



RESILIENT

SYDNEY

Resilient Sydney Engagement Report V1.1 | 30 June 2017



Version control		
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Executive summary

Between January – March 2017 Resilient Sydney undertook broad engagement across metropolitan Sydney to develop the Resilient Sydney Strategy. 388 diverse stakeholders from all levels of government, business, academia, community services and the community worked together to establish clear priorities for action in our city. Close to 300 solutions were proposed, 70% of which successfully addressed more than one dimension in the City Resilience Framework from 100 Resilient Cities. The engagement process built capacity for resilience thinking, enabling collaborative development of solutions to our challenges that will deliver wide-ranging benefits across metropolitan Sydney.

Approach

Principles were established to guide the design of a qualitative engagement process, as described in the Phase II Engagement Strategy and Action Plan (August 2016). Recruitment prioritised mixing diverse stakeholders above all other criteria.

Community workshops were conducted in each planning District across metropolitan Sydney¹. Random selection provided a mix of residents broadly reflecting the views in each District. Residents were engaged because they are impacted by our challenges and have a grass roots, operational capacity for change.

Stakeholders with expertise, positional authority and the ability to influence broad, structural change were engaged in Working Groups. Participants with expertise and an operational capacity to make change were involved in Stakeholder Workshops. A final workshop mixed Working Groups with Stakeholders. Participants were recruited from government, business, academia, community services and the arts.

In all engagement activities participants worked with people they might not normally meet. A robust process gave consistent information and asked a uniform set of questions of all participants. Together participants created a comprehensive understanding of city challenges, and developed broad and effective solutions in a dynamic collaborative environment.

Outcomes provide responses across a spectrum of political views, expertise, experience and understanding of our metropolitan city.

Priorities

Priorities were broadly consistent across all groups. Residents provided the clearest insight into the city as a system. The daily difficulties experienced by the community in many parts of Sydney highlighted the connections between housing, transport, jobs, education, health services and vulnerability to shock events such as extreme heat.

1. Governance reform - all groups saw governance over decisions about policy and investment as determining the strength of the systems and connections of the city. There was broad perception that flawed governance is at the heart of Sydney's challenges, and integration was seen as a priority. Suggested changes included best practice, inclusive engagement to ensure decision making puts people first.

¹ The 6 planning districts developed by the Greater Sydney Commission www.greater.sydney/my-district accessed 26/05/17

2. Action on climate change - engagement revealed strong concern around inaction on climate change across all groups. Priority solutions included decentralised, renewable energy for mitigation and energy security, metropolitan targets for carbon emission reduction, changes to building codes and regulations, and city greening to promote healthy lifestyles and comfort during extreme heat.
3. Better understanding and preparedness for emergencies - all groups were concerned there is no broad understanding and preparedness for disasters within communities across metropolitan Sydney. Connection, data sharing, communication and collaboration to plan for disruption were seen as key solutions for organisations and the community.
4. Social cohesion - participants saw improving social cohesion, including increasing tolerance for cultural diversity as fundamental to Sydney's ability to survive and thrive. Popular solutions prioritised learning from First Nations Peoples, racism awareness, connecting local communities and ensuring decision making and leadership in Sydney reflects all our cultural communities.

Objectives

Overarching objectives were designed to ensure engagement would:

- Enable transformation;
- Ensure decision making considered the needs of the community;
- Create social license to operate;
- Facilitate connection and integration between people and organisations;
- Generate innovative ideas and action;
- Create a community of practice for resilience-building in metropolitan Sydney; and
- Engage with and contribute to the 100 Resilient Cities network.

Evaluation

Evaluation of engagement has highlighted the success of the Resilient Sydney process in addressing objectives²:

- 289 solutions were developed by 388 participants;
- 70% of solutions were developed by residents, demonstrating successful consideration of community needs and interests;
- Feedback on the participant experience of engagement show a sense of legitimacy and trust in Resilient Sydney, demonstrating strong support for 100 Resilient Cities' unique approach to complex city challenges, and indicating broad support for the strategy;
- New connections and collaborations between people who might not normally meet were forged through the process of mixing diverse participants;
- Analysis of the breadth and diversity of the solutions demonstrates the power of the engagement for innovation and creativity; and
- 70% of all solutions aligned to two or more dimensions within the 100 Resilient Cities City Resilience Framework, and nearly half aligned to three or four. This is one of the

² (Current evaluation does not include assessment of the capacity for the program to enable transformation as this would involve longitudinal study. This is an area for suggested future research).

clearest demonstrations of systems thinking, illustrating participants' capacity for applying resilience thinking to our challenges.

1 Background

In 2015 Sydney was chosen to join the 100 Resilient Cities initiative pioneered by the Rockefeller Foundation. The initiative develops strategies and actions to ensure cities adapt, survive and thrive no matter what challenges they face in the 21st century.

Sydney receives technical support and resources from 100 Resilience Cities to develop and implement a resilience strategy for the metropolitan area. The Resilient Sydney Office is hosted by the City of Sydney.

Resilient Sydney is developing the strategy in three phases:

- Phase I – Research and engagement to develop the Preliminary Resilience Assessment and Discovery Areas;
- Phase II – Engagement and evaluation to develop the Resilient Sydney Strategy; and
- Phase III – Implementation of the Resilient Sydney Strategy

1.1 Phase II reporting

The engagement report summarises the Phase II engagement process and documents the outcomes of the community and stakeholder engagement. This report describes key themes and priorities identified during engagement which have informed the strategy vision, goals, and actions.

