Resilient Melbourne Delivery Office

Annual Report

2017-18
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Resilient Melbourne acknowledges the Traditional Owners of the land and their strength, resilience, and pride as the oldest continuous cultures in the world.

**Definition of urban resilience**

Urban resilience is the capacity of individuals, businesses, and systems within a city to adapt, survive, and thrive no matter what kind of chronic stresses and acute shocks they experience.

For more information on the shocks and stresses that Melbourne faces, and to read the strategy, visit [Resilient Melbourne](https://resilientmelbourne.com.au/)

For more information on urban resilience and 100RC, see [100 Resilient Cities](http://www.100resilientcities.org/)

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2 http://www.100resilientcities.org/
Foreword

The Resilient Melbourne Steering Committee includes members from local government and the Victorian Government. We support Resilient Melbourne’s efforts by guiding progress against the long-term objectives and actions set out in the Resilient Melbourne strategy, Australia’s first urban resilience strategy.

We are pleased to commend the second annual report of the Resilient Melbourne Delivery Office (Resilient Melbourne). The report demonstrates Resilient Melbourne’s progress and accomplishments in 2017–18. In its second year, Resilient Melbourne has continued to work with many new and existing government and non-government partners to find new ways to reduce our city’s exposure to chronic stresses and acute shocks, withstand disruptions, and bounce back better than before. It has been a year of reflection, learning, and fostering the capacity of local government staff, in particular, to understand and improve urban resilience in practice. Resilient Melbourne has accelerated action implementation efforts across the city and has developed influential partnerships and networks. By championing a coordinated approach to urban issues, Resilient Melbourne is helping facilitate cross-government and cross-sector collaboration.

A notable accomplishment included the completion of the Resilient Melbourne Citymart Challenge (the Challenge), a partnership that Resilient Melbourne led with Citymart and the City of Melbourne, other councils, the private sector, state government, and industry bodies. The Challenge sought global recommendations to help Melbourne address two chronic stresses that are too often dealt with independently: transport congestion and social isolation.

New partnerships have been established with key players from the property development sector, academia, local and state governments, and other organisations. In June and July 2018, Resilient Melbourne launched five partnerships under its Resilient Communities initiative, which aims to showcase the benefits of community decision-making for developments in inner, middle, and outer Melbourne.

More than 650 people have participated in Resilient Melbourne’s training in resilience theory and practice. In particular, more than 120 people have trained in Resilience Fundamentals, a full-day, tailored program to incorporate resilience principles and practices across all sectors and tiers of government.

While we know our city faces many challenges now and will continue to do so in future, Resilient Melbourne is making considerable strides to strengthen our city’s resilience. Many of the past year’s achievements were made possible by the support of partners and collaborators. We thank all of these organisations and individuals and look forward to their ongoing involvement as Resilient Melbourne continues its work in 2018–19.

- Steve Booth, Director, Metropolitan Economic Development, Department of Economic Development, Jobs, Transport and Resources
- Martin Cutter, Director City Operations, Melbourne City Council (outgoing chair)
- Mark Duckworth, Executive Director, Emergency Management Division, Department of Economic Development, Jobs, Transport and Resources
- Noeline Duff, Chief Executive Officer, Whitehorse City Council (Eastern Region)
- Chris Eddy, Chief Executive Officer, Hobsons Bay City Council (Western Region, outgoing)
- Graeme Emonson, Executive Director, Local Government Victoria, Department of Environment, Land, Water and Planning
- Craig Lapsley, Commissioner, Emergency Management Victoria
- Geoff Lawler, (former chair, Resilient Melbourne Steering Committee)
- Rebecca McKenzie, Chief Executive Officer, Glen Eira City Council (Inner South East Region)
- Simon McMillan, Chief Executive Officer, Banyule City Council (Northern Region)
- Garry McQuillan, Chief Executive Officer, Cardinia Shire Council (South East Region)
- Anna Parle, Chief Resilience Officer, Department of Premier and Cabinet
- Stephen Wall, Chief Executive Officer, Maribyrnong City Council (Western Region)
- Vijaya Vaidyanath, Chief Executive Officer, Yarra City Council (Inner Metro Region)
- Linda Weatherson, Director, City Communities, Melbourne City Council (incoming chair)
Executive Summary

Resilient Melbourne 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 actions in the Resilient Melbourne strategy, collaborating with a wide variety of stakeholders and industry partners. Our office embodies and demonstrates resilience qualities in how we approach our work, including working in new and innovative ways to achieve the best outcomes.

Resilient Melbourne is funded by the City of Melbourne, the Victorian Government, and the municipal councils that make up metropolitan Melbourne. We also rely on in-kind contributions from 100 Resilient Cities, councils, and other Victorian Government agencies, academics, and community and private-sector collaborators to implement our strategy actions and embed resilience in our city.

This annual report summarises the progress made in 2017–18 to address chronic stresses currently experienced by our city and to better prepare for acute shocks in the future. It provides: a snapshot of early results from implementing strategy actions; an update on the status of partnerships; and an introduction to new activities and collaborations undertaken to achieve our vision of a city in which our diverse communities are viable, sustainable, liveable, and prosperous.

After a promising first year transitioning from strategy development to implementation, our second year saw accelerated implementation of actions from our resilience strategy, delivering excellent results with high potential to make Melbourne more resilient to the challenges we anticipate our modern city will face. We’ve facilitated change through effective governance and systems and by attracting resources (cash, time, and in-kind support). Our progress would not be possible without an inspiring and dedicated cohort of partners who are committed to achieving our long-term resilience objectives.

In addition to implementing actions from the resilience strategy, we have been working closely with a growing network of resilience practitioners and ambassadors to embed resilience across all sectors. To realise this goal, we’ve focused efforts on the development and delivery of a range of workshops and training sessions for all levels of government and industry, community organisations, and individuals. These are designed to help participants develop an understanding and capacity to build resilience values into their work and institutions.

Establishing monitoring and evaluation processes has been another achievement of the past year, enabling us to develop a more nuanced view of our vision of success. We have also completed our data collection process for 100 Resilient Cities’ City Resilience Index, a tool designed to measure and understand cities’ capacities to adapt, endure, and transform.

We are on track to achieve our broad objectives, in keeping with the picture of progress demonstrated in our five-year trajectory. We look forward to continuing to accelerate the implementation of our actions in Year 3, enabling us to focus our attention in Years 4 and 5 on ensuring longevity for our work.

The five-year trajectory of the Resilient Melbourne Delivery Office
Role of the Delivery Office

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

The Resilient Melbourne Delivery Office launched in July 2016. Although housed by the City of Melbourne, Resilient Melbourne is ultimately accountable to all 32 metropolitan councils. Core funding for Resilient Melbourne is sourced in three parts equally from the Victorian Government, City of Melbourne, and 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 Resilient Melbourne’s four operating principles below:

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.
- Resilient Melbourne 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.

As our city grows, it is essential that we do everything we can to prepare for its future. This means working in new ways and across municipalities to ensure our city is viable, sustainable, liveable, and prosperous. As with many great projects in Melbourne, success is a result of our collective efforts. Our city’s resilience will only be improved by working together, so I’m inspired to see many organisations and individuals who have contributed to Resilient Melbourne’s progress in its second year. We thank you for your efforts and look forward to another year.

