, Brazil

Semarang, Indonesia

DELIVERING RESILIENCE ACTION IN EUROPE

R-Cities is participating in seven European Union funded Research and Innovation programs which work to support the stated missions of the European Union. Specifically, our programmatic work supports (1) Mission on Adaptation to Climate Change: Supporting at least 150 European regions and communities to become climate resilient by 2030 and (2) Mission on Climate-Neutral and Smart Cities: Supporting 112 cities become climate neutral by 2030. Below is a snapshot of some of our programs:

NetZeroCities is a vital platform that is empowering cities to achieve climate neutrality by aligning with EU climate goals while tailoring these ambitions to their unique urban contexts. In 2023, R-Cities served as an advisor for Mission Cities, supporting cities like Thessaloniki and Barcelona in their quest for climate neutrality by 2030 under the EU Mission:

PARTICIPANT CITIES:

Barcelona, Spain

Rotterdam, Netherlands

The Hague, Netherlands

Thessaloniki, Greece

Athens, Greece

Milan, Italy

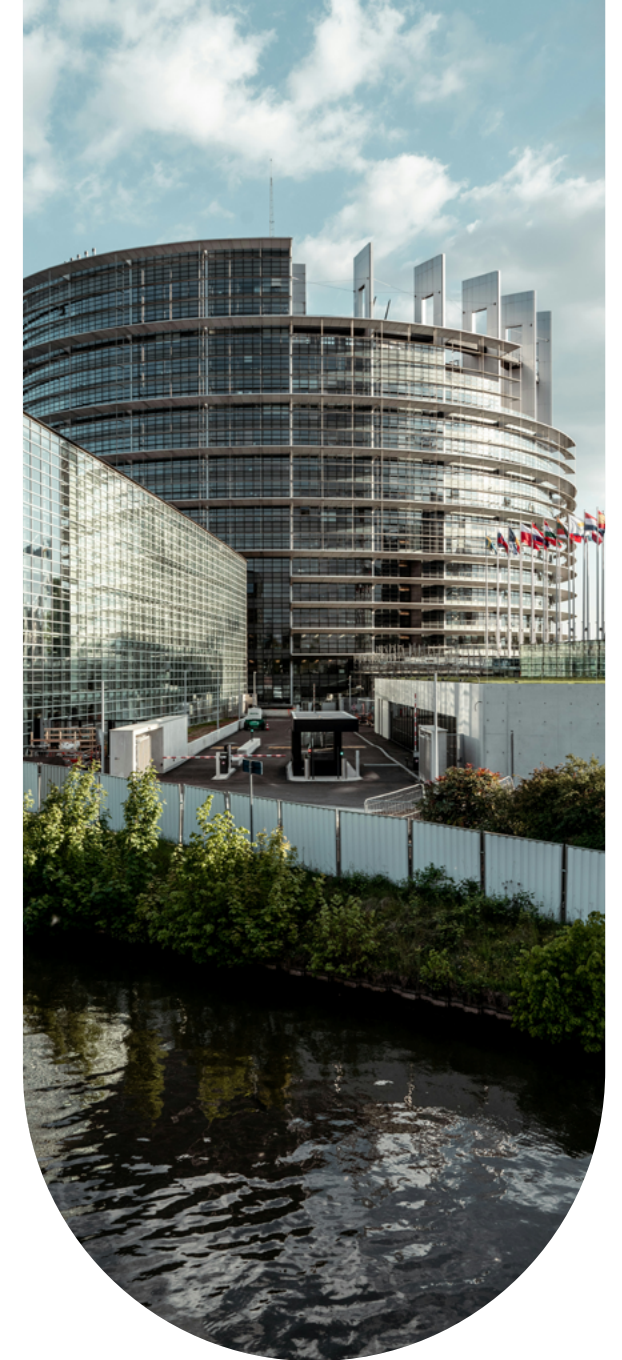
Lisbon, Portugal

Belfast, Ireland

Greater Manchester, United Kingdom

Climate-Neutral and Smart Cities. Both cities have earned the prestigious 'Mission Label' for their Climate City Contracts (CCCs), which outline comprehensive, multi-stakeholder commitments and investment strategies.

Programs like **UP2030** integrate climate neutrality, resilience, and just transition into urban planning, from neighborhood innovations to city-wide strategies. **REACHOUT** scales successful climate services across diverse urban contexts, while **ARSINOE** fosters climate resilience through systems innovation and stakeholder collaboration. **REGILIENCE** focuses on developing tools and scientific knowledge for regional climate risk assessment and collaboration. Together, these initiatives drive cities toward a sustainable and resilient future.



