Resilient Melbourne acknowledges the Traditional Owners of the Land, and their strength, resilience, and pride as the oldest continuous culture in the world.
The Resilient Melbourne Steering Committee is delighted to present the first annual report of the Resilient Melbourne Delivery Office (the Delivery Office). The Delivery Office has been hard at work establishing its presence and implementing the actions identified in Australia’s first urban resilience strategy, which was released in June 2016. The result is compelling, and we hope you find this report both informative and inspiring.

The Steering Committee has members from local government and the Victorian Government. Its membership reflects Resilient Melbourne’s collaboration across jurisdictional boundaries to achieve resilience for the diverse communities that make up metropolitan Melbourne. Resilient Melbourne is auspiced by the City of Melbourne and works with many government and non-government partners. The Steering Committee supports Resilient Melbourne’s efforts by monitoring progress against the long-term objectives and more immediate actions set out in the Resilient Melbourne strategy, and by approving additional activities and potential partnerships.

Resilient Melbourne has been fulfilling its purpose by helping to bring innovation to Melbourne’s public, private, and not-for-profit sectors, and by acting as a leader in the 100 Resilient Cities (100RC) global network. For example, Emergency Management Victoria, in partnership with Resilient Melbourne, developed the Community Resilience Framework for Emergency Management for all of Victoria; earlier in the year, Resilient Melbourne hosted the 100RC Biodiversity Network Exchange, which brought together Chief Resilience Officers and experts from greater Melbourne and four other cities across the network to share knowledge about challenges and opportunities for better using nature, while protecting and increasing biodiversity, to make cities more resilient.

In the face of continually evolving and complex circumstances – especially rapid social change, technological disruption, environmental pressures, and financial constraints – we must all work together to find new ways to serve our diverse communities to improve their viability, sustainability, liveability, and prosperity at both local and city-wide scales.

For these reasons, if the Delivery Office is to achieve its ambitious five-year goals, collective action will be required across metropolitan Melbourne. In its first year, Resilient Melbourne continued to foster relationships instrumental to achieving its aims. Without the backing of many partners, most of this past year’s achievements would not have been possible. We thank all of these supporters, and look forward to their continued involvement.

Finally, we commend the efforts and early accomplishments of the Delivery Office. We are pleased to continue our support as the Delivery Office carries forward its work in 2017–18.

- Geoff Lawler, Senior Strategic Advisor, City of Melbourne (Steering Committee chair)
- Monique Dawson, Chief Operating Officer, Employment, Investment & Trade Group, Department of Economic Development, Jobs, Transport, and Resources
- Mark Duckworth, Executive Director, Emergency Management Division, Department of Economic Development, Jobs, Transport, and Resources
- Noelene Duff, Chief Executive Officer, City of Whitehorse (Eastern Region)
- Chris Eddy, Chief Executive Officer, Hobsons Bay City Council (Western Region)
- Graeme Emonson, Executive Director, Local Government Victoria
- Toby Kent, Chief Resilience Officer, Resilient Melbourne
- Craig Lapsley, Commissioner, Emergency Management Victoria
- Rebecca McKenzie, Chief Executive Officer, Glen Eira City Council (Inner South Region)
- Simon McMillan, Chief Executive Officer, Banyule City Council (Northern Region)
- Garry McQuillan, Chief Executive Officer, Cardinia Shire Council (Southern Region)
- Therese Robinson, Acting Director Social Cohesion and Community Resilience, Community Resilience Unit, Department of Premier and Cabinet (Anna Parle to fill this role as of FY 2017-18)
- Vijaya Vaidyanath, Chief Executive Officer, City of Yarra (Inner Region)
- Linda Weatherston, Director City Communities, City of Melbourne
EXECUTIVE SUMMARY

Over the past year, the Resilient Melbourne collaboration established the Resilient Melbourne Delivery Office, hosted by the City of Melbourne. As stated in the Delivery Office’s mission:

The Resilient Melbourne Delivery Office exists to embed resilience practice across Melbourne’s various levels of government, in ways that resonate with our diverse communities. To do this, we coordinate the implementation of the Actions in the Resilient Melbourne Strategy, collaborating with a wide variety of stakeholders and industry partners. The Office embodies and demonstrates resilience qualities in how we approach our work, including working in new and innovative ways, being passionate about achieving positive outcomes.

In addition to implementing the actions set out in the Resilient Melbourne strategy, the Delivery Office works to promote and embed resilience practice in all sectors. In this first year, the Delivery Office was funded by the City of Melbourne and the Victorian Government, and other metropolitan councils contributed in-kind and other non-financial support. Over our five-year term, funding for the Delivery Office will average to a three-way split, sourced equally from the Victorian Government, the City of Melbourne, and the other 31 metropolitan councils. We also will continue to rely on in-kind support and contributions of time from councils, 100RC, many Victorian Government agencies, academics, and community and private-sector partners.

The Resilient Melbourne strategy was developed through an intensive process involving a wide range of organisations and individuals. The actions set out in that document are specific, measurable undertakings that emerged during the strategy development process and have high potential to help solve Melbourne’s chronic stresses and respond well to acute shocks. Although they will increase resilience across metropolitan Melbourne, if carried out in isolation they will not achieve our long-term objectives.

For this reason, while the Delivery Office aims to implement these actions successfully, we are equally focused on embedding resilience practice in all of Melbourne’s 32 councils, the Victorian Government, and in those private and not-for-profit organisations that have major roles to play in strengthening our city’s resilience.

The transition from strategy development to implementation guided most of the Delivery Office’s first year. As shown in the figure on the facing page, with this foundation we can now accelerate our implementation of actions and our embedding work. At the end of Years 2 and 3, we expect to demonstrate solid results in both these areas. This will enable us to focus our attention in Years 4 and 5 on ensuring longevity for our work.

Our aim at the end of the five-year period is to have implemented all the actions in this first strategy and to have made resilience principles part of the fabric of the way metropolitan Melbourne is managed and lived.

Resources – Recognition of the potential benefits of our work, combined with our 100RC network membership, has attracted resources essential to our ability to implement the actions in our strategy. For example, our Purpose-based Partners Program has attracted valuable local expertise to the Delivery Office in the form of secondments. The 100RC Platform Partners who provide pro-bono or reduced-cost services to support our work, such as The Nature Conservancy and Citymart, have also made meaningful contributions.

In addition to these achievements, we have made progress in implementing all of the actions set out in the strategy and are continuing to build momentum and relationships across sectors to accelerate this work in the coming year. Our first annual report provides a snapshot of each of the actions, highlighting the role of the Delivery Office in facilitating change and progress by providing governance, systems, and resources. We also explain how we are testing the City Resilience Index, a tool developed by 100RC Platform Partner Arup to record the current level of resilience across metropolitan Melbourne.

At our one-year milestone, we are pleased to share our progress to date and identify where we are heading in the coming year. Together with our partners, we will continue to bring our strategy actions to life and to embed resilience practice to the benefit of our communities.

The five-year trajectory of the Resilient Melbourne Delivery Office

In establishing the Delivery Office, we have built a solid foundation of governance, systems, and resources vital to successfully implementing the Resilient Melbourne strategy and achieving our long-term objectives:

Governance – In the last twelve months, we have re-formed the Resilient Melbourne Steering Committee to increase local government representation. We have redefined our relationship with 100RC to reflect our shift from strategy development to implementation, and have also established governance structures to support implementation of individual actions.

Systems – We have developed tools and procedures to guide the activities of the Delivery Office and our partners and to ensure consistency and clarity in planning, executing, and reporting on each action. These systems allow us to work effectively and efficiently on a broad and complex range of projects and overall mandate.

GOVERNANCE SYSTEMS RESOURCES

YEAR 1 Establish Delivery Office

YEAR 2-3 Accelerate implementation

YEAR 4-5 Focus on embedding

In addition to the actions set out in the strategy, the Delivery Office has also made progress in:

- Reforming governance structures to support implementation of individual actions
- Increasing local government representation
- Establishing systems and procedures to guide the activities of the Delivery Office and our partners
- Increasing our focus on embedding resilience practice

As stated in the Delivery Office’s mission, we continue to rely on in-kind support and contributions of time from councils, 100RC, many Victorian Government agencies, academics, and community and private-sector partners.
RESILIENT MELBOURNE BACKGROUND

Metropolitan Melbourne is the first cohort of 33 cities selected for the 100RC program, from a pool of 372 applicants. As of June 2017, all 100 cities in the network have been selected, from a total pool of 1,028 applications.