— Linda Weatherson, Chair, Resilient Melbourne Steering Committee
**Resilient Melbourne implementation highlights 2017-18**

**July 2017**

- The Resilient Melbourne Delivery Office’s Year 1 annual report is released, showcasing progress in 2016-17 to implement the Actions identified in Australia’s first urban resilience strategy.

**August 2017**

- Resilient Melbourne Citymart Challenge winners announced
  
  Freewheeler and Joinwheels are announced as the joint winners of the Citymart open-innovation challenge for their solutions to reducing transport congestion in ways that also increase positive social interactions.

- Metropolitan Cycling Network Sprint Start process conducted
  
  State and local government representatives and industry leaders critical to the development of a comprehensive cycling network across metropolitan Melbourne unite for two ‘Sprint Start’ workshops facilitated by 100RC Platform Partner Jacobs, and agree on a vision that: *Melbourne will be Australia’s safest and most accessible cycling city.*

**October 2017**

- First Metropolitan Urban Forest workshop held
  
  Local government representatives from 28 councils convene to begin shaping the vision and principles for Melbourne’s first metropolitan-wide urban forest strategy. A second workshop is held in December to build on this process with local government regional representatives, Victorian Government departments and agencies, non-government authorities and academics.

**December 2017**

- Resilient Melbourne Actions showcased at Open House / Mayors and CEOs meeting
  
  Metropolitan Melbourne’s mayors and CEOs gather to celebrate our collaboration and explore opportunities to make our city more resilient.
  
  In parallel, over 100 people attend the first Resilient Melbourne Open House, showcasing our partner organisations and Actions and their contributions to building a more resilient Melbourne.

**April 2018**

- Six Resilience Value Realisation (RVR) workshops delivered
  
  Partners and collaborators for the Young and Resilient Living Labs and Resilient Communities Actions participate in six two-day Resilience Value Realisation workshops in total to identify the resilience opportunities for each. Action and set methodology is employed by 100RC across the global network.

**June 2018**

- Resilient Communities projects launched
  
  Four new partnerships launch as part of the new Resilient Communities in Residential and Mixed-use Developments Action, which place people at the heart of decisions about their built environments.
Monitoring and Evaluation Approach

**Objectives**
- STRONGER TOGETHER: Empower communities to take active responsibility for their own and each other’s wellbeing, safety and health.
- OUR SHARED PLACES: Create and sustain buildings, infrastructure and activities that promote social cohesion, equality of opportunity and health.
- A DYNAMIC ECONOMY: Provide diverse local employment opportunities that support an adaptable workforce that is ready for the jobs of the future.
- A HEALTHIER ENVIRONMENT: Enable strong natural assets and ecosystems alongside a growing population.

**Action Areas**
- ADAPT: Reduce our exposure to future shocks and stresses.
- SURVIVE: Withstand disruptions and bounce back better than before.
- THRIVE: Significantly improve people’s quality of life.
- EMBED: Build resilience thinking into our institutions and ways of working.

**Strategy Action Results**

**Delivery Office Contributions**
- Governance
- Systems
- Resources
We have developed a framework for monitoring, evaluating, and reporting on resilience-building across metropolitan Melbourne.

**Understanding Melbourne’s overall resilience** - In 2017, Melbourne was one of 10 cities in the 100 Resilient Cities (100RC) network selected to trial the City Resilience Index (CRI). The CRI is a diagnostic self-assessment tool developed by consulting firm Arup to conduct a comprehensive measurement of cities’ resilience, based on a set list of indicators.

Throughout 2017–18, Resilient Melbourne collaborated with a multi-sector community of practice to pilot the CRI. The community of practice comprised representatives from the Victorian Government and its agencies, local government, the private sector, and water and energy utilities. See *An indicative representation of the CRI assessment report* for more information on the CRI.

**Strategy action results** - In our second year, we developed a structure to describe the impact of our strategy actions from a holistic perspective. This has involved setting up ways to measure near-term outputs, mid-term outcomes (within the lifespan of Resilient Melbourne), and connections between the actions and the CRI.

In 2018, we attracted support from a dedicated resource to help create logic models that demonstrate the relationships between action activities and the long-term changes we aim to achieve. This process clarified our existing assumptions about how our work will produce change, identified methods for obtaining data to track our progress, and refined our action specific vision of success.

**Resilient Melbourne contributions** - We are continuing to track the cash, time, and in-kind support that Resilient Melbourne has generated for action delivery and resilience-building activities. This draws broadly from the LBG Framework for measuring corporate community contributions. See the *Financial Report* for more information.
### Strategy Implementation

Snapshot of indicative action implementation timelines and current delivery status.

Overview of Resilient Melbourne progress.

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**Current action status (as at 30 June 2018)**

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.
Adapt

Reduce our exposure to future shocks and stresses.

Metropolitan urban forest strategy

Extend and link existing urban greening, reforestation, and nature initiatives across Melbourne to improve biodiversity, health, and wellbeing and reduce our exposure to hazards such as heatwaves and flooding.

Urban greening provides many diverse benefits, including ecosystem services (such as flood mitigation), benefits to human health, and improved biodiversity. Therefore, the metropolitan urban forest strategy is a flagship action in Resilient Melbourne’s strategy, and a critical output for our city’s resilience. We’ve worked closely with The Nature Conservancy (TNC) in 2017–18, with support from DigitalGlobe and Trimble, to make considerable progress on this work, gathering data, mapping Melbourne’s tree canopy, and capturing input from consultation with more than 60 organisations to understand what we need to address in the strategy.

Using satellite imagery provided by DigitalGlobe and Trimble’s eCognition software, TNC is generating new data on Melbourne’s tree diversity, vegetation structure and geospatial distribution. TNC has also gathered spatial information on ecosystem health, heat, social parameters, and other measures which, overlaid on the urban forest vegetation mapping, demonstrate where tree planting should be prioritised to address human and ecological vulnerabilities. The mapping and analysis support in-depth technical evidence to inform the strategy.

Although mapping metropolitan Melbourne’s tree canopy has proven a complex process, we are excited to begin the next phase of consultation for strategy development. We held a multi-stakeholder workshop in July to confirm the vision, goals, recommendations and implementation actions for the strategy. We will seek broad feedback on the full strategy draft in November before finalising and releasing the document in 2019.

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

Resilient Melbourne 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

Progressing well, but behind original strategy projections

Resilient Melbourne contributions

- Convened local government workshop with The Nature Conservancy with attendance from 28 local government authorities
- Convened multi-stakeholder workshop with The Nature Conservancy with attendance from 33 Victorian Government departments and agencies, non-government authorities, academics, and local government representatives from metropolitan Melbourne’s six sub-regions
- Supported mapping of the Melbourne metropolitan urban forest and development of draft strategy documents
Convened three meetings of the metropolitan urban forest strategy Senior Reference

Primary 2018-19 target

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

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 coordination of programs that adopt integrated water management and water-sensitive urban design principles.

From the launch of the Victorian Government’s Integrated Water Management (IWM) Forums to the review of critical policies, the past year involved a flurry of activity in the water sector. With this activity came expectations for local government participation in, and feedback on, a number of initiatives, at times with unclear objectives and interrelationships. We responded to this wave of activity in two ways. First, we continued to convene the IWM Support Working and Alignment Group (Working and Alignment Group), which provided a platform for leaders from critical water sector organisations to share updates and provide input on each other’s activities and priorities.