Climate neutrality presents an opportunity. The upper goal is improving residents' lives by enhancing well-being, accessibility, urban greening and food safety. We're committed to reducing air and water pollution and adopting a circular economy approach. We're also encouraging adopting new mobility habits and harnessing renewable energy sources for a cleaner, sustainable and resilient power supply.

Stella Psarropoulou,

Deputy Chief Resilience Officer, Thessaloniki

Beyond benefiting people and climate, Barcelona also considers that the missions can foster the diversification and modernization of the local economy, through the incorporation of more efficient ways to produce and to meet people's needs.

Ramon Canal Oliveras,

Director of the Technical Programming Office, Barcelona

SPOTLIGHT:

EU ENDORSED ACTION AND INVESTMENT PLANS FOR CLIMATE NEUTRALITY IN EUROPE

Under the Mission for Climate Neutrality and Smart Cities, UP2030 is transforming urban planning in 11 pilot cities by integrating climate neutrality, resilience and a just transition at the neighborhood level. In Rotterdam, two workshops engaged municipal and community-level stakeholders to align the social resilience approach in the Bospolder-Tussendijken (BoTu) district with broader city-wide goals of energy transition, net zero emissions, and spatial justice. The city is developing a Resilient District Learning Framework, building on the successful Resilient BoTu 2028 program to create scalable solutions for other districts.

For our member cities, these initiatives are more than just projects—they provide access to cutting-edge technologies and valuable insights into transitioning from Climate City Contracts to effective local implementation. This knowledge is crucial for guiding cities towards tangible sustainability improvements and enhanced quality of life across Europe.

SPOTLIGHT:

USING CLIMATE STORIES TO ENCOURAGE ADAPTION IN MILAN THROUGH REACHOUT

In Milan, artificial intelligence has brought climate issues to life with characters, Ambrogio and Gaia, who illustrate the impacts of the city's record-breaking summer temperatures in 2022. These engaging climate stories, supplemented with practical tools like maps and policy gauges, help residents grasp the real-world implications of climate actions.

The climate stories not only foster public understanding but also enhance cross-departmental collaboration with city administration, sparking workshops to refine and expand the narrative further.





URBAN PULSE

Climate change not only represents a threat to our physical environment but also increases health risks for urban communities—particularly for the most vulnerable among us. In 2023, we launched Urban Pulse: Climate, Health and Equity in Action, a partnership between R-Cities and Yale University, generously supported by The Rockefeller Foundation at the first-ever Health Day at COP28. Where we also hosted and participated in two influential sessions, accentuating the urgent need to address these intertwined issues in low- and middle-income (LMIC) cities.

The climate and health crises require bold action. We're excited to support a team of international experts to turn research into actionable and scalable solutions that are globally relevant. Urban Pulse is not just talking about problems; it is actively seeking and testing solutions that cities can implement now to protect the health of vulnerable populations from climate change.

Manisha Bhinge,
Vice President, Health,
The Rockefeller Foundation



PARTICIPANT CITIES:

Buenos Aires, Argentina

Cape Town, South Africa

Lagos, Nigeria

Metropolitan Area of Guadalajara, Mexico

Mexico City, Mexico

Monterrey, Mexico

Montevideo, Uruguay

Rio de Janeiro, Brazil

Surat, India

Semarang, Indonesia

SPOTLIGHT:

RESILIENT CITIES AT THE INTERSECTION OF CLIMATE AND HEALTH REPORT

In July of 2023, we published an initial survey of cities across our network to examine their resilience to heat and climate-related health risks. Across the cities we surveyed, climate and health were major concerns, with inequalities in the built environment, air pollution, and heat-related diseases ranked as the most important issues. Most of the cities surveyed told us they do not think they have sufficient resources to respond to major health threats if it occurs. The survey results formed the basis of our Urban Pulse program which has been implemented in 2024 onwards to support cities in building local health resilience in the face of climate change.



CIRCULAR CITIES

Resource extraction, excess waste and high emissions have severely impacted urban environments and the larger ecosystems cities rely on. Circular systems present a resilient alternative for cities, enabling cities to thrive within sustainable limits and build resilience against both acute shocks and chronic stresses. Unlike linear economies, which strain city systems with waste and demand constant new resources, a circular city is one that works to extend the useful life of its urban assets and minimize consumption of vital resources like energy and water.