Figure 1 summarises the Phase II reporting and the relationship between the engagement report and diagnostic report. The diagnostic report describes the process used to explore each Discovery Area, cross Discovery Area analysis, and how opportunities for the Field of Opportunities were identified. The key outputs of the diagnostic report include the draft goals, the field of opportunities, and the cross discovery area analysis. The community engagement report identifies key themes and priorities arising from the engagement sessions which have then been used to inform the Resilient Sydney strategy.

The following documents should be referenced in conjunction with this report and provide detail on the process and outputs of the working group and overall Resilient Sydney process, community engagement; multi stakeholder workshops and detailed outcomes of Working Group Meeting #2.

Reference reports:

- Resilient Sydney Discovery Area Diagnostic Report May 2017

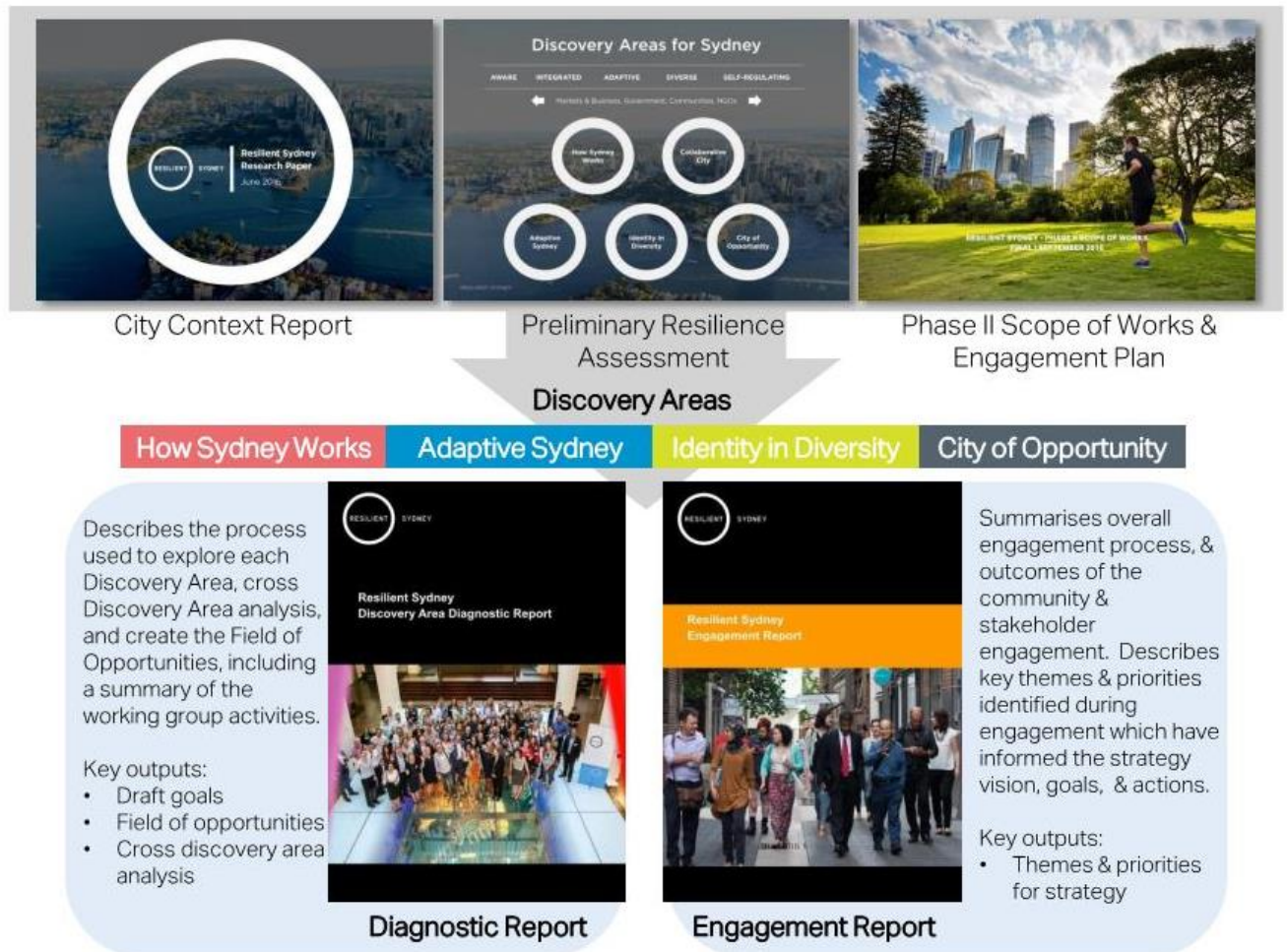


Figure 1 Phase II reporting

2 Engagement to date - Phase I engagement

Phase I engagement was guided by a comprehensive engagement plan (available on request). See below for an overview.

2.1 Engagement objectives for Phase I

Engagement was positioned at 'Consult' on the IAP2 Spectrum for Public Participation³ (see Appendix A).

Feedback was sought on:

- Sydney's current resilience status;
- Sydney's current challenges and the proposed Discovery Areas;
- How stakeholders would like to work with us in the future; and
- Which other stakeholders should be involved.

2.2 Stakeholders

The Resilient Sydney team consulted with the community (residents of Sydney) as well as stakeholders from business, government, the community services sector, emergency preparedness, utilities and academia.

2.3 Activities

Activities included:

- 100 in depth interviews with key stakeholders from government, business, academia and community services organisations;
- 381 online surveys with randomly selected community members across metropolitan Sydney. The group were chosen to match the mix of our city in terms of age, gender, cultural background, ability and socio-economic status;
- 121 online business, education and government surveys with stakeholders from policy, market, academia and the community sector; and
- Convening of a group of 35 Resilience Ambassadors from different local government organisations (councils) across Sydney.