Second, with input from the Working and Alignment Group, we developed an IWM Information Hub, hosted on the Resilient Melbourne website, that includes information about ongoing policy reforms, strategic planning initiatives, and existing resources for local government and water sector representatives. The site will be updated after each Working and Alignment Group meeting to remain current and relevant for our stakeholders.

We are also continuing to develop our thinking on funding and financing options for IWM projects, particularly those we expect to emerge from the Victorian Government’s IWM Forums. In the coming year, we expect to establish a framework of options that can be applied to pilot projects across metropolitan Melbourne.

Resilient Melbourne Scope

Work with local government, the water sector, and government and research partners to support development and implementation of integrated water management solutions

Current status

On track

Resilient Melbourne contributions

- Developed and launched an Integrated Water Management Information Hub on our website as a central resource for local government and water sector stakeholders
- Convened five meetings of the Integrated Water Management Support Working and Alignment Group to promote cross-organisation collaboration
- Promoted the Victorian Government’s Integrated Water Management Forums
- Collaborated with the Victorian Department of Environment, Land, Water, and Planning and Melbourne Water to develop a sequence of project briefs to pursue models for financing and funding of integrated water management projects

Primary 2018-19 target

Continue to coordinate with the Working and Alignment Group to support local governments’ navigation of the range of water policy and strategy activities underway; develop a framework of funding and financing options for integrated water management projects emerging from the Victorian Government’s Forums; link
those efforts with the metropolitan urban forest strategy action; and work closely with the Cooperative Research Centre for Water Sensitive Cities’ (CRCWSC) Regional Advisory Panel to maximise the value of CRCWSC’s work for local government.

**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.

The Neighbourhood Project supports communities to deliver practical place-based projects that breathe new life into local spaces and encourage neighbours to connect. Building on the lessons from Round 1 (2016-17), which focused on council processes to support community-led placemaking, Round 2 (2017–18) targeted community engagement and how to best support neighbours to design and deliver projects. We supported CoDesign Studio to provide strategic advice to participating community groups and their associated councils to build community leadership, reduce red tape, and embed long-term change into council processes. Round 2 included six community projects in five municipalities across metropolitan Melbourne. As part of the project development stage, incorporated resilience training into the training workshops. Each of the projects in Round 2 featured a strong community inclusion angle and demonstrated great enthusiasm from participants.

- **Edithvale Collective’s High Street Revitalisation (City of Kingston)** – Edithvale locals and traders are revitalising their local reserve and shopping strip to increase business and tourism, and to create more welcoming spaces for locals.
- **Fawkner Food Bowls’ Family Market Garden (City of Moreland)** – In the absence of accessible public spaces, local residents are creating a family-friendly community market garden and activity centre on the grounds of a previously sleepy bowls club.
- **Point Cook’s Pop-Up Park (City of Wyndham)** – Residents partnered with local traders, community groups, and organisations to create a vibrant pop-up park in the town centre, to trial whether a road closure would increase pedestrian safety and boost the local economy.
- **Let’s Make a Park’s Pop-Up Park in Strathmore (City of Moonee Valley)** – A group of local university students and high school students worked together to activate an under-utilised area near the train station to increase green space and inviting spaces for young people in the area.
- **Thomastown’s Walk and Talk (City of Whittlesea)** – Residents partnered with Thomastown Neighbourhood House to gather stories from locals and create a walking tour that explores the natural and cultural history of the area at the ‘Walk n Talk’ community festival.
- **Williams Landing’s Community Garden (City of Wyndham)** – Residents are creating a public community garden and planting workshops along the Main Outfall Sewer/Federation Trail corridor, connecting two neighbourhoods that have historically been divided by the pipeline.

After the completion of Round 2, the data gathered over the two-year pilot will be reviewed and developed into a range of resources. These will include toolkits and training for councils, communities, and developers to continue the global movement of community-led placemaking through The Neighbourhood Project.

**Resilient Melbourne Scope**

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

**Current status**

On track.

**Resilient Melbourne contributions**
- Promoted and supported the call for applicants, selection of projects, and development of the schedule for Round 2 of The Neighbourhood Project
- Delivered a capacity-building session on urban resilience as part of the participant induction series, and provided feedback on project scopes to maximise uptake of resilience-building opportunities during Round 2
- Promoted announcement and the call for Round 3 applications

**Primary 2018-19 target**

Provide capacity-building support to The Neighbourhood Project and contribute to the generation of and sharing lessons learnt across Resilient Melbourne networks

### New apartments trial for public housing residents (Melbourne Apartments Project)

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

Resilient Melbourne is supporting the Melbourne Apartments Project (MAP), a pilot initiative that seeks to make home ownership considerably more affordable for social housing tenants, while enabling families to remain in their neighbourhoods and close to jobs, amenities, and social networks. The model reduces deposit and mortgage repayment burdens to allow social housing residents to transition into home ownership.

In May 2017, 28 families relocated from social housing into new, privately-owned apartments in North Melbourne as part of MAP. The early success of the MAP financial model indicates that it may offer an approach to affordable home ownership that can be applied across other parts of the city. For this reason, and in partnership with Melbourne City Mission and the City of Melbourne, we engaged the University of Melbourne to undertake a detailed academic study of the MAP pilot and its potential for growth. The study provides an overview of the financial model applied by MAP and an examination of the post-occupancy experience of purchasers. It is being supported by a further qualitative survey of MAP purchasers in 12 months' time. Findings will identify how the model compares with, and complements, existing approaches to affordable housing provision promoted by the Victorian Government.

In June 2018, the University of Melbourne released a report for phase one of the study; Investigating the costs and benefits of the Melbourne Apartments Project, which highlights the costs and benefits associated with current social housing tenants moving out of social housing and into affordable home ownership in MAP. The full report will be available in the first few months of the 2018–19 financial year.

### Resilient Melbourne Scope

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

**Current status**

On track

### Resilient Melbourne contributions

- Engaged the University of Melbourne to undertake a detailed study of the Melbourne Apartments Project’s demonstration site
• Hosted a tour with academic and practitioner partners to alternative housing model sites across metropolitan Melbourne
• Provided a resilience perspective in academic initiatives on affordable housing issues and opportunities in Melbourne

Primary 2018-19 target

Release report summarising the Melbourne Apartment Project’s model and facilitate opportunities to learn from the demonstration site and potentially replicate it

Local government renewables group purchasing

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

As end users, urban stakeholders have a key role in the transition to a renewable and more resilient energy system. Throughout 2017–18, Resilient Melbourne participated in collaborative workshops to help advance group purchasing of renewable energy by local governments. The Melbourne Renewable Energy Project (MREP) – driven by the City of Melbourne, City of Moreland, City of Port Phillip, and City of Yarra, alongside private and institutional partners – demonstrates the potential for large energy consumers to collaboratively procure renewable electricity directly from the generator. Announced in November 2017, MREP will purchase 88GWh of electricity per year, commencing 1 January 2019, from Pacific Hydro’s Crowlands Wind Farm in western Victoria (a third of the wind farm’s total capacity). Since the development of MREP, corporate power purchase agreements (PPAs) for renewable electricity supply have gained interest from diverse stakeholders in Australia.