Our circularity programs empower member cities to develop sustainable, local economies capable of withstanding disruptions in resource supply while boosting local economies. By embracing circular principles, cities not only advance their emissions goals but also make meaningful contributions to national climate agendas.





URBAN OCEAN

Urban Ocean is a capacity-building and accelerator program to end ocean plastic pollution and build more resilient communities in cities. Urban Ocean champions circular economy principles, builds awareness of ocean plastic, assesses waste management systems, and supports cities to develop projects that address the interrelated challenges of ocean plastics and resilience. Since 2019, the program has been implemented in 12 cities across Asia and Latin America. The program is jointly implemented by R-Cities, Ocean Conservancy, and The Circulate Initiative and additionally funded with the generous support Fundación FEMSA.

Normally [the Adyar] river is filled with water hyacinth and other floating objects such as solid waste and plastic that come in the way of our rowing. But ever since the Greater Chennai Cooperation, along with the Chennai River Restoration Trust, put a trash boom across the river through the Urban Ocean program, the river has been a pleasure to row on.

Krishna Mohan,
Chief Resilience Officer,
Chennai, India



SPOTLIGHT: CREATING PORTALS FOR PLASTIC WASTE REDUCTION IN CHENNAI

The coastal city of Chennai is battling a severe waste crisis, generating the highest per capita waste in the country. Its rivers and canals are carrying pollution into the Bay of Bengal, a situation highlighted by the 2021 floods when 218 tons of plastic were collected from a single site.

In response, the government is implementing new strategies for waste segregation and coastal clean-ups. The Urban Ocean program has identified gaps in waste management and is focusing on reducing plastic leakage. Chennai has introduced an Extended Producer Responsibility (EPR) portal to involve plastic manufacturers in funding waste management. The city is also streamlining waste collection and collaborating with various stakeholders to work towards a nearly zero-waste, plastic-free future.



PARTICIPANT CITIES:

Bangkok, Thailand

Can Tho, Vietnam

Chennai, India

Melaka, Malaysia

Mumbai, India

Panama City, Panama

Pune, India

Salvador, Brazil

Santa Fe, Argentina

Santiago, Chile

Semarang, Indonesia

Surat, India

A young girl with her hair in a bun and a white headband is reading a book to a younger child. The book is green and has the title 'Why Why Why Did Dinosaurs Lay Eggs?' visible. The background is a solid blue color with several light blue circles and rounded rectangles scattered across it.

EQUITABLE CITIES

The resilience of a city is intrinsically tied to the well-being of its most vulnerable communities. That's why our mission to build resilient cities is anchored in steadfast commitment to equity. Equity is not just a principle for us – it's the driving force behind every action and decision we make. Our approach goes beyond merely identifying urban risks; it actively confronts and corrects the inequities that exacerbate these challenges.

Our 2023 survey highlighted economic and racial inequity as some of the most pressing stresses faced by our network. We are committed to supporting cities in addressing these challenges by prioritizing the needs of front-line communities, ensuring all vulnerable groups have a voice in resilience planning and tackling historic injustices that continue to shape the urban systems we live in today. Our equitable city programs are designed to create solutions that enhance access to essential goods and services, fostering economic, social, cultural and environmental equity for urban residents.

CATALYZING CITY RESILIENCE SOLUTIONS

For many cities around the world, the devastating effects of the Covid-19 pandemic are still being felt. Catalyzing City Resilience Solutions empowered cities to recover their local economies by harnessing the power of Small and Medium sized Enterprises (SMEs). The program helped cities in Southeast Asia identify economic sectors that are dominated by SMEs and developed strategies to maximize their ability to stimulate the local economy. Through the program, city and private stakeholders co-created solutions to accelerate business growth and sustain business continuity for SMEs, developing pilots to test and demonstrate the potential of designed solutions. This program was made possible with the generous support of the Citi Foundation.

SMEs in the Bang Mot Canal community were hit hard with the sudden loss of income due to the loss of visitors. The CCRS program has helped the community to start a new kind of economy so that they have a resilient future.

Jarupong Pengglieng,
Director of Planning and
City Capacity Development
Division, International Affairs
Office, Bangkok Metropolitan
Administration

SPOTLIGHT:

CITY PILOTS – BANGKOK

Bang Mot is a multicultural community along the Bang Mot Canal in Southwest Bangkok. The community embodies survival, reinvention and resilience. Facing challenges from Covid-19 as well as climate change related threats including flooding and water salinization, local stakeholders transformed the area into an eco-tourism hub to revitalize their community and economy. Through the CCRS program and in collaboration with the Bangkok Metropolitan Administration, the community identified pilot initiatives such as community markets and cultural festivals to help revitalize the area and position Bang Mot as an emerging eco-tourism destination. Bang Mot has embraced sustainability while showcasing Thai traditions, fostering economic resilience and environmental stewardship.