2.4 Outcomes

The outcomes of engagement are reflected in the Preliminary Resilience Assessment and helped to shape the Discovery Area challenges.

³ IAP2 Core Values for Public Participation: <https://www.iap2.org.au/>

3 Phase II – overarching principles

The following principles were established to guide Phase II engagement:

Engagement would:

- Enable transformation – engagement with the right stakeholders would facilitate change in governance, investment and community ecosystems;
- Ensure decision making considered the needs and interests of our community – the heart of, and reason for, our city;
- Create social license to operate – engagement would create a sense of legitimacy and authority to facilitate change;
- Facilitate connection and integration between people and organisations – new networks would be a vehicle for the delivery of Resilient Sydney and a legacy/output of the process;
- Generate innovative ideas and action;
- Create a community of practice for resilience-building in Sydney – engagement would increase understanding of the value of urban resilience, the 100RC global network, international best practice, and the capacity of stakeholders to take effective action; and
- Engage with the 100RC network by receiving and contributing knowledge, tools, processes and understanding around urban resilience.

3.1 Phase II Objectives

Engagement for Phase II moved along the IAP2 Spectrum of Public Participation (Appendix A) between 'Inform', 'Consult', and 'Involve'⁴. The engagement objective for each activity was stated explicitly to provide clarity for stakeholders.

Engagement aimed to:

Increase understanding and capacity

The process sought to build understanding of 100 Resilient Cities, Resilient Sydney and the Discovery Area challenges by providing comprehensive information at each session. This included in depth explanation of the root causes of the Discovery Area challenges.

It was necessary for participants to understand and apply resilience theory in order to give useful feedback. In this context resilience theory became a decision making framework, allowing participants to identify issues as undermining our city's resilience and create solutions to address the issues and build Sydney's resilience.

The resilience decision making framework includes:

- The 100 Resilient Cities definition of urban resilience (shocks, stresses and why they matter together);
- The City Resilience Framework (ensuring we have a comprehensive understanding of our problems, one that considers all four dimensions); and

⁴ IAP2 Core Values for Public Participation: <https://www.iap2.org.au/>

- The resilience lens and behaviours (understanding the qualities and behaviours that serve us as we strengthen our city, and why).

Each engagement session included activities, presentations and case studies that unpacked the framework and gave people a practical understanding of their application.

These activities enabled participants to develop solutions to the challenges, providing them with tools that would prove useful in other contexts, seeding capacity for resilience thinking and action in our city.

Seek feedback – create solutions

The primary objective for engagement was to create solutions to the Discovery Area Challenges. Solutions were to address key criteria including:

- Addressing the root causes of the challenges;
- Promoting equity; and
- Ensuring broad, meaningful engagement with the people impacted by the challenges and/or implementation of the solutions.

Participants used the resilience decision making framework to address the criteria while developing solutions.

Additional feedback – Working Groups

Working Groups were given greater influence in shaping the Resilient Sydney Strategy because of their content expertise and capacity to make significant change within Sydney. Engagement with Working Groups was positioned at 'Involve' on the IAP2 Spectrum of Public Participation⁵.

Working Groups were convened to provide additional feedback including:

- Refining the Discovery Area Challenges and diagnostic questions at the beginning of the process;
- Developing draft goals for the Resilient Sydney Strategy;
- Developing solutions to address the challenges;
- Evaluating the proposed solutions at the end of the process through the resilience decision making framework; and
- Creating a refined list of solutions/opportunities for consideration by Resilient Sydney in developing the strategy.

⁵ IAP2 Core Values for Public Participation: <https://www.iap2.org.au/>

Build connections

Phase I research identified the root causes at the heart of Sydney's resilience challenges. Of particular concern was the tendency for people and organisations to operate in isolation. This tendency has combined with governance complexity (Sydney has three tiers of government, each with overlapping jurisdiction) to embed fragmented, incremental decision making.

There is also a basic lack of awareness of our interconnections, a reduced capacity for integrated thinking and action, and a failure to leverage diverse perspectives and networks in our city. Collaborative strategic planning has not occurred in many years and Sydney has not been tested with a major shock event.

Our community live with the impacts of strategic policy and investment decisions, but in the past they were rarely engaged in a meaningful way when these decisions are made.

Engagement was intended to prompt critical thinking around these factors, and the kinds of behaviours we need to adopt as we develop solutions to our challenges. Resilient Sydney have identified these behaviours as aware, adaptive, diverse, integrated and self-regulating⁶.

Activities were designed to demonstrate the power of these behaviours for making change. Participants were given information to increase awareness of our challenges and resilience theory. Workshops connected diverse stakeholders who might not normally meet. Participants integrated, working together to develop flexible, innovative solutions to enable our city to become self-regulating.

⁶ Rodin, J (2014) The Resilience Dividend. Public Affairs/Perseus

3.2 Participants

All participants were selected according to the following principles:

Diverse

We committed to engage a mix of different people:

- In terms of age, cultural and religious background, gender and sexual orientation, ability, socio-economic status and location (where they live and work in Sydney) and Aboriginal and Torres Strait Islander peoples; and
- Expertise, sector, interest/perspective.

Because:

- Evidence shows diversity delivers the most robust, effective and innovative ideas and solutions (Landemore et al⁷); and
- Diversity will enable systems change by building understanding, motivation and capacity across multiple sectors and levels within our city.

Representative

We committed to engaging those impacted by Sydney's challenges and those with a practical, operational capacity for implementing change.