City of Melbourne and other organisations, including 100RC, hold a one-day workshop to identify strengths and vulnerabilities likely to affect Melbourne’s resilience, as well as the shocks and stresses most likely to threaten metropolitan Melbourne.

Metropolitan Melbourne is accepted into 100 Resilient Cities—pioneered by the Rockefeller Foundation.

Melbourne's first Chief Resilience Officer hired

100RC's support to its members includes four types of resources:

- Funding for a Chief Resilience Officer during strategy development (two years)
- Technical and consulting support to develop each city's resilience strategy
- Access to Platform Partners and subject-matter advisors to help implement the strategy
- Active membership within the network of 100 cities

Alongside the CRO's appointment, a small Resilient Melbourne team is established to develop a metropolitan-wide resilience strategy.

A wide range of parties contribute to this report, the first of its kind in Australia. Mayors and chief executive officers of metropolitan Melbourne's councils finalise the document and agree on five discovery areas for deeper investigation by working groups.

The resulting strategy is the work of more than 1,000 individuals from 230 public and private organisations, Melbourne's 32 local councils, and many Victorian Government departments.

Since May 2016, the following metropolitan Melbourne councils have endorsed, supported or noted the Resilient Melbourne strategy:

- Endorsed by: Banyule, Brimbank, Darebin, Hobsons Bay, Maribyrnong, Melbourne, Port Phillip, Wyndham, Yarra, and Yarra Ranges

- Supported by: Boroondara and Stonnington

- Noted by: Glen Eira, Kingston, Maroondah, and Moonee Valley

The Resilient Melbourne strategy is launched at the historic Meat Market in North Melbourne. The same week, Melbourne becomes the 25th city around the world to sign the 10 per cent 100RC Resilience Pledge. By committing 10 per cent of the City of Melbourne's annual budget to resilience-building projects and goals, we secure access to services from valuable 100RC Platform Partners, which we are sharing across metropolitan Melbourne.

The Delivery Office is established with a five-year life span to lead implementation of the actions identified in the strategy and to ensure that resilience planning is embedded in local governments and other institutions across metropolitan Melbourne.
**ROLE OF THE DELIVERY OFFICE**

Our vision: In a resilient Melbourne, our diverse communities are viable, sustainable, liveable, and prosperous.

The Delivery Office was officially launched in July 2016. Although housed in the City of Melbourne, the Delivery Office is accountable to all 32 metropolitan councils. Core funding for the office will be sourced equally from the State of Victoria, City of Melbourne, and all other metropolitan councils over our five-year life span. Notably, this extends across two rounds of four-year Council Plan development (2017–21 and 2021–25).

In developing the Resilient Melbourne strategy, we followed three guiding principles, which now form the core of the Delivery Office’s four operating principles:

**OUR MISSION**
- The Resilient Melbourne Delivery Office exists to embed resilience practice across Melbourne’s various levels of government, in ways that resonate with our diverse communities.
- To do this, we coordinate the implementation of the actions in the Resilient Melbourne strategy, collaborating with a wide variety of stakeholders and industry partners.
- The Office embodies and demonstrates resilience qualities in how we approach our work, including working in new and innovative ways, being passionate about achieving positive outcomes.

**OUR OPERATING PRINCIPLES**
- We build on existing structures.
- We reduce duplication of effort.
- We support the delivery of tangible benefits for Melbourne’s communities today, with the long term in mind.
- We have five short years to make this work stick!

**HOW WE WORK**
- We coordinate, facilitate and drive collaboration.
- We foster innovation and trial new ways of working.
- We galvanise resources, including attracting new financing.
- We assist local government and others to develop resilience-building capabilities.
- We amplify the efforts of others to achieve more with existing resources, including through knowledge brokering.
- We get stuff done.

**MONITORING AND EVALUATION APPROACH**

We have developed a framework for monitoring, evaluating, and reporting on resilience-building across metropolitan Melbourne.

**Understanding Melbourne’s overall resilience** – Melbourne was selected as one of 10 cities in the 100RC network to test the City Resilience Index, a tool developed by consulting firm Arup to help cities assess their resilience against a defined set of indicators. We are currently collecting data to consider the value of this approach to understand Melbourne’s present level of resilience.

**Strategy action results** – We are developing ways to measure near-term outputs and mid-term outcomes as part of each action’s project brief. Because we are still in the early stages of implementation, this report provides preliminary process indicators (such as the level of council participation in workshops) that reflect our progress to date. As action implementation accelerates in 2017–18, we will be able to report more fully on tangible results.

**Delivery Office contributions** – The governance, systems, and resources (cash, time, and in-kind support) that the Delivery Office generates to implement individual actions and for resilience-building activities across metropolitan Melbourne are critical to achieving the long-term objectives for metropolitan Melbourne identified in the Resilient Melbourne strategy. This report focuses on our Year 1 contributions to specific actions and to broader thinking about growth and development across metropolitan Melbourne. We are monitoring these contributions by using a modified version of the LBG Corporate Community Investment Framework (www.lbg-online.net).

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<table>
<thead>
<tr>
<th>STRATEGY ACTION RESULTS</th>
<th>DELIVERY OFFICE CONTRIBUTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>STRONGER TOGETHER</strong></td>
<td>- Empower communities to take active responsibility for their own and each other’s wellbeing, safety and health.</td>
</tr>
<tr>
<td>2. <strong>A DYNAMIC ECONOMY</strong></td>
<td>- Provide diverse local employment opportunities that support an adaptable workforce that is ready for the jobs of the future.</td>
</tr>
<tr>
<td>3. <strong>A HEALTHIER ENVIRONMENT</strong></td>
<td>- Enable strong natural assets and ecosystems alongside a growing population.</td>
</tr>
<tr>
<td>4. <strong>OUR SHARED PLACES</strong></td>
<td>- Create and sustain buildings, infrastructure and activities that promote social cohesion, equality of opportunity and health.</td>
</tr>
</tbody>
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**Objective: Understanding of Melbourne’s overall resilience**

We are collecting data to understand Melbourne’s present level of resilience.

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Participants at the Melbourne Urban Biodiversity Network Exchange on a site visit to Banyule.
Snapshot of our first year
Resilient Melbourne Delivery Office

**INAUGURAL CHAIR** in Resilient Cities recruited

**DELIVERY OFFICE** established to implement strategy actions

**SURVIVE**
- Emergency Management Community Resilience Framework for Victoria
- Understanding drivers of community resilience
- Community-based resilience compendium
- Innovative insurance

**THRIVE**
- The metropolitan cycling network
- Community-led neighbourhood renewal pilots
- Citymart Challenge
- Young and Resilient Living Labs
- STEM mentoring Melbourne
- Innovative business models

**EMBED**
- Resilient Melbourne Delivery Office
- Chair in Resilient Cities
- Resilience Training for Local Government

**ADAPT**
- Metropolitan urban forest strategy
- Integrated water management support
- The Neighbourhood Project
- New apartments trial for public housing residents
- Local government renewables group purchasing

**CURRENT ACTION STATUS (AS AT 30 JUNE 2017)**
Bar length represents tentative timeline for RMDO in-depth engagement in Action planning and delivery.

Level of risk is indicative of Action status as at end of financial year 30 June 2017, and is not indicative of the level of risk over the duration of the Action either over the past year or in future.