 [Read more](#)



PARTICIPANT CITIES:

Bangkok, Thailand

Can Tho, Vietnam

Da Nang, Vietnam

Jakarta, Indonesia

Melaka, Malaysia

Semarang, Indonesia

FUTURE READY CITIES

The Future Ready Cities program, a partnership with Visa, helps build urban resilience through education and advocacy. From 2020 to 2022, member cities of R-Cities participated in a call for challenge submissions. Once selected, program cities entered a collaborative deep dive process with R-Cities and Visa to evaluate their challenge and jointly develop a solution proposal. From there, Visa worked jointly with the city to bring a digital solution to life, including co-financing to implement the pilot.

In 2023, Future Ready Cities continued to share the lessons learned and experiences from participating cities while at the same time expanding our work to provide more actionable tools, exchange and learning opportunities for cities to empower them to build more resilient, sustainable and inclusive cities.

PARTICIPANT CITIES:

Guadalajara, Mexico

Montevideo, Uruguay

Panama City, Panama

Quito, Ecuador

Salvador, Brazil

Contactless payment is putting the Metropolitan Area of Guadalajara at the forefront. Today, we start with the outer ring road of the city, then we will expand to the city's first electric route and then continue to all other mass transportation systems and routes, not only in the metropolitan area but also to mid-size cities across the state.

Diego Monraz,
Secretary of Transportation,
State of Jalisco, Mexico.

Urban farms are crucial for Quito's sustainability and resilience. Urban farmers face the challenge of keeping their sales up and joining the growing digital economy... This is why we started searching for a solution and came across the Future Ready Cities program. By digitalizing small farmers, we're not only helping them increase their sales, but they also have access to easy electronic invoicing and a more efficient way to keep track of their sales.

Alexandra Rodríguez,
Former Project Manager at
CONQUITO, Quito's Economic
Development Agency.

SPOTLIGHT:

DIGITALIZATION FOR SMALL BUSINESSES IN PANAMA CITY

Local markets in Panama City are vital to feed the city of 1.5 million, support local jobs and businesses, and create spaces for communities to come together. However, local merchants have struggled to keep pace as consumers have gone digital and increasingly expect faster and simpler digital options to pay. The lack of digitalization also makes small businesses more vulnerable to future shocks, including natural disasters, shifting macroeconomic trends, or emergencies like the Covid-19 pandemic. Together with the Future Ready Cities program, the city is implementing tap-to-phone digital payment technology, financial education workshops, and boosting municipal markets' promotion through digital channels. These initiatives will help local merchants extend their market access, increase their efficiency and competitiveness, and build a more resilient local economy.



RESILIENCE
FINANCE



RCIFunds

The Resilient Community Impact Funds (RCIFunds) responds to one of R-Cities' core objectives: getting cities the resources they need as efficiently as possible. An emerging platform dedicated to funding city projects, RCIFunds connects cities and funders to catalyze investment in projects that demonstrate strong resilience value and create multiple benefits for urban residents.

Over the last two years, RCIFunds has supported five transformative projects, channeling resources from R-Cities programs directly to city resilience offices in eligible regions. RCIFunds ensures that cities receive the support they need to build stronger, more resilient communities. The Resilience Innovation Fund was seeded by Bank of America to catalyze projects at the intersection of equity, economy, innovation and entrepreneurship and promote community resilience.

Projects funded:

- > Lafitte Greenway in New Orleans, USA
- > South LA Resilience Hub in Los Angeles, USA
- > Berkeley Pilot Climate Equity Fund, Berkeley, USA
- > Neighborhood Transformation through Racial Equity, Atlanta, USA
- > Kalibaru Hub, Jakarta, Indonesia

The RCIFunds allows us to survey our community and learn how we can support them to be more resilient in the face of growing shocks and stresses. With this information, we can provide access to resources, tools and education to better prepare and empower them to prepare for emergency response and daily living. Through this process we will also focus in hyper-local community building and developing a resilient infrastructure on a block-by-block basis.