Because:

- They have a deep understanding of the challenges, context and trade-offs as well as the feasibility of solutions;
- They are the authentic voice of Sydney, and the reason we are working to improve our city's resilience; and
- They provide social license to operate. They are essential for legitimate cultural change.

Influential

We committed to engaging the small cohort of people in our city with resources and positional authority.

Because:

- They have the capacity to make significant change. Their involvement is essential.

⁷ Landemore, Helene E. (2012). Why the Many Are Smarter than the Few and Why It Matters. *Journal of Public Deliberation*: 8 (1) Article 7. Retrieved from <http://www.publicdeliberation.net/jpd/vol8/iss1/art7>

Page, S. E., & Hong, L. (2004). *Groups of diverse problem solvers can outperform groups of high-ability problem solvers*. Proceedings of the National Academy of Sciences of the United States of America (PNAS) 101(46):16385–16389. Retrieved from <http://www.pnas.org/content/101/46/16385>

Marcolino, L. S., Xu, H., Jiang, A. X., Tambe, M., & Bowring, E. (2014). Give a hard problem to a diverse team: Exploring large action spaces. In *Proceedings of the Twenty-Eighth AAAI Conference on Artificial Intelligence (AAAI-14)*. AAAI Press.

We also called upon people with content expertise. That is, deep understanding and/or thought leadership around a particular issue, discipline or field. This could include an understanding of local, regional, national and/or international best practice.

Participants were selected from the following groups:

- Government
- Business
- Academia
- Community sector (community services organisations such as charities and not-for-profits, as well as organisations representing or advocating for community interests)
- The arts/creative sector
- Residents of metropolitan Sydney

3.3 Activities

Engagement consisted of the following activities.

Working Groups

Resilient Sydney began engagement by convening four Working Groups to refine each of the Discovery Area Challenges, develop goals for addressing the challenges and identify solutions. Each Working Group met for one full day. This is described as the 'first round of Working Group meetings'.

Resilient Sydney team designed and delivered the first round of Working Groups. A comprehensive report of the process has been developed.

The Working Groups were reconvened at the end of the process in one final workshop to refine the goals and evaluate the solutions using the resilience decision making framework. Participants from Stakeholder Groups, the Resilient Sydney Steering Committee and the Resilience Ambassadors from metropolitan councils were also invited to join the final workshop.

A number of consultancies worked with Resilient Sydney to design and deliver the engagement elements and final Working Group workshop. Comprehensive reports of the process were delivered.

Participants

91 people participated in the first round of Working Group meetings. Resilient Sydney selected people from a diverse cross-section of sectors who might not normally meet. Participants were recruited from government, business, academia, community services and the arts/creative sector.

Participants were selected for their influence/positional authority, content expertise and diversity.

The final Working Group meeting was structured differently in terms of participation. All participants from the Stakeholder Workshops were invited. This mixed the original Working Group participants with a cohort with a more operational perspective and capacity for making change.

65 people participated in the final Working Group workshop.

Methodology

For the first round of Working Group meetings a combination of experiential activities, in-depth presentations, strategic questioning and small group deliberative discussions were used to build capacity, understanding and connections to develop goals and solutions to the Discovery Area Challenges (see overview of methodology Appendix B).

In the final workshop experiential activities, presentations and small group discussion were used to build understanding and connections, refine the draft goals and prioritise the solutions.

Analysis of the outcomes of community and stakeholder consultation was presented to the group. This meant participants were aware of the key priorities for the community and stakeholders as they gave feedback.

3.4 Broad engagement

Broad engagement was designed to build capacity, understanding and connections to develop solutions to the Discovery Area Challenges. Engagement was positioned at 'Consult' on the IAP2 Spectrum of Public Participation⁸.

Two kinds of workshops were conducted:

- Community workshops
- Stakeholder Workshops

Community workshops

6 facilitated half day workshops were conducted on 6 consecutive Saturdays during February-March 2017. The workshops were designed by Resilient Sydney and engagement consultancy, Kathy Jones and Associates.

Kathy Jones and Associates facilitated the workshops and have provided a detailed analysis and report of outcomes.

Each workshop was held in a different part of Sydney – north, south, south west, east (central), west central and west.

Each workshop was attended by around 40 residents of each area. Residents were recruited by a specialised external recruitment consultant and randomly selected to give a diverse mix of the community views in each area.

Resilient Sydney sought a mix in terms of age, cultural and religious background, gender, the LGBTIQ+ community, ability, socio-economic status/education attainment level. Resilient Sydney requested there be participants from the Aboriginal and Torres Strait Islander community/First Nations Peoples at each workshop.

Residents were selected for participation as they are impacted by Sydney's challenges and have a grass roots, operational capacity for making change.

^{8 8} IAP2 Core Values for Public Participation: <https://www.iap2.org.au/>

Methodology

A series of presentations, experiential activities, real-time online polling and guided discussions were developed to enable understanding of 100 Resilient Cities, Resilient Sydney, the resilience decision making framework and the challenges facing Sydney (see overview of methodology Appendix B).

Stakeholder Workshops

A stakeholder workshop was held for each of Discovery Area. The workshops were held during business hours at venues outside the Sydney central business district.

The workshops were designed by Cred Consulting and JoC to the approval of Resilient Sydney. JoC and Cred facilitated the workshops and have provided a detailed analysis and report of outcomes.

74 people participated in the process. Participants were selected for their content expertise, diversity and practical, operational capacity to put change into action.

Participants were recruited from government, business, academia, community services and the arts/creative sector.

Methodology

Cred and JoC used experiential learning and design thinking theory to create a workshop around the concept of 'A Collaborative Feast'. They have provided a comprehensive report of outcomes.