Local governments in Melbourne have the opportunity to learn from these early initiatives, pursue further decarbonisation of council operations through procurement, and contribute to achieving state-wide renewable energy targets (25 per cent by 2020, and 40 per cent by 2025). As a group, councils will benefit from direct renewable energy supply, and long-term electricity price certainty, while having a direct influence on the growth of the renewable energy industry, diversification of energy sources in the region, and local job creation.

Our current focus is to support the Victorian Greenhouse Alliances to develop a PPA for participating local governments, drawing on expertise from the MREP team and others. This collaborative effort, as outlined in the Resilient Melbourne strategy, aims to facilitate capacity building, minimise complexity, and scale up tangible outcomes through replication of the model within the local government sector.

Resilient Melbourne Scope

Work with local government and other partners to support group purchasing of renewable energy, following the model presented by the Melbourne Renewable Energy Project

Current status

On hold

Resilient Melbourne contributions

• Recruited a PhD candidate from the University of Melbourne to investigate: lessons from the Melbourne Renewable Energy Project; scope for further uptake of group power purchase agreements within Melbourne local governments; and the role for key stakeholders in such Agreements
• Participated in electricity procurement working groups with the Victorian Greenhouse Alliances, the City of Melbourne, Sustainability Victoria, and the Department of Environment, Land, Water, and Planning for the development of future power purchase agreements
Primary 2018-19 target

To be determined following receipt of report and plans emerging from Greenhouse Alliances efforts
Survive

Withstand disruptions and bounce back better than before.

Community Resilience Framework for Emergency Management in Victoria

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

The Community Resilience Framework for Emergency Management in Victoria provides the foundation for the emergency management sector’s strategic action to plan, integrate, and implement activities for safer and more resilient communities. 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.

Commencing in March 2016, Resilient Melbourne contributed to the development of the framework, which was released by Emergency Management Victoria (EMV) in May 2017. It encourages a focus on, and investment in, seven community resilience characteristics. These characteristics have been adapted from the seven qualities of resilience promoted by 100RC (reflective, resourceful, inclusive, integrated, robust, redundant, and flexible) to suit the particular needs of Victoria’s communities and agencies.

Resilient Melbourne is partnering with EMV to implement actions associated with this framework and will participate on the Partnerships Reference Group to guide the establishment of the EMV Partnerships Network. This network will respond to the objectives of the Framework to set the direction and provide a process to assist businesses, not-for-profit organisations, and community groups to collaborate with each other and with emergency management organisations across all stages of an emergency.

Resilient Melbourne 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

Resilient Melbourne contributions

- Helped Emergency Management Victoria design the process for developing the framework
- Contributed to the framework’s development through participation in a project reference group, according to the agreed process

Primary 2018-19 target

Support the implementation of specific actions within the Framework and participate on Emergency Management Victoria’s Partnerships Reference Group to guide and mentor the development of a Partnerships Network, linked to the Framework, into the future
Understanding drivers of community resilience

Advance our knowledge of barriers to, 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.

The findings from research completed by Colmar Brunton in 2016 continue to inform our messaging and the objectives of some of our strategy actions. We will explore opportunities to build on this research in future.

Resilient Melbourne Scope

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

Current status

Delivered

Resilient Melbourne contributions

Incorporated findings from completed research into updated Resilient Melbourne communications strategy and key messages.

Community-based resilience compendium

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

Over the past year, we worked with partners at the Monash University Disaster Resilience Initiative (MUDRI) and Emergency Management Victoria to review the community-based resilience compendium, managed by MUDRI. We identified opportunities to improve the compendium’s functionality and reach, but ultimately acknowledged that the current document targets a specific, community-based audience that complements our network of practitioners. With this in mind, we agreed that MUDRI should continue to lead the evolution of the compendium. Resilient Melbourne will promote the compendium and stay up to date with any discussions to update its format, however we will pull back from having a specific implementation role in 2018–19.

Resilient Melbourne Scope

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

Current status

On hold

Resilient Melbourne contributions

- Conducted preliminary review of the existing compendium as developed by the Monash University Disaster Resilience Initiative
- Facilitated workshops with partners to determine next steps in supporting the existing compendium and exploring options for its expansion

Primary 2018-19 target

Promote the compendium in its existing form and consider any future support based upon the compendium’s evolution.
Innovative insurance

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

While our aspirations for engagement with the insurance sector grew during the 2016–17 financial year, this action was revised to its original scope in 2017–18 in line with our resourcing constraints. Our activities over the last 12 months have focused on engaging council stakeholders on affordable insurance options available for low-income households in their municipalities. Good Shepherd Microfinance (GSM) and Suncorp participated in our first Resilient Melbourne Open House, held in December 2017. We have continued discussions with seven councils on strategies to increase awareness of insurers for low-income households, including two insurance products co-designed by GSM. GSM and Suncorp attended the Whittlesea New Residents Day in October 2017 and spoke to residents and local service providers about affordable insurance options. Through activities such as these, we aim to encourage greater support from insurers for this under-served part of the market.

To reinforce our focus on low-income households, we also contributed to a working group convened by the Victorian Department of Health and Human Services and GSM to inform the design and delivery of a hard-copy toolkit for individuals that will foster financial resilience in emergencies. The toolkit is due for completion in July 2018. As with the insurance information, Resilient Melbourne will share this resource with local government partners once it is complete.

Resilient Melbourne Scope

Work with councils and the insurance sector to identify activities and services that can support community resilience, beginning with Essentials by AAI, which offers basic house and car insurance to low-income households

Current status

Action implementation underway

Resilient Melbourne contributions

- Worked with councils and the Victorian Department of Health and Human Services to identify ways to increase uptake of insurance among low-income households
- Initiated discussions with Small Business Victoria and insurance providers to define specific projects for building resilience among small and medium enterprises
- Convened local councils to test a risk-mitigation method developed and supported by Edge Environment and the Insurance Council of Australia

Primary 2018-19 target

Scope and launch specific projects in each stream of insurance-related activities currently underway or in planning.
Thrive

Significantly improve people’s quality of life

The metropolitan cycling network

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.

We collaborated with Jacobs, a 100RC Platform Partner, to deliver two Resilience Sprint Start workshops to progress work on the metropolitan cycling network (MCN). The workshops were an important milestone for this flagship action and brought together influential industry leaders critical to the MCN. The first workshop, attended by 26 of Melbourne’s metropolitan councils, provided an opportunity to explore local government priorities and concerns that would need to be addressed if the MCN is to be established. Local government representatives from each of Melbourne’s six sub-regions (as defined by Plan Melbourne), 13 Victorian Government agencies, and a number of advocacy groups joined us for the second workshop. The vision that ‘Melbourne will be Australia’s safest and most accessible cycling city’ was agreed upon, as were three priority action areas to progress the MCN:

- Governance – Coordinate and align state government planning in conjunction with local government to accelerate the development of the MCN in line with local needs and opportunities;
- Funding – Identify existing funding, and generate a recurring annual commitment for cycling-related funding in line with current state government priorities;
- Standardisation – Develop a toolkit for more consistent and clear practice for the planning and design of cycling infrastructure.

Following the workshops, Resilient Melbourne assembled a Senior Reference Group (SRG) to steer implementation of the action plan and related opportunities at the local and state levels; this was an important part of addressing the governance element. The action plan as a whole will continue to be rolled out in the 2018–19 financial year.