Cecilia Ward-Wallace,
Co-Founder of the South LA
Community Foundation and
Recipient of the RCIFunds via
the City of Los Angeles



PARTICIPANT CITIES:

Atlanta, USA

Berkeley, USA

Los Angeles, USA

New Orleans, USA

Jakarta, Indonesia

SPOTLIGHT: LAFITTE GREENWAY

New Orleans's Lafitte Greenway is an almost 3-mile converted railway park in the heart of the city, which provides residents with recreational opportunities and critical access to greenspace. Given the success of the Greenway, which opened in 2015, the city has developed a second project which aims to redevelop a historic canal within the park to mitigate the impacts of flooding in the neighborhood. In 2022, the city applied to the RCIFunds and was awarded a \$50,000 grant, matched by the Greater New Orleans Foundation to fund a hydraulics and hydrology study to quantify the many benefits such a project could have on the community. The canal will not only mitigate flood risk, but improve neighboring communities' quality of life, and build the capacity of local businesses and residents to redevelop historic urban sites given the project's community-led nature.



The image features a solid blue background with a collection of white circles and light blue rounded rectangles scattered across the frame. The text 'AMPLIFYING URBAN RESILIENCE' is centered in white, bold, uppercase letters. The shapes are arranged in a way that suggests a network or a cluster of elements, with some overlapping and others spaced out. The overall aesthetic is clean, modern, and minimalist.

**AMPLIFYING URBAN
RESILIENCE**

CITIES SOLVE CITIES DELIVER

In 2023, we embarked on a transformative journey with the belief that, even in turbulent times, cities have the power to drive change and lead us toward a resilient and equitable future. Our global Cities Solve, Cities Deliver campaign was launched to spotlight the groundbreaking solutions from cities and inspire others to join in building a better tomorrow for billions.

Through four key focus areas—water resilience, heat resilience, governance, and energy resilience—we’ve highlighted innovative, holistic solutions from cities around the world.

Our campaign celebrates these remarkable efforts, showcasing how cities around the globe are leading the charge in creating a resilient and just future.



CHENNAI

In the Little Flower Convent, a school for the visually and hearing impaired students, the city has pioneered advanced wastewater treatment solutions that also support urban cooling garden.