The workshop was conducted in 'courses' designed to lead participants through an immersive, creative collaborative process to develop refined solutions to the Discovery Area challenges (see overview of methodology Appendix B).

Outcomes

Cred Consulting and JoC, and Kathy Jones and Associates have each created detailed reports for the Working Group, stakeholder and community workshops respectively.

A summary of outcomes for each group is given at the end of this report.

4 Key themes across all activities

Analysis methodology

Resilient Sydney analysed each of the engagement reports to understand the areas of concern shared by all groups, and the differences.

Analysis included examination of the following feedback from the Working Groups:

- The issues identified in the 'Secrets of Sydney' activity;
- The goals drafted by the Working Groups for each Discovery Area; and
- Feedback on draft goals and feedback and prioritisation of shortlisted solutions during the final workshop.

Analysis included examination of the following feedback from the community:

- The issues identified in the 'Backyard BBQ' activity;
- The areas of community vulnerability identified in guided discussions;
- The ways in which communities would like to be better prepared for emergencies, as identified in guided discussion; and
- The solutions developed for the 'dotmocracy' exercise, including the most popular solutions within each District.

Analysis included examination of the following feedback from stakeholders:

- The key priorities for Resilient Sydney identified within the ideation phase; and
- The barriers to implementation identified by stakeholders within prototyping and testing of solutions.

Analysis included coding and grouping of feedback into themes. On many occasions all groups used similar language and framing when speaking of common issues.

4.1 Priorities

Priorities were generally consistent across all cohorts but each brought a different perspective to the material. The community views on the day to day workings of the city provided the clearest picture of Sydney as a system. Stakeholders demonstrated a similar perspective, interwoven at times with a broad, high level understanding.

Analysis of Working Groups shows a shift from a broad, high level perspective during the first round of workshops, to a more community-oriented standpoint in the final workshop.

The Resilient Sydney team provided an overview of the outcomes of stakeholder and community engagement, giving participants an understanding of community concerns and priorities that may also have influenced feedback. The final workshop also mixed Working Group and stakeholder workshop participants together, infusing strategic and operational perspectives into the decision making.

The following issues were identified by the Working Groups, stakeholders and the community as priorities for Sydney:

1. The need for governance reform:
2. Adaptation for a changing climate
3. Social cohesion
4. Better understanding and preparedness for emergencies

4.1.1 Priority 1. The need for governance reform

There is a clear understanding within the community, stakeholders and Working Groups that the decisions being made about Sydney, and the structure of our decision-making processes are at the heart of our challenges. The need for governance⁹ reform was a key priority across all consultation.

The community perspective

The community saw governance of decisions about policy and investment as a key factor shaping their day to day lives. The community perspective was the lived experience of the consequences of governance dysfunction.

The key issues raised in all community workshops were lack of affordable housing and uneven access to transport, education, jobs and health services across Sydney. The community understood these challenges as increasing hardship within people's lives. They recognised hardship was greater in some parts of Sydney than others.

The community stated explicit concern about the persistent tendency for short-term decisions that treat interrelated issues as discrete from one another. Four of the six workshops were distressed about lack of integration between infrastructure and land use planning.

The community also stated explicit concern over the dysfunctional relationship between state and local government.

The most popular solutions in each district involved a shift in governance to integrated decision making to reduce hardship across Sydney. Some communities in parts of Sydney with good access to opportunities to prosper prioritised solutions to benefit those with poor access, demonstrating a sophisticated understanding of the systemic benefits of change.

The stakeholder perspective

The first round of Working Groups saw participants express dissatisfaction from a broader, high level perspective. They focused on the technical, logistical and ideological/political nature of our challenges rather than the ways they manifest in people's day to day lives. This highlighted regulatory constraints, a failure to consider externalities in decision making and a tendency to maintain the status quo in investment decisions.

The first round of Working Groups prioritised governance changes via goals such as new resilience policies and standards for infrastructure, data-sharing for informed decision

⁹ Governance refers to government policy, strategy and investment, as well as private sector investment decisions.

making and accounting for social, human and natural capital when making policy decisions. Other proposed changes included integration and collaboration between all tiers of government and the private sector.

The Identity in Diversity Working Group highlighted lack of cultural diversity within our leadership and a paucity of inclusive community engagement practices as critical issues in Sydney.

The final Working Group workshop reveals a more community-oriented perspective on governance, with recommendations the community be given an effective role in decision making. The most popular solutions responded to community requests for decentralised economic and employment development, housing affordability and cultural diversity in leadership across the city.

Stakeholders recognised the day to day impacts of policy and investment decisions, whilst at times seeing the issues and solutions from a more high level perspective. Stakeholders were concerned about lack of political will at the state and federal levels to address the problems making peoples' lives hard. There was a strong sense that short term political cycles and political ideology run contrary to action to alleviate suffering and improve peoples' day to day lives.

Stakeholders also saw the lack of a metropolitan scale governance body as problematic.

Stakeholders saw diversity in the leadership of our city as crucial for tackling these issues, along with meaningful and inclusive community engagement where feedback is used to shape decisions. Some advocated for legislative requirements for developers to plan for community and social outcomes.

4.1.2 Priority 2. Adaptation for a changing climate

Engagement was undertaken during the hottest summer on record, with the highest number of days of extreme heat in Sydney. During this time temperatures were close to 50 degrees Celsius in the west and south west. Throughout the entire consultation there was no polarised debate around whether climate change exists. Instead Working Groups, stakeholders and the community consistently asked for action on climate change.