In addition to action plan development and implementation, Resilient Melbourne also engaged in 2017-18 with a number of Victoria’s transport sector stakeholders to align existing efforts and embed cycling-related initiatives into larger-scale planning processes, such as the land use framework plans. Such stakeholders include representatives from the Economy and Planning Working Groups, the Metropolitan Transport Forum, the Eastern Transport Coalition, and Transport for Victoria.

Resilient Melbourne Scope

Facilitate council and other partners to integrate cycle network investment and develop a metropolitan scale cycling strategy and action plan

Current status

Progressing well, but behind original strategy projections

Resilient Melbourne contributions

- In collaboration with Jacobs, conducted two Resilience Sprint Start workshops with key local and state government representatives
- Developed an action plan for the implementation of the metropolitan cycling network
- Established and convened a Senior Reference Group to guide implementation of the action plan

**Primary 2018-19 target**

Scope and commence local and state government implementation of specific projects in line with the action plan developed for the cycling network

**Resilient Communities in Residential and Mixed-use Developments**

(Previously titled ‘Community-led neighbourhood renewal pilots’)

Bring together a range of partners, including property developers, councils, academic researchers, and community groups, to trial new ways of putting residents at the heart of decision-making that shapes their neighbourhoods.

In September 2017, Resilient Melbourne invited developers, architects, community groups, and government to submit expressions of interest to have their development projects considered for selection as part of the Resilient Communities in Residential and Mixed-use Developments (Resilient Communities) action. We attracted strong and diverse submissions, with projects from across the metropolitan area, in response to the question: “How do we create and sustain buildings, infrastructure and neighbourhoods that build resilience by genuinely reflecting the needs, values and aspirations of the communities using or occupying these spaces?”

Five projects were selected by an advisory panel comprising senior representatives from the City of Brimbank (Chair); City of Whittlesea; Mitchell Shire Council; Victorian Department of Environment, Land, Water, and Planning; Victorian Department of Health and Human Services; University of Melbourne; RMIT University; the property sector and Resilient Melbourne. These projects include a range of development types:

**Profile of Resilient Communities Projects**

- 393 Macaulay Rd (Assemble Communities) – An innovative brownfield redevelopment in Kensington (City of Melbourne) using the new Assemble Model to create accessible pathways to home ownership and including shared amenities and services shaped by future residents
- Beveridge North West Precinct Structure Plan (Mitchell Shire Council, Victorian Planning Authority and Yarra Valley Water) – A large greenfield precinct along the Urban Growth Boundary that is slated to be the future home of 40,000–50,000 residents
- Mambourin (Frasers Property Australia, CoDesign Studio, Foundation for Young Australians and Neighbourlytics) – A greenfield residential and mixed-use site in Mambourin (Wyndham) where community-led placemaking and new analytical tools will be used to engage residents early
- Olivine (City of Whittlesea and Mirvac) – A greenfield residential and mixed-use site in Donnybrook where Whittlesea City Council and Mirvac are trialling the Growth Areas Social Planning Tool
- Urban Coup at Near and Tall (Urban Coup) – An apartment building (‘Near and Tall’) that is part of the Nightingale Village in Brunswick (Moreland), which has been conceived and led by future residents according to a co-housing and deliberative decision-making model

From March to April 2018, Resilient Melbourne conducted a two-day Resilience Value Realisation workshop with each project team to align on the opportunity to be pursued together and develop a roadmap to guide each partnership. The workshops proved valuable for all parties in confirming shared objectives and setting the foundation for formal collaborations.
In parallel, Resilient Melbourne worked with academic partners to propose an approach for informing and learning from each of the projects. In the coming year, the academic research program will be further developed, and Resilient Melbourne will provide support to each project as the teams refine and implement their engagement approaches.

The projects were publicly launched in June 2018.

**Resilient Melbourne Scope**

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

**Current status**

Progressing well, but behind original strategy projections

**Resilient Melbourne contributions**

- Ran expression of interest process and established an advisory panel of housing and development leaders from government, research, and the private sector to select five projects
- Conducted Resilience Value Realisation workshops with partners of the five projects to affirm alignment and determine scope for collaboration
- Launched the five projects, including development of detailed project briefs and deeds of agreement for each
- Developed a proposal, in collaboration with academic researchers, for near- and long-term studies of the projects

**Primary 2018-19 target**

Formalise academic partnerships and support project partners to roll out participatory development plans

**Citymart Challenge**

In partnership with the City of Melbourne’s Smart City Office, collaborate with Citymart (a 100RC Platform Partner) and a challenge panel of industry leaders and experts to crowd-source and select solutions for reducing transport congestion in ways that increase positive social interactions.

In 2017–18, the Resilient Melbourne Citymart Challenge invited individuals and organisations from all backgrounds, and from anywhere in the world, to submit creative, feasible, and powerful ideas to help reduce transport congestion and make travel in metropolitan Melbourne more socially fulfilling. In July 2017, we convened a Challenge Panel comprised of industry leaders from the Committee for Melbourne; Infrastructure Victoria; Public Transport Victoria; RACV; RMIT University; the University of Melbourne; VicRoads; and the Victorian Department of Environment, Land, Water, and Planning, to assess submissions, meet with finalists, and select a winner (or winners) of the Citymart Challenge. One of the benefits of an open innovation challenge over more traditional procurement methods is the opportunity to nominate more than one provider. The two joint winners were:

- Freewheeler – A new mobility system and smart travel app developed by Alex Fletcher from Fremantle, Western Australia, that uses mobile technology to automatically track commutes, recognise transport modes, map trips, and reward sustainable and healthy travel choices
- Joinwheels – An innovative ride-sharing app developed by Mayank and Shubha Shukla from Wyndham Vale, Victoria, Joinwheels connects like-minded travellers taking similar routes to similar destinations
Throughout 2017–18, we facilitated connections between the Citymart Challenge winners and Challenge Panel members. These connections have resulted in mentoring support, exposure to industry networks and organisations, digital marketing and brand development guidance, and a presence at the 2017 Resilient Melbourne Open House, held in December at the Melbourne Town Hall. In addition, through promotion via Resilient Melbourne communication channels, both Freewheeler and Joinwheels have gained new exposure and reported an increase in seven app subscribers per day since winning the Challenge. Resilient Melbourne will continue to identify further promotional opportunities throughout the next financial year.

**Resilient Melbourne Scope**

Work with Citymart and City of Melbourne’s Smart City Office to coordinate the innovation challenge and subsequent communications activities to promote the winning solutions

**Current status**

Delivered

**Resilient Melbourne contributions**

- Convened sessions with the Citymart Challenge Panel to assess and select the winning solutions
- Connected the two Citymart Challenge winners with influential industry leaders and experts to champion their winning solutions
- Built momentum about the winning solutions in owned, earned, and shared communications and media platforms
- Produced and distributed a practical guide to support local governments to design and run open innovation challenges

**Primary 2018-19 target**

Continue to support and identify promotional opportunities for the joint winners to implement their solutions in metropolitan Melbourne

Reflections from our winners:

*Being a joint winner of the Citymart Challenge has led to excellent exposure for Freewheeler; from Melbourne magazine, radio interviews, and an open house day, to an announcement in an interview live from 100 Resilient Cities’ Global Summit in New York that had 175,000 views on Facebook alone.*

*Resilient Melbourne has also supported Freewheeler by arranging mentorship and strategic meetings, for example with the Committee for Melbourne, Public Transport Victoria, the University of Melbourne, and local councils. Resilient Melbourne’s backing has generally helped open doors for Freewheeler over the last year. This supportive relationship is appreciated. Thank you to Resilient Melbourne for actively nurturing innovative grass roots solutions to serious urban problems.*

—Alex Fletcher, CEO and Co-founder, Freewheeler

*As a result of winning the Challenge, we received not only guidance, but also very important connections and contacts in and around the city of Melbourne, helping us to introduce corporate carpooling as a very practical way of commuting for corporates and institutions. Today JoinWheels has 600+ users and is growing at a pace of 6–7 users every day. We expect to reach 1000 users with corporates, councils, and universities coming on board.*
The Citymart Challenge has been a very important milestone in our journey, while also making a difference towards reducing traffic congestion in Melbourne. Winning this award was absolutely an honour.