**Legend**
- On-track
- Delayed
- Off-track
- In-depth engagement continues
- Transition to Action scale-up / lighter-touch RMDO support

**$1.7M IN RESOURCES** leveraged to support Resilient Melbourne Action delivery

- 240 people trained in resilience practice
- 110% increase in Resilient Melbourne website views
- 196,254 Twitter impressions and a 106% increase in followers

1 OF 10 cities piloting the City Resilience Index

- 5 prime-time radio interviews and 11 print media features
- 15 workshops facilitated with local councils and other action stakeholders
- 59 presentations given to public, non-profit, and private organisations

“*You’re not stuck in traffic. You ARE the traffic.*”
MICHAEL BERKOWITZ, 100RC President, at Melbourne Conversations in November 2016

Resilient Melbourne REFERENCED in Plan Melbourne, Water for Victoria, and Biodiversity Strategy

- Five 100RC network cities hosted at Melbourne Biodiversity Network Exchange
- 110% increase in Resilient Melbourne website views
- 240 people trained in resilience practice
- 196,254 Twitter impressions and a 106% increase in followers

IN RESOURCES leveraged to support Resilient Melbourne Action delivery

5 prime-time radio interviews and 11 print media features

1 OF 10 cities piloting the City Resilience Index

15 workshops facilitated with local councils and other action stakeholders

59 presentations given to public, non-profit, and private organisations

*“You’re not stuck in traffic. You ARE the traffic.”* MICHAEL BERKOWITZ, 100RC President, at Melbourne Conversations in November 2016
Extend and link existing urban greening, reforestation, and nature initiatives across Melbourne to improve wellbeing and reduce our exposure to hazards such as heatwaves and flooding.

Urban greening can bring many of the qualities of a forest to a city: ecosystem services (such as flood mitigation), benefits to human health, and improved biodiversity. The case for developing an urban forest across metropolitan Melbourne became increasingly compelling over the past year as we collaborated with 100RC Platform Partner The Nature Conservancy (TNC) to begin to develop a strategy that will guide long-term implementation.

In September 2016, TNC recruited an urban conservation manager to work with the Delivery Office on developing the urban forest strategy. Since then, we have collaborated with TNC to scope the strategy work, develop project governance, collect relevant data, and plan for broad consultation. The action’s Senior Reference Group and Technical Advisory Group met in early 2017 and will continue to guide the strategy through to its completion.

In Year 1, we concentrated our efforts on creating a baseline map of metropolitan Melbourne’s tree canopy and gathering accompanying spatial information on ecosystem, health, social, and other measures. This complex process will result in new data on Melbourne’s tree diversity on which to base the urban forest strategy. We are working with 100RC Platform Partners Trimble and DigitalGlobe to complete this baseline mapping, while at the same time writing a technical paper to explain the context and evidence that will support the need and direction for the strategy. These documents, as well as draft implementation plans, will be developed in collaboration and consultation with a range of local and state government land managers and policy makers in order to complete the strategy phase of the action.

Once we know more clearly what form the strategy will take, we can identify its financing needs and confirm plans for its implementation.

**DELIVERY OFFICE SCOPE**

Coordinate with The Nature Conservancy, a 100RC Platform Partner, and other partners to develop a strategy and plan for creating a metropolitan-wide urban forest

**CURRENT STATUS**

Action implementation underway

**DELIVERY OFFICE CONTRIBUTIONS**

- Secured more than $400,000 in support from The Nature Conservancy, including recruitment of full-time urban conservation manager to lead the project
- Secured $300,000 worth of pro-bono data and mapping services from 100RC Platform Partners DigitalGlobe and Trimble
- Convened Senior Reference Group, comprising local government, state-level agencies and water catchment authorities

**PRIMARY 2017–18 TARGET**

Complete draft urban forest strategy, including supporting baseline mapping, data modelling, and technical paper

Experts from around the world met in Melbourne in February 2017 to explore how to transform cities through nature. This 100RC Network Exchange saw Chief Resilience Officers and their teams from Boulder, Semarang, Durban, New Orleans, and Melbourne explore what cities can do to become more resilient.

“Durban sits at the heart of one of the world’s 36 biodiversity hotspots. It is a phenomenon of which we are immensely proud and protective, yet the nature of urbanisation and growth puts ever-greater stress upon this critical resource. To have the chance to share common challenges across a diverse range of cities and the natural habitats in which they are located, to explore a wide range of solutions that can better meet the needs of humans and nature, was exceptional. Our thanks to Melbourne for its leadership. We look forward to continuing this essential work together.”

Debra Roberts, Chief Resilience Officer, Durban, South Africa
Integrated water management support

Enable better use of existing water systems to ensure healthy urban landscapes and waterways and reduce our exposure to drought and flood by supporting the development and coordination of programs that adopt integrated water management and water-sensitive urban design principles.

Resilient Melbourne is collaborating with a range of local government and institutional partners to promote and enable local-level investment in integrated water management (IWM). Since the release of the Resilient Melbourne strategy, a range of IWM programs across Victoria and metropolitan Melbourne have made progress, including through the Department of Environment, Land, Water, and Planning’s (DELWP) release of Water for Victoria and its accompanying IWM Framework (currently in draft form).

Identifying a need for coordination across local governments and agencies involved in implementing Water for Victoria, we have collaborated with the director of Monash Water Sensitive Cities from Monash Sustainable Development Institute to assemble the IWM Support Working and Alignment Group, which includes water sector and state and local government representatives. The purpose of the group is to align current IWM activities, support local government in implementing IWM projects, and link those activities with related projects (such as urban greening).

The Working and Alignment Group met for the first time in late June to share updates on each participating organisation’s activities and identify how Resilient Melbourne can best support the coordination of these activities.

We are also working with DELWP and consultants EY to identify ways to finance identified and anticipated projects that can provide multiple benefits to communities. In March, we consulted impact investment experts and water sector representatives to understand current opportunities and funding constraints. We have since worked with DELWP to compile a set of case studies to form a ‘pre-prospectus’ to begin attracting investment in high-priority projects.

Over the coming months, we will continue to pursue financing for IWM projects and to support our partners’ efforts in this area, seeking a balance between near-term action and long-term advocacy in the hope that IWM can become standard practice in Victoria.

DELIVERY OFFICE SCOPE

Work with the Victorian Department of Environment, Land, Water, and Planning, the Monash Sustainable Development Institute, and other partners to support local governments to develop and implement integrated water management solutions.

CURRENT STATUS

Action implementation underway.

DELIVERY OFFICE CONTRIBUTIONS

• Worked with the director of Monash Water Sensitive Cities (part of the Monash Sustainable Development Institute) to re-scope this action in light of other ongoing and recently-introduced integrated water management initiatives.
• Convened the Integrated Water Management Support Working and Alignment Group to promote cross-organisation collaboration.
• Engaged consulting firm EY to develop opportunities for innovative financing of integrated water management projects.
• Recruited part-time secondee to provide technical research support.

PRIMARY 2017–18 TARGET

Coordinate between organisations via the Working and Alignment Group and deliver or facilitate priorities set by the group, including distribution of new tools and planning processes to support local government involvement in metropolitan integrated water management forums, as well as new financing frameworks for projects emerging from these forums.

The Neighbourhood Project

Help community groups and councils to transform under-used land around Melbourne into new local spaces for neighbourhoods to connect with each other.

CoDesign Studio, funded by the Myer Foundation, worked in partnership with Resilient Melbourne to complete the first of three rounds of The Neighbourhood Project in early 2017. This action brought together three metropolitan Melbourne neighbourhoods in Cardinia Shire, the City of Whitehorse, and Hobsons Bay to design and implement local projects. One important aim was to find ways to help communities reimagine their neighbourhoods through place activation.

We supported a series of CoDesign-led capacity-building workshops which looked at how people, process, place, and professionals influence the ways people connect with their communities. Council officers and community members from participating sites received training and resources to support community-led activities and used prototypes to gauge and foster public support for these activities. Projects delivered during Round 1 included:

Cardinia Lakes (Cardinia Shire) – The Cardinia Lakes community created a mural and organised a family film night and a neighbourhood photography project. Because Cardinia Lakes is a new development, its residents have had only limited opportunities to meet, so they focused on events that gave people a chance to connect with one another. An unexpected outcome was a better understanding of diverse community needs. One resident stated: “I didn’t realise there were people in this community that need our help. I met a single mum with five kids who doesn’t have anyone to help her out. Now that I know, I can look out for her.”

Box Hill (City of Whitehorse) – The council worked with locals to design and stage a series of summer events. Residents worked with Melbourne Permacitza and Very Edible Gardens to build wicking beds and host urban agriculture workshops along a major pedestrian thoroughfare in the Box Hill Mall, and a community art project celebrated and taught Japanese weaving. In partnership with local residents, the council also organised a festival on the front lawn of the town hall. Community involvement grew extensively throughout this project, with an 86 per cent increase in participation rates over four workshops.