The community perspective

Climate change was a key concern for four of the community workshops in both the traditionally conservative areas of the South and North Districts, as well as the growing edges of Sydney most impacted by heat, the West and South West Districts.

Many groups developed solutions to improve comfort and safety for our community now, whilst decreasing the risk of extreme weather in the future.

Most community workshops voted for a shift to renewable energy and adaptation measures such as better building controls in their top three solutions. Renewable energy was the most popular solution overall for the North District where explicit mention was made of the need to reduce dependency on fossil fuels. In the South West sustainable funding for renewable energy was the top solution with a particular focus on assisting families and vulnerable community members to offset costs.

The stakeholder perspective

This was consistent with priorities for three of the four first round Working Groups. The Adaptive Sydney and How Sydney Works groups saw zero carbon or carbon neutrality by 2050 as key goals for the strategy. Both groups sought policies and standards that required resilience assessments as part of planning for infrastructure and the built environment. Awareness and education around climate change, as well as a strong business case for adaptation, were also prioritised. City of Opportunity prioritised green spaces and green infrastructure to adapt microclimates and deal with heat.

Participants in the final Working Group workshop wanted clear language and specific measures and targets. They prioritised solutions that addressed community requests for carbon emission reductions as well as renewable energy, including a plan for a sustainable energy mix.

Stakeholders were focused on greening and water management initiatives that connect to provide a network of 'green and blue grids' for greater systemic benefits. Education around the social, economic and environmental benefits of trees and nature were seen as a priority.

4.1.3 Priority 3. Social cohesion

The community, stakeholders and many of the first round Working Groups recognised the fundamental importance of social cohesion for city resilience. Communities across all districts nominated their local community/neighbours as the community they felt most strongly connected to and saw this as a strength when facing disruption.

The community perspective

When asked what they would prioritise to make their neighbourhood stronger most people nominated 'connecting people and communities so we know our neighbourhoods and look out for each other'.

Activities to create community connectivity were built into many of the solutions across the districts – whether they were programs to adapt to extreme weather or ways of welcoming newly arrived migrants.

The stakeholder perspective

The initial Identity in Diversity, City of Opportunity Working Groups and How Sydney Works Working Groups saw declining social cohesion as a pressing issue. The former were particularly concerned over levels of racism experienced by certain cultural groups, increasing segregation across Sydney and the prevalence of privilege that enables complacency and inaction.

The Identity in Diversity and City of Opportunity groups were alarmed by increasing levels of domestic violence (particularly in the south west), urban sprawl, densification and gentrification, and a transport system that makes it difficult to move around and build connections across our city. How Sydney Works saw programs that identify our commonalities whilst valuing our differences as key.

During the final Working Group workshop participants prioritised goal statements for 'Connect and Respect' (addressing Identity in Diversity) that provided a clear and positive vision for a cohesive city where diversity is respected, and racism and intolerance has no place. Two of the most popular three solutions for How Sydney Works incorporated community connections and cohesion.

Stakeholders made the least mention of social cohesion as a concern for Sydney, however many of their solutions built in social cohesion as an important benefit – for example connecting communities for better emergency preparedness, and a 'suburb swap' enabling people and organisations to build understanding and connections by experiencing a different part of Sydney.

Social cohesion - The role of First Nations Peoples

The community perspective

Many of the final short listed solutions highlighted the value of First Nations Peoples. Most of these were developed by the participants in the community workshops, many of whom were themselves First Nations Peoples.

The stakeholder perspective

Both stakeholders and participants in the final Working Group workshop highlighted the potential value of First Nations Peoples in building Sydney's resilience. When connections with First Nations Peoples were made in the Identity in Diversity and Adaptive Sydney workshops, participants discussed the qualities and practices that enabled survival as the world's oldest continuous living culture. This included environmental, governance and social cohesion practices.

Stakeholders in the Identity in Diversity workshop recognised today's Sydneysiders come from all over the world, but are unified by the fact that they all live on the land of the world's oldest continuous living culture. This was seen as an overarching cultural identity for all the people of our city.

Both stakeholders and participants in the final Working Group workshop prioritised solutions that involved acknowledging and embedding First Nations practices and knowledge across Sydney, in education and land management.

4.1.4 Priority 4. Better understanding and preparedness for emergencies

Working Groups, stakeholders and the community saw a need for greater preparedness for emergencies.

The community perspective

In four of the six community workshops the majority of participants felt their neighbourhood was vulnerable because 'most people do not have a plan or know what to do in an emergency'.

The stakeholder perspective

First round Working Groups and stakeholders also identified a general lack of awareness around the stresses and shocks facing our city, along with critical information gaps - they noted there is currently no centralised source of information, or trusted local sources to help community members prepare and respond.

First round Working Groups and stakeholders were also more broadly concerned about lack of awareness around critical services such as water and energy supply, waste and wastewater and food supply. They identified a need for communication and education around these issues.

Participants in the final Working Group workshop wanted to ensure newly arrived migrants are welcomed into local networks and given information about what to do in an emergency. They also saw a role for precinct and district resilience hubs where existing services could work with communities to increase local awareness and preparedness. Existing local networks and events such as the Garage Sale Trail, festivals and community gardens were also seen as important opportunities for awareness and preparation.

4.2 Outcomes by group:

4.2.1 Community workshops

Analysis of the themes across all districts reveals common outcomes.

Participants were asked to identify the strengths and vulnerabilities of their communities, and the priority actions that would strengthen their communities.

Strengths

Participants across all districts nominated their local community/neighbours as the community they felt most strongly connected to. Most people knew their neighbours and saw them as decent. Local community connectivity was seen as a key strength.