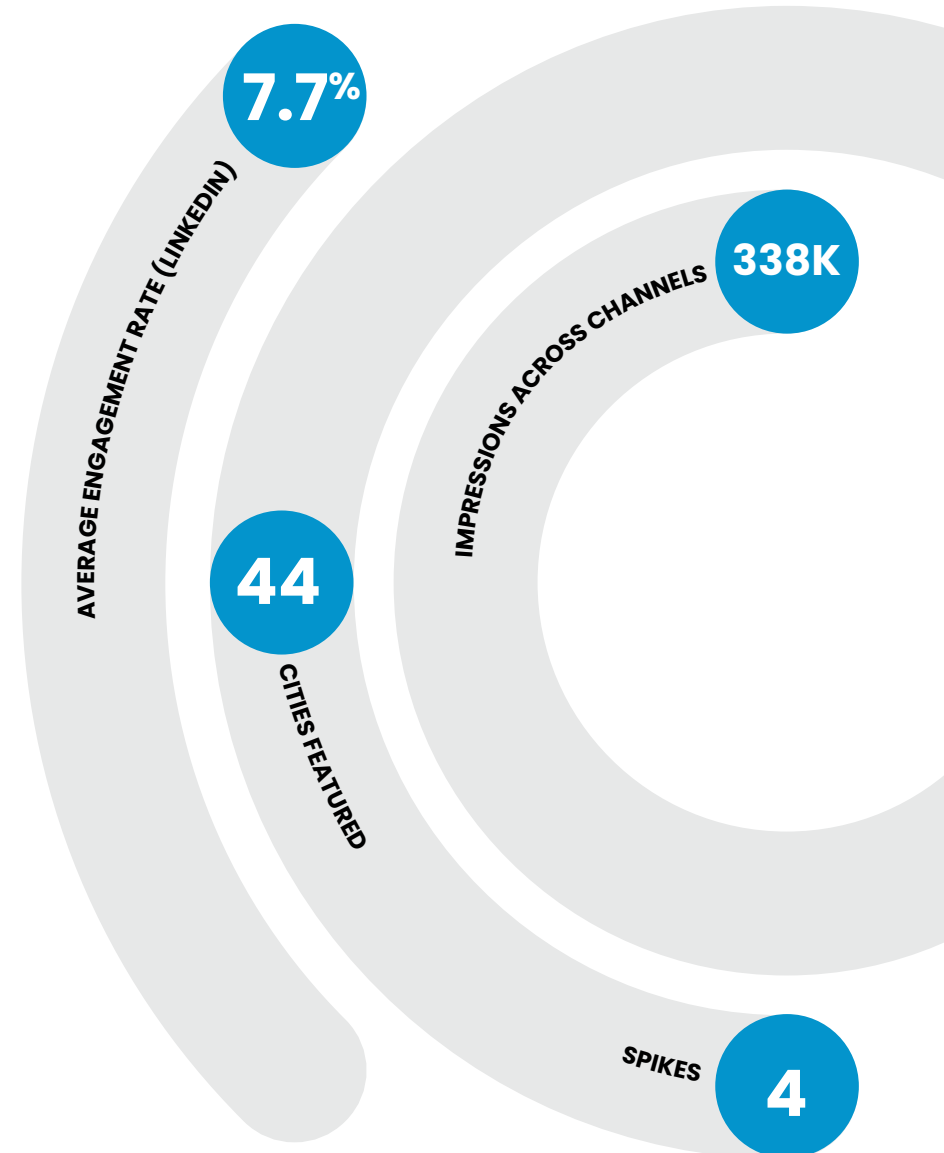
CALGARY

Cutting-edge heat mapping is going beyond the data to integrate community perspectives to address heat vulnerability comprehensively.




LAGOS

The city is energizing its local economy and ensuring clean, affordable energy for schools and hospitals through boosted solar production.





CITIES SOLVE CITIES DELIVER

 Click cities to visit associated campaign content



GLOBAL EVENTS

One of R-Cities' guiding missions is to advocate for the role that cities play as leaders in addressing some of the most critical challenges that the world faces today. We believe that cities should have a seat at the table when stakeholders convene to guide policy that can impact urban residents, and this belief guides our attendance at events around the world in support and collaboration with our member cities.

2022



WORLD URBAN FORUM 11 2022

June 2022

Ramallah, Kigali and Medellin joined us at the World Urban Forum 11 in Katowice, Poland to discuss climate adaptation, resilience investments, and SDGs. They showcased our programmatic work and shared their strategies for building urban resilience.



WORLD CITIES SUMMIT

August 2022

In **Singapore** we were joined by **Mayors and CROs from New Orleans, Rotterdam, Cape Town, Surat, Singapore, and Christchurch** to showcase the initiatives our cities are developing to build more resilient water and waste systems management systems amidst climate challenges.



COP27

Nov 2022

At COP27 in Sharm El Sheikh, we, alongside **Amman, Athens, Glasgow, Kigali, Lagos, Monterrey, Oakland, Singapore and Tel Aviv** worked to advance the urban resilience agenda. Cities showcased innovative initiatives that increase local resilience in support of national and international goals. Hear more about the Conference of the Parties in our Urban Exchange podcast about the event at: [Episode 9: Progress at COP27 and climate finance featuring Glasgow - Resilient Cities Network](#)

2023



NY WATER WEEK AND UN WATER CONFERENCE

March 2023

Houston, Rotterdam, the Hague, Guadalajara, Santiago and Chennai were present for New York Water Week and the UN Water Conference. We co-hosted an event with the Government of the Netherlands where participants discussed strategies for water-related challenges into opportunities for urban resilience. Learn more [here](#).



RESILIENCE EXCHANGE: BUILDING A STRONGER FUTURE FOR KYIV

June 2023

Occupation and conflict are huge threats to urban resilience, as residents and the many systems they rely on become targets for political gain. The war in Ukraine has taken a devastating toll on its capital city Kyiv, and while the city is not a current member of the network, it stands as an undeniable emblem of urban resilience in the face of extreme shocks and stresses. European network cities came together for a regional resilience summit to offer perspectives and support to the Ukraine's capital as it deals with the impacts of war, displacement and works to complete the **Kyiv City Recovery Framework**. Read more: [Resilience Exchange: Building a Stronger Future for Kyiv \(resilientcitiesnetwork.org\)](#)

2023



WORLD WATER WEEK, STOCKHOLM

August, 2023

In Stockholm, we joined the Africa CWA fund launch, focusing on scaling water resilience through nature-based solutions. With partners including Stockholm International Water Institute, ARUP and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, we explored revamping urban water policies and unleashing their potential.



GUADALAJARA INTERNATIONAL METROPOLITAN CONGRESS

November 2023

Urban resilience practitioners from across the Metropolitan Area of Guadalajara, Chief Resilience Officers were joined by city officials from **Buenos Aires, Ciudad Juarez, Dallas, Lagos, Porto Alegre, Jakarta, Medellin, Mexico City, Rio de Janeiro, Santiago and Sydney** to discuss their experiences in implementing resilience strategies. Visiting cities shared the challenges they have faced and solutions they have worked through, and the Metropolitan Resilience Strategy of Guadalajara was officially launched.