Brooklyn (Hobsons Bay City Council) – Community leaders created a temporary dog park and held a family film night with a food truck festival, and began a project to beautify laneways with art and greenery. Council and the community had been divided over the merits of a permanent dog park, so the temporary structure allowed planners and residents to understand its effects on public space and sense of community. This area has a reputation for industrial pollution, and residents reported that the dog park was an opportunity to build a positive image of a welcoming and proud community.

Round I of The Neighbourhood Project culminated in the Great Neighbourhoods Summit, held on 27 April 2017. Participants met and learnt from others working on community-led initiatives and took home practical tools and ideas.

Applications for Round II opened on 1 June 2017 and will close in early July. The Delivery Office will participate in selecting participants and will work with CoDesign on Round II to achieve even greater benefits to councils and communities, based on findings from the Round I evaluation.

DELIVERY OFFICE SCOPE

Support and promote The Neighbourhood Project and its associated activities and apply any lessons learnt to other Resilient Melbourne strategy actions.

CURRENT STATUS

Action implementation underway.

DELIVERY OFFICE CONTRIBUTIONS

• Contributed to initial project scoping and requests for funding.
• Raised awareness about The Neighbourhood Project through Resilient Melbourne networks.
• Facilitated sessions at the Great Neighbourhoods Summit.

PRIMARY 2017–18 TARGET

Contribute to the selection process and design of Round II and participate in refining and scaling up the program.
New apartments trial for public housing residents

Support efforts to replicate a new development that puts home ownership within reach of more public housing tenants.

Resilient Melbourne is supporting the Melbourne Apartments Project (MAP), a pilot project that seeks to make home ownership considerably more affordable for social housing tenants while enabling families to remain in their long-time neighbourhoods and close to jobs, amenities, and social networks.

In the past, there has been little incentive for social housing tenants to vacate their social housing property, even if they have the capacity and financial means to do so. This is creating significant bottlenecks in the housing continuum.

MAP offers social housing tenants an incentive to buy a two- or three-bedroom apartment at a reduced financial outlay through a unique financing arrangement. To be eligible for MAP, a participant must agree to return their social housing unit to their provider after buying their new home. This will open up much-needed vacancies for people on the Victorian Social Housing Register – which in December 2016 numbered 33,940 applications.

The first MAP development, located in North Melbourne, was completed in March 2017. With support from Melbourne City Mission, the developer is in the process of settling 28 families into their new homes.

The MAP director is currently exploring ways to replicate the model in other inner-city locations. The Delivery Office is supporting the MAP partners in this effort to replicate the model by forging relationships and facilitating conversations with local councils. The Delivery Office is also supporting Melbourne City Mission as it evaluates and improves on the MAP demonstration project.

We anticipate that the Victorian Government’s recently announced Social Housing Growth Fund – $1 billion worth of low-interest loans for new and affordable housing – will further encourage new partnerships and opportunities to expand the MAP model, among other affordable housing programs.

DELIVERY OFFICE SCOPE
Help build partnerships that enable new pathways to home ownership for social housing tenants and reduce waiting times for social housing.

CURRENT STATUS
Project manager recruited.

DELIVERY OFFICE CONTRIBUTIONS
• Recruited secondee from City of Melbourne Social Investment Branch as project manager
• Organised meetings between Melbourne Apartments Project originator and local councils to identify opportunities to replicate model.

PRIMARY 2017–18 TARGET
Guide development of a document summarising the Melbourne Apartment Projects model and facilitate securing of a site for the next development.

Enable participating councils to procure renewable energy directly from new renewable energy projects, thus diversifying energy sources and shifting to cleaner technologies.

In April 2016, the cities of Melbourne, Moreland, Port Phillip, and Yarra, in collaboration with private and institutional partners, launched a combined tender to purchase large volumes of renewable energy from new renewable energy facilities (Melbourne Renewable Energy Project, or MREP). The 110 gigawatt hours of energy being purchased through this scheme will prevent up to 138,600 tonnes of carbon dioxide emissions each year and is enough to power 28,475 Melbourne households. Following the tender process, as at June 2017 the first contract was in the final stages of procurement.

At the same time, in June 2016, the Victorian Government set a renewable energy generation target of 25 per cent by 2020 and 40 per cent by 2025. The target will:
• create up to 5,400 megawatts of new, large-scale, renewable energy capacity by 2025
• support up to $2.5 billion of direct investment in Victoria through renewable energy projects in the state
• create thousands of jobs through the development of renewable energy infrastructure.

Local governments will be expected to contribute to achieving state-wide targets. Replicating the MREP model across metropolitan Melbourne, as outlined in the Resilient Melbourne strategy, will enable additional groups of councils to buy renewable energy and support new generation.

Currently, we are discussing with the team leading MREP and the Renewable Energy Division at the Department of Environment, Land, Water, and Planning (DELWP) how we can work together to implement this action. Collaboration between state and local governments will give local councils greater capacity to manage the complexities of purchasing renewable energy. It will also enable councils to contribute to DELWP’s resilience-building and sustainability objectives, as identified in recently released strategies (such as Plan Melbourne and the Victorian Climate Change Strategy).

DELIVERY OFFICE SCOPE
Work with local government and other partners to replicate the approach to renewable energy group purchasing instigated by the cities of Melbourne, Moreland, Port Phillip, and Yarra to enable comparable procurement by other councils.

CURRENT STATUS
In early planning.

DELIVERY OFFICE CONTRIBUTIONS
• Coordinated initial discussions between Department of Environment, Land, Water, and Planning and City of Melbourne to identify opportunities for collaboration.

PRIMARY 2017–18 TARGET
Recruit project manager, develop action scope and governance structure, and design model for replicating existing procurement approach.

Melbourne City Mission staff visited the US in December 2016 to investigate programs that offer new ways of working with young people experiencing street homelessness. The purpose of this visit was to inform the development of a new youth crisis accommodation program in Melbourne’s central business district, due for completion in 2019. As a long-time partner of the City of Melbourne, Melbourne City Mission approached the Resilient Melbourne team to help it link up with programs in New York.

“The Resilient Melbourne team arranged for the delegation to visit and tour the Prince George program at Breaking Ground (formerly Common Ground), an organisation that led the way in developing new ways of supporting homeless people to find permanent accommodation, and meet with members of their management and staff team. The valuable information and discussion from this visit will be used in Melbourne to inform new best practice approaches to working with challenging and complex young people who are experiencing youth homelessness in Melbourne’s CBD.”

Molly O’Shaughnessy, Senior Manager Youth Refuges, Melbourne City Mission.
**Emergency Management Community Resilience Framework for Victoria**

Foster communities that are better prepared to withstand shocks and bounce back strongly by working across sectors and ensuring activities across all our emergency management agencies have community benefit at their core.


Since March 2016, we have been contributing to the framework’s structure and direction. The framework aims to help people and organisations operating in Victoria’s emergency management sector make community resilience central to all of their strategies, programs, and approaches. It encourages a focus on, and investment in, seven community resilience characteristics. These are closely linked to the seven qualities of resilience promoted by 100RC (reflective, resourceful, inclusive, integrated, robust, redundant, and flexible), but have been re-worked to suit the particular needs of Victoria’s communities and agencies.

At the launch of the framework, Victoria’s Emergency Management Commissioner, Craig Lapsley, acknowledged the contribution of Resilient Melbourne to this new approach taken by the emergency management sector, stating that it marks a transition from the risk-and-hazard approach of the past to one of community connectedness, where resilience starts with communities working together to prepare for response and recovery.

Resilient Melbourne has begun working with EMV on a plan for testing the implementation of the framework with a number of organisations, including established emergency management agencies and councils. Feedback from participating organisations will be incorporated into the next iteration of the framework to ensure it is a living and continuously improving tool.

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**DELIVERY OFFICE SCOPE**

Support and contribute to the Community Resilience Framework developed by Emergency Management Victoria, and support testing and refinement of the framework following its release.