—Mayank Shukla, Founder & Head of Consulting, JoinWheels

**Young and Resilient Living Labs**

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

This action brings together young people and a range of collaborators, using a social impact framework, to co-design solutions that support young people to thrive during the challenging period between finishing their education and gaining purposeful employment.

We are currently working with VicHealth and YLab (the social enterprise arm of the Foundation for Young Australians) to design an approach that supports young people in identifying and creating solutions to their own challenges. We are particularly focused on challenges linked to mental wellbeing and the transition from education to employment. Resilient Melbourne is playing a key role in strengthening partnerships and developing clear roles and responsibilities for organisations involved.

To create a robust platform for the Living Labs concept, a Resilience Value Realisation workshop was held with young people, VicHealth, YLab, philanthropists, impact investors, Maroondah City Council, and Brimbank City Council. 100 Resilient Cities supported facilitation of the workshop and PwC hosted in-kind. The workshop aimed to create a clear opportunity statement, define the resilience value that could be achieved by this project, and highlight the importance of meaningful youth involvement in the co-design process.

The workshop outcomes contributed to shaping the youth deliberative forum, Staying on Track, held in June 2018 with 54 young Victorians aged between 18 and 25 years. Participants considered a range of information, discussing their own experiences and deliberating on the question: “How can we support young adults on their journey to purposeful work?” Following the forum, we are now working with VicHealth and YLab to disseminate across Victoria the 11 ‘asks’, or key areas for change, that emerged.

**Resilient Melbourne Scope**

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

**Current status**

Delayed

**Resilient Melbourne contributions**

- Facilitated a collaboration with VicHealth and YLab to develop youth resilience through social connection building and mental wellbeing initiatives
- Designed and delivered a two-day Resilience Value Realisation workshop to test and scope a potential shared opportunity with local government, philanthropy, impact investors, VicHealth, YLab, and young people
- Supported Staying on Track, VicHealth's youth deliberative forum

**Primary 2018-19 target**

Implement and evaluate a range of ‘asks’ (areas for change) identified at the youth deliberative forum
**STEM mentoring Melbourne**

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.

Resilient Melbourne continued to support LifeJourney by providing promotional and events support for LifeJourney’s programs. LifeJourney has had strong traction with cyber and STEM teachers across Victoria in taking up the Cyber Victorian Schools Challenge and will continue to focus its efforts on direct school engagement.

Resilient Melbourne will continue to explore this and other initiatives that support young people to understand the importance of STEM in existing and future jobs.

**Resilient Melbourne Scope**

Work with Life Journey to make young people, especially those less privileged, aware of careers and opportunities in STEM-based industries

**Current status**

On hold

**Resilient Melbourne contributions**

- Supported the launch event and promotion of the Cyber Victorian Schools Challenge
- Participated on a panel about STEM careers at a teachers’ conference

**Primary 2018-19 target**

Not applicable

**Innovative business models**

Help Melbourne’s small to medium-sized enterprise sector prepare for future shocks and stresses by collaborating with Melbourne’s business students to deliver B Impact Assessments.

Small to medium-sized enterprises (SMEs) contribute much to our economy but are highly vulnerable to acute shocks and chronic stresses. To help Melbourne’s SMEs understand and overcome their greatest business challenges and vulnerabilities, we delivered a new pilot program with B Lab Australia and New Zealand, a non-profit organisation that oversees the worldwide B Corporation movement; Monash University; and the Victoria Graduate School of Business. Participating SMEs were paired with high-performing university students to undertake B Lab’s B Impact Assessment. This tool helps SMEs measure their impact and develop improved management plans to be better prepared for all types of challenges and opportunities.

Three students from Monash University’s Sustainable Development Institute and 18 students from the Victoria Graduate School of Business were paired with 12 businesses from across the metropolitan Melbourne region. Students collaborated with businesses to guide them through the B Impact Assessment, to help each participating business get the most out of the process. By participating, students gained insight into Melbourne’s local business communities and completed a masterclass in resilience practice to learn how the City Resilience Framework can be applied in a small business context.

Further work on this action is currently on hold until new resources are identified to refine and scale up this model.

**Resilient Melbourne Scope**
Support project partners to provide mentorship and training to small to medium enterprises

**Current status**

On hold

**Resilient Melbourne contributions**

- Formalised partnerships with B Lab Australia and New Zealand, Monash University, and the Victoria Graduate School of Business to undertake B Lab’s B Impact Assessment with local small businesses recruited through council networks
- Delivered a masterclass on resilience and innovative business models to students from Monash University and the Victoria Graduate School of Business
- Undertook pilot projects with 21 students from Monash University and the Victoria Graduate School of Business, and 12 small to medium enterprises from metropolitan Melbourne
- Presented a session on innovative business models as part of Melbourne Knowledge Week 2018 – Setting the Foundation for Growth, Resilience and Positive Impact

**Primary 2018-19 target**

Not applicable.
Embed

Build resilience thinking into our institutions and ways of working.

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, as guided by the Resilient Melbourne Steering Committee.

In 2017–18, the Resilient Melbourne Delivery Office (Resilient Melbourne) accelerated implementation of the actions outlined in this report under the strategy’s action areas: Adapt, Survive, and Thrive. Simultaneously, Resilient Melbourne continued to promote the broader Embed action area by amplifying our communication efforts, strengthening existing and establishing new networks, and delivering resilience training to local government professionals.

Our team comprises a core staff and a number of contributors who have joined us as interns or as secondees through the Purpose-based Partners Program. In 2017–18, we formalised our internship program, which provides specific projects for students, from undergraduates through to PhD candidates, as part of our commitment to engage young people. Students come from a range of disciplines such as sustainability, science, and health, and have worked on actions and communications activities. We have also hosted two fellows from German and American universities to work full time with the team for three-month periods. In total, we have had 2,434 hours contributed by students. We aim to continually increase the capability of interns and secondees to understand and communicate resilience, in part by including Resilience Fundamentals training as an induction module.

Members of our core team undertook Resilience Value Realisation training with the global 100 Resilient Cities network. This has strengthened the core team’s capacity to identify the resilience opportunities within a project’s scope. In the first half of 2018, Resilient Melbourne delivered Resilience Value Realisation workshops with partners involved in the Young and Resilient Living Labs and Resilient Communities actions.