Weaknesses

In four of the six districts the majority of participants felt their neighbourhood was vulnerable because 'most people do not have a plan or know what to do in an emergency'.

In the South West District the highest proportion (35%) of participants felt their community was vulnerable because of their poor financial position.

In the West District the highest proportion of participants (28%) nominated 'community tension' as the reason their community were vulnerable.

Priorities for strengthening communities

Whilst there was a mix of responses, most participants across the 6 districts nominated 'connecting people and community so we know our neighbours and look out for each other'.

Community concerns

Across all workshops the priority concerns highlighted in the guided discussion of Backyard BBQ discussions were (in descending order of importance):

1. Housing affordability and diversity; and
2. Mobility – lack of access to active and public transport, increasingly long commutes and the associated prohibitive costs of transport for people who need to travel long distances.

The following two issues were of equal concern:

3. Lack of integrated governance and long term planning (participants stated particular about the relationship between state and local government, and infrastructure provision); and
4. Uneven and decreasing access to health services, education and employment opportunities, particularly in the context of a growing city. Concern was also expressed about the environmental impacts of growth.

The following three issues were of equal concern:

5. Climate change;
6. Technology, including the internet and the National Broadband Network; and
7. Multiculturalism and migration.

Most popular solutions, all districts

- Great transport connections, including active transport;
- Renewable energy/adaptation measures; and
- Regional [that is, across the different regions of metropolitan Sydney] economic and employment hubs.

Most popular solutions by district

Each list is presented in descending order of importance.

Central

1. An orbital train network around the city to connect areas that are currently inaccessible;
2. Relieving transport pressure through innovative work practices such as flexible start and finish times, decentralised work hubs where people can log on close to home; and
3. Embracing cultural diversity by teaching many different languages in schools.

South

1. Good transport links, specifically to aged and medical care. These services are located far away and are very difficult for many people to access;
2. Mandate sustainability in the built environment through better building codes, standards and regulations; and
3. Decentralise employment – tax businesses in the central business district to fund job development in outer areas.

North

1. Alternative energy – reducing reliance on coal by increasing solar energy and other renewables. Consider a crowdsourced community investment model such as that used in the Netherlands;
2. Getting together – increasing community connectedness through street parties, playgrounds, church groups, council-run activities and by ensuring community centres are go-to hubs for neighbourhoods, particularly during emergencies; and
3. Transport hubs that connect regional centres and transport systems across Sydney.

South West

1. Funding for access to sustainable, renewable energy for vulnerable low income groups who are hit hardest by rising electricity costs. Families were seen as having the least capacity to meet the upfront costs of renewables;
2. Regional [regions within metropolitan Sydney] employment opportunities, with council incentives (reduced rates etc.) for local job development; and
3. Campaigns for healthy lifestyles and preventative measures. Mental health and wellbeing was a particular focus.

West Central

1. Alternative transport options including ride share schemes and free shuttle buses;
2. Business hubs in our growth areas; and
3. Creating food distribution cooperatives (followed closely by planning controls to protect farmland on the peri urban fringe).

West

1. Improved integration of land use and infrastructure planning to ensure mandatory provision of schools, transport and services when new suburbs are developed;
2. Increased funding for renewable energy; and
3. Regional hubs [regions within metropolitan Sydney] – Penrith as a centre for tech, finance and professional jobs.

4.2.2 Working Groups

Key priorities for Working Groups were as follows:

Adaptive Sydney

First round meeting:

- Regulatory reform to acknowledge and respond to future climate conditions;
- Requiring resilience assessments for all developments prior to planning and construction;
- Enabling more private-public partnerships; and
- Net zero carbon electricity with up to 40% decentralised energy systems by 2050.

Final Working Group workshop:

Participants liked the goal statements, saying they are active, ambitious and effectively integrate climate change with other interrelated issues.

Suggested improvements included integrating energy and food security as well as biodiversity. Assessing and ensuring resilience within infrastructure was seen as a priority.

The top three solutions were (in descending order of priority):

1. Zero carbon sustainability strategy – NSW and metropolitan Sydney
2. Metropolitan Sydney wide renewable energy generation strategy
3. Plan for a sustainable energy mix

Identity in Diversity

First round meeting:

- Diverse leadership to ensure decision makers accurately reflect our community – targets and quotas are necessary;
- Learning from and working with First Nations Peoples on social cohesion;
- Fostering a frank and open public discussion about race, culture, privilege and power;
- Media training and monitoring for culturally diverse community members who are targeted by media;
- Cultural representation and safe places for discussion in mainstream media programing; and
- Cultural awareness and inclusion programs within all levels of education to encourage a true appreciation of multi-cultural Australia.

Final workshop:

Goal statements were seen as clear, positive and simple. Suggested improvements included broadening from racism to all kinds of discrimination, acknowledging spatial inequity and recognising diversity as an asset for celebration.

The top three solutions were (in descending order of priority):

1. Mentoring to close the gap
2. Aboriginal and Torres Strait Islander cultural history in education
3. Sharing indigenous knowledge in place

How Sydney Works

First round meeting:

- Collaborating for resilience - information sharing and cooperation through formal and informal networks;
- Education - resilience awareness built into the education curriculum;
- Developing a business case for resilience;
- Climate awareness and carbon neutrality by 2050; and
- Community development programs that identifies our commonalities whilst valuing our differences.

Final workshop

Goals received strong support based for emphasis on local leadership. Suggested improvements included clearer definition of 'networks' and 'understanding' of risks, as well as clarifying roles and responsibilities.