**CURRENT STATUS**

Delivered

**DELIVERY OFFICE CONTRIBUTIONS**

- Helped to create the approach to developing the framework
- Contributed to the framework’s development through participation in project reference group

**PRIMARY 2017–18 TARGET**

Participate in testing and refining the framework

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“**It has been invaluable for me to have been on the Resilient Melbourne Steering Committee for the past two and a half years because the work they have led is game-changing. We are also very pleased to have had Resilient Melbourne as an integral partner in developing Australia’s first community resilience framework for the Emergency Management sector. There’s a lot of work still to go in implementing the framework and Resilient Melbourne is a big part of that work.**”

Craig Lapsley, Emergency Management Commissioner, Victoria
Understanding drivers of community resilience

Advance our knowledge of barriers and opportunities for community members helping one another and apply this understanding to practical, targeted programs that encourage more cohesive communities, in good times and bad.

Resilient Melbourne commissioned Colmar Brunton, a leading Australian research firm, to research drivers of community resilience in order to segment audiences across metropolitan Melbourne and understand perceptions of, and factors that contribute to, resilience in our communities. The purpose of this research was to advance our knowledge of the barriers and opportunities for community members to help and support one another.

Colmar Brunton completed the study in mid-2016. Its findings are helping us undertake successful interventions to achieve a cultural shift in the way people and groups support and look after each other. Seven topics shaped the research; views about the neighbourhood; trust in institutions; views of the area; social networks; social support; volunteering; and involvement in groups, clubs, or organisations.

The research found that 72 per cent of Melburnians feel connected to their neighbourhoods. This is higher than in many other cities, and shows that Melburnians generally feel proud about where they live and their association with their local area. Older Melburnians (81 per cent) feel more connected than other age groups, as do those who actively volunteer in their area (82 per cent). Those who have lived longer in an area also feel more connected. Those who are not working (50 per cent) or who live alone (65 per cent) feel least connected to their neighbourhoods. There is a strong sense of belonging in Melbourne, with 88 per cent of people feeling that they belong.

In an emergency, 41 per cent of Melburnians feel confident that their neighbours would pull together. Those with a stronger sense of belonging to the area where they live and those with school-aged children are more confident that their neighbourhoods can pull together in times of need. Such evidence provides a compelling case for investing in programs that build neighbourhoods with greater social connection.

Willingness to volunteer builds community connection and provides much-needed services, but 68 per cent of Melburnians say they lack the confidence to offer unpaid help. This signals a significant opportunity to involve potential volunteers in useful activities that also build confidence and skills.

Most Melburnians believe they have a strong support network, but there are some isolated groups. People at risk of becoming isolated include those who are not working, lower-income households, and those living alone. For Melbourne to become truly resilient, we must support these people in particular, and help them form networks and connections. We are currently deciding whether to conduct follow-up research to build on these findings.

The compendium also enables Victorian communities to showcase their resilience-building activities through shared lessons, insights, and challenges. Project creators can share their ideas, explain how they solved problems, and report on how they discovered new directions or found unexpected pieces of wisdom. The compendium has been regularly promoted through local networks via the Resilient Melbourne newsletter, Municipal Association of Victoria updates, and MUDRI-sponsored forums.

The Deliver Office is working with MUDRI and Emergency Management Victoria to identify the best way to build on the compendium as an accessible bank of resilience-building information that will benefit Melbourne’s communities and organisations. Future work on this knowledge base will involve setting quantitative measures of audience engagement, and of type, frequency, and value of usage, as well as the relevance of content and format to the intended audiences.

This work will involve identifying other knowledge-sharing platforms (such as the Australian Institute for Disaster Resilience Knowledge Hub) that can help publicise the breadth of resilience-building work underway in our communities and organisations, as well as the mechanisms available to do so.

**Deliver Office Scope**

Facilitate and promote research into the contributors to community resilience that can inform policies and approaches in the Resilient Melbourne strategy and beyond.

**Current Status**

Complete

**Deliver Office Contributions**

- Managed project and guided Colmar Brunton’s qualitative and quantitative research into perceptions of community resilience across metropolitan Melbourne
- Published and circulated full report and management summary

**Primary 2017-18 Target**

Develop a plan for building upon initial research and collaborating with partners to update research findings

Community-based resilience compendium

Develop a compendium of Melbourne’s leading resilience-building practices to support community-based resilience efforts.

The compendium of Victorian community-based resilience-building case studies was published online in August 2016, hosted by the Monash University Disaster Resilience Initiative (MUDRI; see http://monash.edu/compendium). The compendium currently includes 19 case studies of resilience-building initiatives from across Victoria, offering knowledge about community-strengthening activities for researchers, government agencies, and community members interested in increasing resilience at a local level.

Readers can draw on the examples and expertise embedded in each project.

- The compendium also enables Victorian communities to showcase their resilience-building activities through shared lessons, insights, and challenges. Project creators can share their ideas, explain how they solved problems, and report on how they discovered new directions or found unexpected pieces of wisdom.
- The compendium has been regularly promoted through local networks via the Resilient Melbourne newsletter, Municipal Association of Victoria updates, and MUDRI-sponsored forums.
- The Deliver Office is working with MUDRI and Emergency Management Victoria to identify the best way to build on the compendium as an accessible bank of resilience-building information that will benefit Melbourne’s communities and organisations.

**Deliver Office Scope**

Work with academic and other partners to develop a repository of information about community resilience.

**Current Status**

Action implementation underway

**Deliver Office Contributions**

- Recruited secondee to manage this action
- Participated in Monash University Disaster Resilience Initiative stakeholder forums

**Primary 2017-18 Target**

Determine options for continuous evolution of the compendium and update the compendium to better meet target users’ needs.

- Life Saving Victoria won the Sports Leadership Award at the 2017 Australian Migration and Settlement Awards.
- The organisation, whose work was identified as an aligned local action in the Resilient Melbourne strategy, was recognised for assisting new migrants and refugees to settle, feel included, and participate in their new home in ways that literally save lives.
- Beyond the award, Life Saving Victoria has received notable attention and commendation through the stories it has shared of migrant life savers who have contributed significantly to their communities. Resilient Melbourne and Life Saving Victoria continue to work together to encourage councils to participate in this award-winning multicultural water-safety and settlement program.
**Innovative insurance**

Drive innovative approaches that make fit-for-purpose insurance affordable for more Melburnians, making more of our residents able to bounce back when unexpected shocks threaten their livelihoods and prosperity.

As anticipated, the innovative insurance action has expanded as we encountered increasing local and international interest in the role of the insurance sector in building resilience. Our activities now focus on:

**Affordable insurance for low-income households** – We are discussing with councils and Good Shepherd Microfinance (GSM) ways to increase awareness of two insurance products co-designed by GSM and insurers for low-income households. In doing so, we aim to encourage greater support by insurers for this under-served part of the market. Related to this, we are contributing to a strategy led by the Department of Health and Human Services and the Victorian Council of Social Service that will foster financial resilience in emergencies.

**Insurance sector support to small and medium enterprises** – We have begun discussions with Small Business Victoria, the Victorian Small Business Commissioner, and insurance providers about the role that insurers can play in building resilience among small and medium enterprises. In particular, we are exploring how insurers can better support micro-businesses of 30 or fewer people through periods of disruption.

**Risk mitigation to reduce insurance premiums** – With a better understanding of their risks, councils can work with insurers on strategies that mitigate risk and thus reduce residents’ premiums. We conducted a preliminary Property Resilience Exposure Program briefing with Edge Environment, the Insurance Council of Australia, five local councils, and Victorian Government representatives. Concepts identified for further investigation include better sharing of hazard data, more advanced risk mitigation, future scenarios modelling, and community education.

**Risk management for community events** – Community-led and informal events are valuable for building social cohesion, but often present liabilities that limit local government support. We are in the early stages of identifying how councils and insurers can collaborate to reassess risk in these types of situations and promote community-building activities more easily and cost-effectively.

**Training partnership with Victorian Managed Insurance Authority** – We are forming a partnership with the Victorian Managed Insurance Authority (which provides risk advice and insurance services to the Victorian Government) to incorporate resilience into its risk-management training for public-sector clients, and to learn from its training experiences to improve our own resilience training activities.