We continue to build on the foundation of governance systems established in our first year of operation, with a strengthened focus on attracting more resources to maintain and, in some cases accelerate, momentum around action implementation. In the next financial year, we will also invest in identifying the most appropriate operational and financial model to ensure Melburnians’ maximum benefit in the medium-to-long term from Resilient Melbourne’s early efforts.

*The Resilience Value Realisation process with Resilient Melbourne just saved us six months of negotiation and planning with partners.*

—Andrew Cartledge, Development Manager, Mirvac, RVR participant

Chair in Resilient Cities

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

Through his research, the City of Melbourne’s Chair in Resilient Cities, Professor Lars Coenen, addresses the conditions, processes, impacts, and policies needed for an innovation system that makes Melbourne more resilient. A resilient city requires innovation of various kinds to adapt and transform its systems for providing services such as mobility, energy, and housing. But, can a city plan for such innovation to happen,
and if so, how? Research by the chair analyses the role of Resilient Melbourne as a change agent and broker in the governance of an urban innovation system that includes all constituencies of metropolitan Melbourne. The research also explores Resilient Melbourne’s ability to test and implement experimental approaches to governing a resilient city that can be applied to mainstream policy, practice, and institutions.

Professor Coenen’s growing team also conducts research on initiatives aimed at fostering resilient, prosperous communities that are adaptive to economic disruptions. Such disruptions include the emergence of the sharing economy or transition to a knowledge and/or zero-carbon economy. Of particular interest is the role that the Melbourne Innovation District might play in creating a sheltered space or living lab for cutting-edge innovation and experimentation.

Resilient Melbourne Scope

Help develop and implement the Chair’s workplan across the University of Melbourne and City of Melbourne and together develop individual projects and opportunities for the Chair’s involvement in Resilient Melbourne strategy actions

Current status

On track

Resilient Melbourne contributions

Supported the Chair to develop research scopes linked to five priority Resilient Melbourne actions

Collaborated with the Chair and other partners at the City of Melbourne and University of Melbourne on multiple funding applications for research on knowledge sharing and innovation

Primary 2018-19 target

Develop and organise funding for research proposals that explore ways in which Melbourne can improve its resilience and prosperity in the transition to knowledge-based, post-industrial economies

“The 100 Resilient Cities initiative is intended to achieve a fundamental shift in the ways that cities around the world are managed, enabling them to be better prepared to tackle a broad range of chronic stresses and acute shocks. While focused on achieving significant impact, it is simultaneously a societal experiment at significant scale. Its application in Melbourne, through Resilient Melbourne, is similarly impact-focused and experimental in nature. It trials and tests not only smart innovation, technology, or infrastructure but also ways to improve social relations and build stronger local communities, new approaches to policy and planning and, more generally, the ways in which cities are lived in and governed.

My research looks closely at the role of Resilient Melbourne as a change agent and broker in the urban innovation system that must include all constituencies of metropolitan Melbourne.

Ultimately, it will focus on Resilient Melbourne’s ability to test, and then bring into the mainstream, experimental approaches to building and governing a resilient city.”

— Professor Lars Coenen, Chair in Resilient Cities

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.
Supporting and facilitating the capacity of local government staff to understand and improve urban resilience is fundamental to Resilient Melbourne’s role.

We accelerated our resilience training efforts in 2017–18 to embed resilience practice and theory across our program partners and in local government. We improved the capacity and capability of more than 650 practitioners across Melbourne through their attendance at a suite of training offerings. Our focus has been to build knowledge of resilience frameworks and their application and to share tools for participants to operationalise resilience across work areas and sectors.

Resilience Fundamentals, a full-day introductory training session, has been delivered to more than 120 participants representing 16 metropolitan Melbourne councils and an additional 27 organisations. Bespoke training on resilience theory, resilience frameworks, and applied activities has been developed and delivered to partner organisations such as Local Government Professionals and the UN Global Compact Cities Programme, and through programs such as Melbourne Knowledge Week and Waterlution’s Water Innovation Lab. In addition, Resilient Melbourne is supporting those who have completed training to act as resilience ambassadors within their own organisations. We are further working with training providers to embed resilience into existing training run by these organisations, including leadership and induction suites.

In order to facilitate greater collaboration and knowledge sharing across sectors, Resilient Melbourne has also established a consolidated network of resilience practitioners.

Resilient Melbourne will convene the first LGPro Resilience Special Interest Group across Victoria following significant interest from local government officers. This group will provide the opportunity for sharing of knowledge, skills, and experience while building collaboration and reducing duplication.

**Resilient Melbourne Scope**

Develop and deliver resilience training for local government and other critical partners

**Current status**

On track

**Resilient Melbourne contributions**

- Developed, and currently delivering, Resilience Fundamentals and bespoke modules on resilience theory
- Facilitated bespoke workshops for multi-sector partners to apply a resilience lens to specific projects
- Developed LGPro Resilience Special Interest Group for Victorian councils
- Developed training webpage and online booking system

**Primary 2018-19 target**

Continue to deliver Resilience Fundamentals on a bi-monthly basis, develop and deliver applied training based on the Resilience Value Realisation methodology, and contribute to a suite of identified leadership training courses across sectors

“It was a great learning opportunity – not just the content but also discussion and activities. I came away with a better appreciation of the Resilience Framework and the many ways this is being implemented in our city and around the world.”

— Melinda Jacobsen, Innovation Program Manager, VicHealth
City Resilience Index

Resilient Melbourne trialled the City Resilience Index (CRI), a comprehensive approach to generating city-wide resilience diagnostics to help cities understand and systematically measure their own resilience in a systematic, globally applicable way.

Background and purpose

After successfully applying to participate, Resilient Melbourne applied the CRI, a tool developed by Arup for 100RC.

Designed as an online diagnostic self-assessment tool, the CRI produces a resilience profile that reveals a city's specific strengths and weaknesses, creating a baseline to plan from, and from which to measure future progress.

The CRI is aligned with the City Resilience Framework (CRF), which was also developed by Arup and was a central tool applied to the development of our first resilience strategy. The CRF is a valuable tool that we continue to apply in training sessions and to project planning to communicate a consistent understanding of what factors drive resilient urban systems.

The Resilient Melbourne Steering Committee supported the pilot of the CRI in Melbourne. The project was initiated in 2017 with the creation of a multi-sector community of practice. The community of practice helped to gather, produce, and critique data corresponding with the CRI’s 52 indicators and 156 quantitative and qualitative questions. Using the community of practice’s knowledge and expertise, we have researched answers to these questions and are in the process of creating a baseline of the city’s resilience.

CRI next steps

Following a significant investment of time in the CRI data gathering and analysis process, we have concluded that while there is value to the CRI, to truly realise this value for metropolitan Melbourne would require significant effort and financial investment. At both state and local levels, developing systems and reporting mechanisms to make it a reliable measurement tool would be necessary.