EURESFO 2023

Oct 2023

Celebrating its 10th anniversary in 2023, EURESFO brought together CROs from **Athens, Greater Manchester, London, Milan, Paris, Rotterdam, Tbilisi, The Hague, Thessaloniki, and Vejle** to reflect on our urban resilience journey in recent years and how we are planning to achieve our climate goals.



COP28

December 2023

Our final global event of 2023, COP28, was a thrilling opportunity to join 17 of our member cities and many others in advocating for cities as essential partners in climate action. We showcased how our 101 cities are advancing energy, water, climate and community resilience through programs like Urban Power, Resilience for Communities and Urban Pulse and their resilience strategies. As a result, R-Cities has been granted official observer status by the UNFCCC. This new role will provide more opportunities for our cities to highlight their innovative solutions at COP29 in Azerbaijan.



SMART CITIES EXPO WORLD CONGRESS

November 2023

Dallas, Barcelona, Athens, Montevideo, Vejle, Lisbon, Panama City, The Hague, and Thessaloniki showcased advancements in climate adaptation, governance, and urban resilience at the Smart Cities Expo World Congress, demonstrating how they are leveraging innovative and digital solutions to create more inclusive and resilient urban systems.

CONVENING THE REGIONS

As one participant of the NAM Regional Convening put it, “The power of our network is in the people.” Throughout 2022 and 2023, R-Cities brought together each of its five working regions for in-person convenings. Participants from across the network engaged in knowledge-sharing sessions, resilience workshops and helped strengthen the bonds that help CROs do their jobs effectively.



APACXCHANGE

In November 2022, the vibrant city of Bangkok played host to our Asia-Pacific Convening, APACXChange, co-hosted by the Bangkok Metropolitan Administration. This landmark event marked the first in-person gathering of CROs and resilience practitioners from our Asia-Pacific member cities since the global pandemic.

APACXChange was a powerful platform for sharing knowledge and experiences, as we united to advance urban resilience and co-create a resilient future for the region. The event showcased dynamic discussions on economic resilience and recovery, as part of our Catalyzing City Resilience Solutions program. Cities engaged in enriching dialogues about fostering an environment where SMEs can flourish, underscoring our collective commitment to building a more resilient and prosperous Asia-Pacific.

EME-AFR CONVENING

In September 2022, Athens hosted the Europe, Middle East, and Africa Regional Convening, where CROs gathered for a series of transformative knowledge-sharing sessions and resilience-building workshops. One standout workshop, aligned with our energy resilience-focused Urban Power program, featured Leila Mahomed Weideman, Director of the Sustainable Energy Markets Department in Cape Town. Leila shared Cape Town’s innovative strategies for managing energy risks, including planned outages and consumer engagement, with European cities grappling with the energy crisis sparked by the Ukraine/Russia conflict. Organized by the city of The Hague and facilitated by R-Cities, this session provided a unique opportunity for cities from different regions to exchange insights. European cities gained invaluable perspectives from their African counterparts, learning how to navigate emerging shocks with resilience and foresight.



LAC CONVENING

In November 2022, we brought together cities from Latin America and the Caribbean (LAC) in Mexico City with the support of the Mexico City Government and the Mexico City Resilience Office. In addition to partaking in several resilience-themed workshops, urban practitioners from the LAC region visited Iztapalapa, the city's most vulnerable and densely populated area where social infrastructure is helping create a safe and more equitable future for the community, especially women and girls. Walking through the "Utopias" was eye-opening for our participants who got to experience how women, men and children come together in these safe spaces where they can they share values, knowledge, skills and abilities and cultivate the responsibility they share with the local authorities to care for the environment, health, creativity and productivity of their communities.



NAM CONVENING

In early May 2023, the North America (NAM) Regional Convening, hosted with the support of Oakland, Berkeley, and San Francisco, ignited a spirit of innovation and collaboration. CROs explored groundbreaking resilience initiatives, from San Francisco's Port Resilience efforts to Oakland's community-led food security programs. We were joined by experts from the Institute for the Future, to guide CROs through visioning exercises, imagining what future resilience challenges they may be confronted with in the coming years, and exploring what tools they have in their arsenal to face them. The session was an opportunity for CROs and urban practitioners, so often overwhelmed by the concerns of the day, to project into the far future, but also underscored the importance of building resilience today to anticipate tomorrow's challenges.