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<tr>
<th>Deliverable</th>
<th>Office</th>
<th>Scope</th>
<th>Current Status</th>
<th>2017-18 Target</th>
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<tbody>
<tr>
<td>Delivery</td>
<td>Delivery Office</td>
<td><strong>Affordable insurance for low-income households</strong></td>
<td>Action implementation underway</td>
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<td><strong>Target</strong></td>
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<td>• Worked with councils and the</td>
<td>Scope and launch specific projects in each stream of insurance-related activities currently underway or in planning</td>
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<td>Victorian Department of Health and Human Services to identify ways to increase uptake of insurance among low-income households</td>
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<td>• Initiated discussions with Small Business Victoria and insurance providers to define specific projects for building resilience among small and medium enterprises</td>
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<td>• Convened local councils to test a risk-mitigation method developed and supported by Edge Environment and the Insurance Council of Australia</td>
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Collaborate with Melbourne’s metropolitan councils, citizens, and Victoria’s main transport bodies to establish a metropolitan bicycle path network and help make cycling a safer and more practical alternative to car travel.

Michael Berkowitz, president of 100RC, visited Melbourne in November 2016. He met with the Lord Mayor, participated in a strategy workshop, and delivered the keynote address at a Melbourne Conversations event, where he discussed why 100RC is being taken up enthusiastically across the world, including in Melbourne.

“100RC very much values our work with Resilient Melbourne, and our other member cities hope to draw even more from the relationship in the years ahead. Although you did not know it when your strategy was created, I am a massive advocate for cycling in cities. It helps to address chronic stresses such as traffic congestion, air pollution, and a decline in public health, while also offering an important method of transport in the face of extreme shocks; when other infrastructure fails, people can still get on a bike and get home.

I am very pleased that Melbourne is working with our Platform Partner Jacobs to bring together many plans from across your city to accelerate action that has the potential to be transformative for the future liveability and resilience of your great city.”

Michael Berkowitz, President, 100 Resilient Cities

If Melbourne is to realise the vision of a metropolitan cycling network, it needs a holistic approach that builds on the continuing efforts of the Victorian Government, local governments, and community groups. This would include expanding current efforts and introducing new commitments to building and maintaining cycling infrastructure such as bicycle path networks, providing end-of-trip amenities, and promoting community understanding of and interest in bicycles as a viable alternative form of transport and way to reach local services. In this way, new strategies will bring multiple benefits to communities, including improved health and wellbeing.

Over the past year, we have identified Victoria’s main transport bodies, local councils, and community cycling organisations who will be critical decision-makers in implementing this action. In the coming months, we will convene these organisations through two Resilience Sprint Start workshops to be conducted in Melbourne by Jacobs, a 100RC Platform Partner. These workshops will be the first of their type held in the 100RC network, and will provide 100RC with a model that can be replicated in other cities.

The purpose of the workshops is to identify and agree upon strategic objectives and specific plans to implement the Melbourne cycling network action over the next four years. To realise the action’s aims, a detailed project plan and governance structure will be developed by late calendar year 2017 and put into action in calendar year 2018 and beyond.

### Deliver Office Scope
- Facilitate councils and other partners to integrate cycle network investments and develop a metropolitan-scale cycling strategy and action plan

### Current Status
- Project manager recruited

### Delivery Office Contributions
- Established project charter
- Engaged Platform Partner Jacobs, and agreed on statement of work and strategic planning process for the metropolitan cycling network

### Primary 2017–18 Target
- Agree on a clear set of steps at municipal and state levels for delivering increased cycling benefits

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Community-led neighbourhood renewal pilots

Work with property developers and councils to trial new ways of putting residents at the heart of neighbourhood and local infrastructure planning and operations.

The Resilient Melbourne strategy proposed running a series of pilot projects to test new approaches to community-led planning in neighbourhood development and renewal projects. Currently, we are preparing an expression of interest to be submitted by developers and councils involved with projects that may be suitable pilots. We are aiming to achieve a mix of projects, from inner-city redevelopment sites to new developments in suburban growth areas. Each project will include an academic partner to help document and publish what we learn.

To reach this stage, we have been talking with a range of community organisations, developers, councils, and academics to understand their current practices, barriers to community involvement, and expectations for participating in the proposed process. We are also creating a project expert advisory of representatives from across the housing, community engagement, and design sectors to guide the project.

While developing the expression of interest document, we commissioned 100RC Platform Partner EY to advise on possible funding structures for the pilots and to identify longer-term investment models that could enable the practices tested through the pilots to be applied more broadly. A preliminary workshop hosted by EY with developers, funders, and public-sector representatives helped shape our approach to funding and the framing of the expression of interest.

Once the governance structure is confirmed, we will finalise and release the expression of interest document. We anticipate that pilot projects will be launched by the end of calendar year 2017.

### Deliver Office Scope
- Initiate pilot projects to test approaches and share evidence-based good practices for innovative, community-led models of development

### Current Status
- Project manager recruited

### Delivery Office Contributions
- Spoke with over 30 community organisations, developers, councils, and academics to understand the challenges and opportunities associated with involving communities in renewal and development projects
- Developed project plan and drafted expression of interest to support series of pilot projects
- Engaged consulting firm EY to identify pilot funding and long-term financing models

### Primary 2017–18 Target
- Call for expressions of interest to identify the first five pilot projects and launch the selected projects

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THRIVE

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THRIVE

25
Citymart Challenge

In partnership with the City of Melbourne’s Smart City Office, collaborate with Citymart – a 100RC Platform Partner – to crowd-source potential solutions for reducing transport congestion in ways that increase positive social interactions.

The Resilient Melbourne Citymart Challenge sought to make an important contribution to greater Melbourne’s resilience by confronting two major problems associated with rapid urban development: transport congestion and social disconnection.

The challenge invited individuals and organisations from all backgrounds, anywhere in the world, to submit creative, feasible, and impactful ideas for ways to help reduce transport congestion and make the experience of travel more socially fulfilling.

This action was jointly managed by the Delivery Office, the City of Melbourne’s Smart City Office, and Citymart. Melbourne was one of four 100RC network cities to receive support valued at $75,000 for Citymart to apply its open procurement approach to the Challenge pro-bono.

During the open period from 29 March to 23 June 2017, we received 109 submissions, of which 27 per cent were from international participants and 73 per cent were from Australia. Some 35 per cent of solutions were submitted by individuals and 65 per cent by organisations. Ideas ranged from ride-sharing and user insight to reward systems and persuasion campaigns.

Before opening the Challenge, we established a working team and a Challenge Panel to guide the process. The working team of representatives from councils across metropolitan Melbourne gave strategic guidance throughout the challenge, undertook preliminary reviews of applications submitted, and prepared a shortlist from which the Challenge Panel will select winners in early July.

The Challenge Panel was also instrumental in encouraging participation in the Challenge: the reward for the winner is the opportunity to meet with the panel to discuss ways to implement their solution. As highly influential leaders with strong ties to the problem set for the challenge, panel members are well placed to champion the winning entries, either in their own organisations or across their wider networks. Members include industry leaders and experts from the Committee for Melbourne, Foundation for Young Australians, Infrastructure Victoria, Public Transport Victoria, RACV, RMIT University, University of Melbourne, VicRoads, and the Department of Environment, Land, Water, and Planning.

By the end of July, the Challenge Panel will select one or more winners. The Delivery Office will then work with relevant challenge panel members, and additional partners as needed, to find ways to implement compelling, feasible solutions to two of Melbourne’s major stresses.

DELIVERY OFFICE SCOPE

Work with Citymart to deliver an innovation challenge, seeking solutions that reduce transport congestion and promote social cohesion

CURRENT STATUS

Action implementation underway

DELIVERY OFFICE CONTRIBUTIONS

- Procured pro-bono services from Citymart valued at $75,000 to apply an open procurement approach
- Ran the Citymart Challenge and received 109 submissions
- Formed a working team and challenge panel to assess and champion winning solutions

PRIMARY 2017–18 TARGET

Select winner and hand over project development to implementing partners

Young and Resilient Living Labs

Help young people to design, create, and test out their own technology-based strategies to tackle stresses and shocks affecting youth mental health.

This action will bring together young people and a range of collaborators to use innovative, technology-based methods to prepare them to tackle personal problems and promote individual, communal, and social wellbeing. We are currently working with councils and YLab (the social enterprise arm of the Foundation for Young Australians), strengthening partnerships and developing clear roles and responsibilities to confirm an approach that meets the goal initially defined for the action.