We will still look to draw from the experience as we consider how the CRI can be used as part of our ongoing impact assessment process for our strategy actions. In appropriate circumstances, we will consider it as a diagnostic tool to understand the resilience strengths and weaknesses of our city.
Leadership and Strategy:
  o Effective Leadership and Management
  o Empowered Stakeholders
  o Integrated Development Planning
    - Flexible, Redundant, Robust, Resourceful, Reflective, Inclusive, Integrated

Health and Wellbeing
  o Minimal Human Vulnerability
  o Diverse Livelihood and Employment
  o Effective Safeguards to Human Health and Life

Economy and Society
  o Sustainable Economy
  o Comprehensive Security and Rules of Law
  o Collective Identity and Mutual Support

Infrastructure and Ecosystems
  o Reliable Mobility and Communication
  o Effective Provision of Critical Services
  o Reduced Exposure and Fragility
Snapshot of New Partners and Initiatives

Refuge Emergency Relief Centre

In 2017–18, we strengthened our partnership with the City of Melbourne’s Arts House to support the delivery of the five-year Refuge program. This initiative asks the question: “How can we plan for and cope with the scale of extreme climate events, while acknowledging the inequities of impacts?”

Throughout the second half of 2017, we supported the second iteration of Refuge – Refuge: Heatwave. Ahead of the public event held in November 2017, we contributed to outreach and promotion. This included development of a publication and promotion of Refuge across our channels; participation in a transdisciplinary knowledge-exchange lab; and providing resilience expertise to inform the heatwave scenario.

A number of Resilient Melbourne staff members volunteered at the public event, a 24-hour hypothetical emergency relief exercise, which was attended by more than 600 community members. Our Chief Resilience Officer and Networks and Learning Manager also took part in the event’s sleepover, where participants were given roles to simulate a functioning centre. This was an important element of making the art-based event realistic. The lessons from this exercise about the value of collective action, nurturing, and inclusion during emergencies have been taken on board by emergency response agencies such as Emergency Management Victoria, the Victorian Police, and Red Cross for consideration in their relief programs.

We are continuing to partner with Arts House in 2018–19 to support the delivery of Refuge: Pandemic.

National Diversity in Disaster conference

In 2017–18, as a result of a successful joint application to the National Disaster Resilience Grants Scheme, we partnered with the Victorian Council of Social Services (VCOSS) and the Gender and Disaster Pod, comprising Women’s Health in the North, Women’s Health Goulburn North East, and the Monash University Disaster Resilience Initiative, to deliver the National Diversity in Disaster conference. We provided input on the grant application, helping to secure $140,000 in funding for the conference, and played a critical role in shaping the event once funding was received.

In preparation for the event, we led the development and implementation of an integrated communications and marketing strategy, which supported conference partners, allies, and influencers with messaging, tools, and resources to promote the conference throughout its six-month marketing phase.

We also helped curate sessions for the conference, inviting stakeholders from our network to co-design sessions with us. This included working with Arts House to deliver a plenary session: Adaptation in a Time of Chaos – Complex Approaches to Wicked Problems. Arts House also curated a ‘morning tea arts-based workshop’ where participants connected over a cup of tea to discuss solutions to complex challenges. We facilitated two specific sessions, including case studies for local government and the role of art in assisting communities to prepare for and recover from acute shocks.

More than 350 delegates attended the conference, representing diverse organisations from across Australia. During the event, we coordinated live tweeting via the @VCOSSLive handle, engaging a broader audience in the conference themes in real time.

Gather My Crew

In late 2017, we formed a new partnership with Gather My Crew, a free online tool designed to mobilise supportive communities around people in crisis. This initiative aligns with our objective to empower communities to take responsibility for their own and each other’s wellbeing, safety, and health; a critical part
of city resilience in which connected communities are better prepared to tackle chronic stresses and to cope in times of acute shock.

To support this partnership, we secured a part-time resource through our internship program to introduce metropolitan councils to the tool. Gather My Crew also participated in the Resilient Melbourne Open House and the National Diversity in Disaster conference. Both events provided the organisation with exposure to a wider audience and connections to new networks, and registered users of the online tool had increased to 4,273 by June 2018.

We will continue to promote the tool across our networks in 2018–19.

**Life Saving Victoria**

In the last three years, Life Saving Victoria (LSV) has increased uptake of its Multicultural Water Safety Program, including approximately 3,000 African Australian participants. In 2017–18, we continued to promote LSV’s programs by introducing LSV to a range of councils and other organisations with recreation facilities. In addition, young people from LSV represented the program at the Resilient Melbourne Open House. LSV continues to provide an excellent platform for new arrivals to build networks, gain skills, and make valuable contributions to life in Australia.

**Thriving Communities Partnership**

In late 2017, we formed a strategic alliance with the Thriving Communities Partnership (TCP). Hosted by Yarra Valley Water, TCP is a cross-sector collaboration of more than 140 organisations working together to help ensure that everyone has fair access to the modern essential services they need to thrive in contemporary Australia, including utilities, financial services, telecommunications, and transport. In addressing these, TCP looks to tackle the root causes of vulnerability and hardship.

Bringing together our complimentary networks offers vital connections between businesses, the community services sector, state government, and Melbourne’s metropolitan councils.
Our Actions and the City Resilience Framework

- Leadership and Strategy
  - Promotes leadership and effective management
    Outcome to align with the drivers in the City Resilience Framework: Adapt, Survive, Thrive, Embed
  - Empowers a broad range of stakeholders
    Outcome to align with the drivers in the City Resilience Framework: Adapt, Survive, Thrive, Embed
  - Fosters long-term and integrated planning
    Outcome to align with the drivers in the City Resilience Framework: Adapt, Survive, Thrive, Embed

- Health and Wellbeing
  - Meets basic needs
    Outcome to align with the drivers in the City Resilience Framework: Adapt
  - Supports livelihoods and employment
    Outcome to align with the drivers in the City Resilience Framework: Survive, Thrive
  - Ensures public health service
    Outcome to align with the drivers in the City Resilience Framework: Adapt, Survive

- Economy and Society
  - Fosters economic prosperity
    Outcome to align with the drivers in the City Resilience Framework: Thrive
  - Ensures social stability, security and justice
    Outcome to align with the drivers in the City Resilience Framework: Thrive
  - Promotes cohesive and engaged communities
    Outcome to align with the drivers in the City Resilience Framework: Adapt, Survive, Thrive
- Infrastructure and Environment
  - Provides reliable community and mobility
    Outcome to align with the drivers in the City Resilience Framework: Survive, Thrive
  - Ensures continuity of critical services
    Outcome to align with the drivers in the City Resilience Framework: Adapt, Survive, Thrive
  - Provides and enhances natural and manmade assets
    Outcome to align with the drivers in the City Resilience Framework: Adapt, Thrive
Financial Report

Resilient Melbourne Delivery Office annual budget

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<th>Contribution</th>
<th>Year 1 2016-17</th>
<th>Year 2 2017-18</th>
<th>Year 3 2018-19 Target</th>
<th>Year 4 2019-20 Target</th>
<th>Year 5 2020-21</th>
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<td>City of Melbourne contribution</td>
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Total RMDO Expenses by category, 2017-18 (total $1,082,652)

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Examples of resources leveraged
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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 thank the following groups that have provided support for Resilient Melbourne:

Metropolitan Melbourne’s local councils

- 100 Resilient Cities, including for contributions to the design of this report
- Members of the 100 Resilient Cities network, particularly cities who kindly visited or hosted Melbourne over the past year: Boston, Christchurch, Lagos, London, New York, Singapore, and Sydney
- Resilient Melbourne Steering Committee, for support and strategic guidance
- Stakeholders who have participated in Resilience Fundamentals training
- The wide range of project and 100RC Platform Partners named throughout this report
- An increasing number of communities and community groups who support our work and for whom so much of our work is intended

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