WHO WE ARE



R-CITIES TEAM

AS OF AUGUST 2024



ADA RUSTOW
Associate,
Knowledge &
Programs



ALHAFIZ ATSARI
Associate,
Knowledge &
Programs, Energy



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& Investment



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Senior Manager,
Programs &
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Operations,
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GEORGINA CRUELLES
Manager,
Operations,
Executive
Assistant



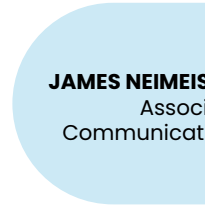
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JAVIER GARDUÑO ARREDONDO
Lead, Engagement &
Resilience Practice



JORDANA VASQUEZ
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Programs, Climate
& Equity



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Global Operations



LYNETTE LIM
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Events



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Programs &
Engagement



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Digital Learning



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& Engagement



RON HARRIS
Consultant,
Engagement &
Knowledge



SHWETA NAGARKAR
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Programs,
Circularity



NINI PURWAJATI
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& Knowledge



RAZVAN ZAMFIRA
Graphic Designer



KEY HILL
Strategic
Partnerships
Director



VALERIE BROWN
Manager,
Programs, Climate
Resilience



VALERIA CASTELLANOS
Associate,
Partnerships &
Communications



KAVYAA RIZAL
Associate,
Programs Climate
Resilience



OUR GLOBAL STEERING COMMITTEE

AS OF AUGUST 2024

The Global Steering Committee represents member cities at the regional and global levels and provides a platform for a city-led network. It has a clear mandate to set the principles and policy of the network based on the needs of member cities. The Global Steering Committee is comprised of up to two representatives from each of the five regions of the Network: Africa, Asia-Pacific, Europe and the Middle East, Latin America and the Caribbean and North America.



DR. FOLAYINKA DANIA (GSC CO-CHAIR)
Chief Resilience Officer
Lagos



BECK DAWSON (GSC CO-CHAIR)
Chief Resilience Officer
Sydney



KAMLESH YAGNIK
Chief Resilience Officer
Surat



PATRICIA GOMEZ, PHD,
Chief Resilience Officer
Miami-Dade



KATIA TYNAN
Chief Resilience Officer
Vancouver



KATHRYN OLDHAM
Chief Resilience Officer
Greater Manchester



NORLANG MARCEL GARCÍA ARRÓLIGA
Resilience General Director
Mexico City



DR. MOGES TEDASSE
Chief Resilience Officer
Addis Ababa



AHMED K. ABULABAN
City Director
Ramallah



GUZMÁN ROBAINA
Chief Resilience Officer
Montevideo

OUR BOARD OF DIRECTORS

AS OF AUGUST 2024

The Board of Directors is responsible for directing the activities of R-Cities under guidance of the Global Steering Committee. The board has a three-year term and comprises a maximum of 11 members. Chaired by an independent and neutral chair, the board is responsible for appointing the Executive Director and overseeing the network's strategy, budget and performance.



SUSAN AITKEN
Chair of the
Board



**DANIEL
STANDER**
Deputy Chair



**AHMED
ABOUTALEB**



EDUARDO PAES



**NIELS HOLM-
NIELSEN**



**SHENG
THAO**

PARTNERS

A sincere thank you to our valued partners. Your unwavering support has been instrumental in helping us advance our mission and build a more resilient future for cities and their communities.

FUNDING

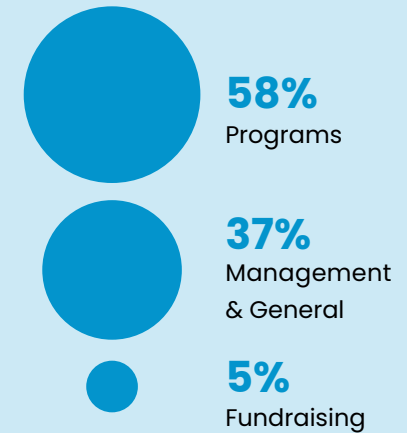


INSTITUTIONAL



2022-2023 FINANCIALS

Total Income
8.82 MILLION USD*



R-Cities has more than three dozen staff and entities in Mexico, the Netherlands, Singapore and the United States.

* Based on management accounts for the year ending 31 December 2022 and 31 December 2023. Income recognised in the two years includes funds received from donors in advance, for programming activity in 2022, 2023 any beyond.



**CITIES
NETWORK**