To gauge local government interest in the Living Labs concept, a consultation workshop was held with seven councils: Banyule, Brimbank, Cardinia, Darebin, Hobsons Bay, Melbourne, and Yarra. Leading Living Lab thinkers from the University of Western Sydney contributed to the event, which PwC hosted and supported in-kind. The workshop participants affirmed that establishing a Young and Resilient Living Lab would bring a number of opportunities, including:

- new ways for individuals and communities to work, explore ideas, and obtain resources
- flexibility, recognising that no single model will suit all councils
- a vehicle for young people to work with different groups and individuals to bring about change in their communities and across councils.

Based on discussions during this workshop and subsequent conversations with a range of partners, we are currently assessing the best way to establish projects that will successfully engage young people as end users, stakeholders, clients, employees and leaders.

DELIVERY OFFICE SCOPE

Facilitate an approach with interested councils and external partners to develop and launch a program focused on youth mental wellbeing.

CURRENT STATUS

Project manager recruited

DELIVERY OFFICE CONTRIBUTIONS

- Affirmed the strategic direction of the action through consultation with councils, and with in-kind support from consulting firm PwC Australia
- Used this affirmation to strengthen partnership with YLab (the social enterprise arm of the Foundation for Young Australians) and refine the relationship with the University of Western Sydney (UWS)

PRIMARY 2017–18 TARGET

Scope a preliminary set of actions for implementation in collaboration with YLab
Enable young people who might otherwise never be exposed to people in senior professional roles to understand how leading and inspirational Melbourne-based and international professionals in science, technology, engineering, and mathematics (STEM) achieved their current positions.

As Victoria shifts from a manufacturing economy to a knowledge-based one, science, technology, engineering, and mathematics (STEM) skills are more important than ever. Young people possessing such skills will be highly employable in the future. The STEM mentoring program gives young people the opportunity to learn from leaders at the top of their organisations through mentorship conducted online in an immersive experiential environment.

We have been meeting regularly with LifeJourney to develop joint initiatives and agree how best to promote LifeJourney’s Day of STEM program through councils to their communities. LifeJourney has recently appointed a Melbourne-based director of education and engagement who has significant experience in K-12 and tertiary education.

So far this year, LifeJourney has conducted four rounds of online mentorship programs:

- Collingwood Football Club STEM Cup
- Australia 2020
- Women in STEM
- Optus Cyber Security Experience

Each of these programs gave young people and their teachers an opportunity to explore STEM careers, understand the skills needed to pursue such careers, prepare a STEM-related résumé, and participate in online challenges that introduce decision-making and simulate working in STEM-related professions.

Both the chair of the LifeJourney board in Australia and LifeJourney’s US-based chief executive officer have worked enthusiastically with Resilient Melbourne to form a strong partnership and oversee the development of the action plan.

Now, we are working with LifeJourney to develop a series of STEM promotion events for 2017–18. These will involve local government, TAFEs, and secondary schools across each metropolitan Melbourne region. We will also collaborate with LifeJourney to promote new mentorship programs as they are released.

**DELIVERY OFFICE SCOPE**
Work with LifeJourney to make young people, especially those less privileged, aware of careers and opportunities in STEM-based industries

**CURRENT STATUS**
Project manager recruited

**DELIVERY OFFICE CONTRIBUTIONS**
Galvanised partnership with LifeJourney

**PRIMARY 2017–18 TARGET**
Implement a communications plan and pilot STEM events with LifeJourney to promote the program through councils for the benefit of their communities

Enable young people who might otherwise never be exposed to people in senior professional roles to understand how leading and inspirational Melbourne-based and international professionals in science, technology, engineering, and mathematics (STEM) achieved their current positions.

Small to medium-sized enterprises (SMEs) contribute much to our economy but are highly vulnerable to shocks and stresses. To help Melbourne’s SMEs understand and overcome their greatest business challenges and vulnerabilities, we are working with B Lab Australia & New Zealand and leading universities in Melbourne to help SMEs undertake B Lab’s ‘B Impact Assessment’. B Lab is a non-profit organisation that oversees the worldwide B Corporation movement, working with businesses that strive to be a “force for good.” The pilot projects will show businesses how they can benefit society and the environment while also strengthening their own capacity to operate in the face of adversity.

As a first step, we are working in partnership with Monash University’s Future Leaders Program (which involves high-performing final-year undergraduates from the Monash Sustainable Development Institute) and with the business school at Victoria University to run a pilot program with a small group of councils and a cohort of their resident SMEs. These initial projects will be launched in the second half of 2017.

We are also in discussions with other university business schools about incorporating the model of students conducting B Impact Assessments into their curricula, based on lessons learnt from the pilot project.

This action has been well received by all current and potential partners due to its many benefits. Not only are businesses expected to find value in participating, but students will gain useful work experience, learn about B Corporation’s innovative model, and have the opportunity to connect directly with local business communities. In addition, local councils will help local SMEs become more resilient, strengthen relationships with the university sector, and fulfill obligations under the Local Government Act 1989, particularly section 10(4) of the Act, which states that “it is the role of a council to provide governance and leadership for the local community through advocacy, decision making and action.”

**DELIVERY OFFICE SCOPE**
As a first step, support project partners to provide mentorship and training to small to medium enterprises – to be scaled up and evolved based on pilots

**CURRENT STATUS**
Project manager recruited

**DELIVERY OFFICE CONTRIBUTIONS**
Formalised partnerships with B Lab Australia & New Zealand and Monash University to undertake B Lab’s ‘B Impact Assessment’ with local small businesses, to be recruited through council networks

**PRIMARY 2017–18 TARGET**
Run the first pilot projects in partnership with Victoria University, Monash University, and a group of councils, and establish the model for future programs
Resilient Melbourne Delivery Office

Manage all aspects of the Resilient Melbourne Delivery Office in line with agreements with the Victorian Government, City of Melbourne, and other metropolitan councils, and as guided by the Resilient Melbourne Steering Committee.

This entire report reflects the efforts and progress of the Delivery Office. Since our inception, we have focused on implementing actions under the strategy’s action areas, Adapt, Survive, and Thrive, and on promoting the broader Embed action area. Our team comprises a core staff, as well as a number of project managers and contributors who have joined us as interns or as secondees through the Delivery Office Purpose-based Partners Program. Collectively, our multidisciplinary backgrounds – which include corporate strategy, environmental sciences, public health, community service, urban planning, and communications, among others – bring a range of skills and expertise that enable us to realise the broad range of activities set out in the Resilient Melbourne strategy.

To deliver and report on our progress and actions, we have developed a range of systems, including project documentation and regular reporting tools. Consistently applying these tools to all actions allows us to maintain a portfolio-wide view of our progress and to identify issues as they arise. We have also shared these tools across the 100RC network as templates that other cities can use as they begin to implement their own activities. In this way, Melbourne’s work is contributing to an emerging practice across the global network.

In the Embed action area, we have worked with a range of partners to make sure that our objectives are consistent with new and existing programs that affect local government. Among other collaborations, we have begun to work with the Office for Suburban Development to support the implementation of the Metropolitan Partnerships. We have also contributed to and facilitated a series of workshops at the federal government level to encourage the incorporation of resilience planning into national strategies.

We are encouraged by a range of early outcomes arising from our influence through partnerships and networks and from our close attention to current priorities at the local, state, and national levels. For example, at the state level, Water for Victoria (released October 2016) reflects our early work on integrated water management; Protecting Victoria’s environment – biodiversity 2037 (released April 2017) refers to our metropolitan urban forest action; and the refresh of Plan Melbourne reinforces several of our actions, including the metropolitan urban forest, integrated water management, and the metropolitan cycling network. We are also pleased to see new attention being given to green infrastructure in Infrastructure Victoria’s 30-year strategy, increasing opportunities for investment in infrastructure projects that bring multiple benefits. We expect to build on this momentum and continue to inform – and be informed by – the work of such partners.
Chair in Resilient Cities

Establish a professorial position to lead and coordinate academic work on practical resilience-building actions in Melbourne.

“The City of Melbourne and the University of Melbourne represent one of those enduring and effective partnerships. For the first time in 130 years of collaboration, the City of Melbourne funded a professorial role at the University of Melbourne this year. We selected Professor Lars Coenen to be the inaugural City of Melbourne Chair in Resilient Cities from an impressive set of international candidates. The role complements our work with the Rockefeller Foundation on the 100 Resilient Cities initiative and ensures we continue to be a world leader in the areas of livability and resilience.

Professor Coenen is supporting the efforts of the Resilient Melbourne Delivery Office to help embed resilience into academic research projects at the University of Melbourne and other academic bodies across metropolitan Melbourne. We are working today to improve our responses to the weather events, security threats, system failures, and disruptive technology or projects of the future.”

The Right Honourable Robert Doyle, Lord Mayor, City of Melbourne AC

Resilience Training for Local Government

Incorporate resilience principles into all levels of the local government sector, through a new training program aimed at officer-level staff and above.

A fundamental role of the Delivery Office is to support and foster the capacity of local government staff to understand and improve urban resilience.

Since the launch of the Delivery Office, we have developed a suite of training opportunities. Some of these have already been trialled, while others are scheduled to be introduced in 2017–18. The training packages include:

- Resilience Fundamentals – full-day training that providing basics on resilience frameworks and their project-based applications
- Resilience Induction – introductory training designed for local councils and partner organisations to deliver in their own organisations
- Comprehensive Resilience Skills – a modular training course building on Resilience Fundamentals through a series of units corresponding to the City Resilience Index
- Resilience for Leadership – a training course designed for executives to make resilience part of organisational change and cross-departmental activities.

Resilience Fundamentals was delivered as a trial to the Delivery Office staff and secondees in late January 2017. Feedback provided by participants informed the development of an expanded and improved session, delivered in June to project partners and key parties from the private sector, the Victorian Government, and local governments. We are working with LGPro (Victoria’s peak membership body for local government professionals) and Local Government Victoria to develop the approach to Comprehensive Resilience Skills and Resilience for Leadership courses.

We are also expanding our outreach through multiple channels. For example, in February we delivered briefings to new councillors from across Victoria through the Municipal Association of Victoria, and we are establishing a resilience practitioners’ network to foster peer-to-peer learning and opportunities to test various ideas and help partners evolve in this emerging practice.
Resilient Melbourne is currently trialling the City Resilience Index (CRI), an online tool to help cities understand and systematically measure their own resilience.

This globally applicable self-assessment generates a resilience profile that reveals a city’s specific strengths and weaknesses, creating a baseline from which cities can measure their progress and plan future actions. The CRI takes into account the contributions of physical infrastructure and social, economic, and political systems to a city’s resilience. Findings will empower cities to identify ways to strengthen their resilience, while allowing them to consistently and accurately measure their progress over an extended period.

The CRI has been developed by Arup with support from the Rockefeller Foundation. Its purpose is to make the concept of resilience tangible, practical, and applicable to cities all around the world. It builds on extensive research undertaken by Arup to establish an accessible, evidence-based definition of urban resilience. The CRI is structured around four dimensions and 12 goals that are critical for the holistic resilience of our cities.

Resilient Melbourne responded successfully to 100RC’s call for participants in the first CRI global pilot project. Resilient Melbourne is receiving support from Arup to train a dedicated Melbourne community of practice – including the Delivery Office, councils, and project partners – to collect, understand and enter data into the CRI tool in order to create the first comprehensive baseline of resilience for metropolitan Melbourne.

If the pilot project is successful, we will identify the most appropriate ways and parties to take forward this work over the medium to long term. The CRI indicators are aligned with the Resilient Melbourne long-term objectives, and there is potential for the CRI to form a way to consider the influence of Resilient Melbourne and many others on the overall resilience of metropolitan Melbourne.
OUR ACTIONS AND THE SUSTAINABLE DEVELOPMENT GOALS

Example of resources leveraged

<table>
<thead>
<tr>
<th>RMDO Inputs</th>
<th>Cash</th>
<th>Time</th>
<th>In-kind</th>
<th>Total Calculated Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Myer Foundation funding for The Neighbourhood Project</td>
<td>The Nature Conservancy urban forest project management</td>
<td>City Resilience Index</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Resilient Melbourne Delivery Office annual budget

Year 1 2016-17
Year 2 2017-18
Year 3 2018-19
Year 4 2019-20
Year 5 2020-21

<table>
<thead>
<tr>
<th>Year 1 2016-17</th>
<th>Year 2 2017-18</th>
<th>Year 3 2018-19</th>
<th>Year 4 2019-20</th>
<th>Year 5 2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>$500K</td>
<td>$333K</td>
<td>$250K</td>
<td>$250K</td>
<td>To be determined</td>
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Total Delivery Office expenses by category, 2016-17 (total $983,164)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXTERNAL SUPPORT</td>
<td>$72,888</td>
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<tr>
<td>EVENTS AND MATERIALS</td>
<td>$46,639</td>
</tr>
<tr>
<td>OTHER</td>
<td>$29,306</td>
</tr>
<tr>
<td>CORE TEAM</td>
<td>$834,330</td>
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</tbody>
</table>

FINANCIAL REPORT

The Sustainable Development Goals were launched by the United Nations in 2016. All of our strategy Actions are aligned with one or more of the SDGs.

<table>
<thead>
<tr>
<th>ACTION</th>
<th>LEGEND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan urban forest strategy</td>
<td>City of Melbourne contribution</td>
</tr>
<tr>
<td>Integrated water management support</td>
<td>State Government contribution</td>
</tr>
<tr>
<td>The Neighbourhood Project</td>
<td>Contributions from other councils</td>
</tr>
<tr>
<td>New apartments trial for public housing residents</td>
<td></td>
</tr>
<tr>
<td>Local government renewables group purchasing</td>
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</tr>
<tr>
<td>Emergency Management Community Resilience Framework for Victoria</td>
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<tr>
<td>Understanding drivers of community resilience</td>
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<tr>
<td>Community-based resilience compendium</td>
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<tr>
<td>Innovative insurance</td>
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<tr>
<td>The metropolitan cycling network</td>
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<tr>
<td>Community-led neighbourhood renewal pilots</td>
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<tr>
<td>Citymart Challenge</td>
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<tr>
<td>Young and Resilient Living Labs</td>
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<tr>
<td>STEM mentoring Melbourne</td>
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<tr>
<td>Innovative business models</td>
<td></td>
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<tr>
<td>Resilient Melbourne Delivery Office</td>
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<tr>
<td>Chair in Resilient Cities</td>
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<tr>
<td>Resilience Training for Local Government</td>
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Our Actions and the Sustainable Development Goals

1.7x RMDO Year 1 funding leveraged

RMDO Inputs Cash Time In-kind

<table>
<thead>
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<th>Year 1 2016-17</th>
<th>Year 2 2017-18</th>
<th>Year 3 2018-19</th>
<th>Year 4 2019-20</th>
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</table>

State Government contribution
Contributions from other councils
City of Melbourne contribution
State Government contribution
Contributions from other councils

Examples of Resources Leveraged

- Myer Foundation funding for The Neighbourhood Project
- The Nature Conservancy urban forest project management
- City Resilience Index

Examples of Resources Leveraged

- External Support $72,888
- Events and Materials $46,639
- Other $29,306
- Core Team $834,330

Total Delivery Office expenses by category, 2016-17 (total $983,164)
ACKNOWLEDGEMENTS

The work of the Resilient Melbourne Delivery Office is by definition collaborative. As demonstrated throughout this report, our efforts would not be possible without support from a broad range of partners, and we are constantly reminded of the value of their contributions. We also thank the following organisations that have provided support for the Delivery Office:

• All of metropolitan Melbourne’s local councils
• 100 Resilient Cities
• Members of the 100 Resilient Cities network, particularly the cities whose representatives kindly visited Melbourne over the past year: Bangkok, Boulder, Durban, Mandalay, New Orleans, Semarang, and Sydney
• Resilient Melbourne Steering Committee, for support and strategic guidance
• AECOM, for valuable contributions to the development of this report
• The wide range of project and 100RC Platform Partners named throughout this report

PHOTO CREDITS

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<tr>
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<td>Shannon Morris</td>
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<td>Mary Farrow (Emerald Community House)</td>
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