The top three solutions were (in descending order of priority):

1. Know your city, find a buddy
2. Resilience precincts and districts
3. Know your neighbours

City of Opportunity

First round meetings

- Evidence based decision making that takes account of social, economic and environmental factors;
- Economic frameworks that account for social, natural, built, financial and human capital;
- Ending single issue solutions – prioritising green space and infrastructure, ecology and social spaces;
- A 50 year plan for Sydney that links activity and priorities across all levels of government;
- Requiring green infrastructure to adapt microclimates and deal with heat; and
- Opening up and maximising community assets for community uses.

Final workshop

Participants generally supported the goals, particularly the emphasis on people and communities being at the heart of decision making. Suggested improvements were more specific and less patronising wording and less jargon. Participants suggested elevating the role of communities as decision makers, rather than participants in decision making.

The top three solutions were (in descending order of priority):

1. Decentralise jobs, diverse employment
2. Housing diversity for Housing affordability
3. Diverse decision makers

4.2.3 Stakeholder Workshops

Key priorities for Stakeholders across all four Discovery Areas were as follows:

- Integrate governance and decision making (including breaking down silos, and the need for political will to make meaningful changes);
- Meaningful community engagement for better decision making that considers our cultural, generational and income diversity;
- Diversity in leadership;
- Regulatory reform for better social outcomes including housing diversity, employment opportunities across western Sydney and integrated public and active transport networks
- Within a context of governance complexity, Stakeholders felt community led initiatives took on a new level of importance. The groups emphasised the importance of local, grass roots action that is not dependant on government approval, support or endorsement for leading real change;
- First Nations Peoples are the world's oldest continuous living culture. Stakeholders noted that whilst Sydneysiders are culturally diverse, the one identity we share is the fact that we all live on the land of First Nations Peoples. Stakeholders also felt strongly that we should learn from First Nations' agricultural/environmental, social cohesion and governance practices.
- Stakeholders were concerned about loss of green space and natural assets. They prioritised greater education and a need to link greening and water management initiatives in 'green and blue grids';
- The need for greater understanding of critical services and their interdependencies, as well as better awareness and community preparedness for emergencies. Technological innovation was seen as a crucial tool for planning and communications; and
- Stakeholders felt strongly we should focus on and leverage our existing strengths as we create solutions to our challenges.

5 Evaluation of engagement

5.1 Overview

Phase II engagement was carefully designed to develop effective solutions to the challenges facing metropolitan Sydney whilst addressing the objectives outlined in the Phase II Engagement Strategy including:

- Enable transformation;
- Ensuring decision making considered the needs and interests of our community;
- Creating social license to operate;
- Facilitating connection and integration between people and organisations;
- Generating innovative ideas and action;
- Creating a community of practice for resilience-building in Sydney; and
- Engaging with the 100RC network by receiving and contributing knowledge, tools, processes and understanding around urban resilience.

Principles for recruitment were also established to ensure diverse, representative and influential participation.

Data collected over the course of engagement has been used for the current evaluation¹⁰. A more comprehensive assessment could be undertaken in the future to add to knowledge within the 100RC network around successful engagement methodologies.

Current evaluation does not include assessment of the capacity of the process to enable transformation as this would involve longitudinal study.

5.2 Methodology

The following elements were considered in undertaking evaluation:

Recruitment and location of workshops

The kinds of participants and locations of workshops show the extent to which diverse, representative and influential stakeholders were engaged in all the different parts of metropolitan Sydney.

These considerations also provide insight into the kinds of new connections forged and the extent to which social license to operate was facilitated across multiple sectors.

Evaluation included examination of attendance lists and logistics.

The quality of solutions

A Resilience Opportunities feedback form (Appendix C) was developed to enable participants to use the resilience decision making framework as they created solutions. One form was used in all activities. Analysis provides an understanding of the accessibility of the framework for a diverse range of participants. The quality of solutions has been assessed in terms of effective use of the framework.

The framework includes:

- The 100 Resilient Cities definition of urban resilience (shocks, stresses and why they matter together);
- The City Resilience Framework (ensuring we have a comprehensive understanding of our problems, one that is not weighted to any one dimension); and
- The resilience lens and behaviours (understanding the qualities and behaviours that serve us as we strengthen our city, and why).

‘Effective use’ is defined by solutions that:

- Address Sydney’s challenges, including root causes (including shocks, stresses and their capacity to interact, as well as the parts of the resilience lens and behaviours Sydney could improve); and
- Address multiple dimensions within the City Resilience Framework (ensuring we address our challenges from a holistic, systemic perspective).

Resilient Sydney also considered the extent to which solutions;

- Involved impacted communities and groups in decision making for the solution; and

¹⁰ Analysis of all solutions is provided in the Resilient Sydney Diagnostic Report (AECOM, Appendix F).

- Increased equity across metropolitan Sydney.

The Experience of participants

Participant experience shows the power of diversity and the capacity for engagement to generate innovative, high quality solutions.

Analysis also provides an understanding of the kinds of connections forged and the extent to which a new community of practice for urban resilience has formed within metropolitan Sydney.

Evaluation questions were asked during the course of workshops, feedback was analysed to understand participant experiences (see Appendix D)

Ensuring decision making considered the needs and interests of our community

Resilient Sydney consulted with residents of the 6 planning Districts of metropolitan Sydney, ensuring the needs and interests of the diverse communities of the entire city were considered. Workshops were held in each of the Districts to ensure the consultation was accessible to local residents.

As a result of this effort 70% of all solutions were developed by the community.

Creating social license to operate

In-depth evaluation is necessary to understand the extent to which engagement generated social license to operate.

However the reported experience of participants indicates a sense of trust in the legitimacy of Resilient Sydney and the 100 Resilient Cities approach to dealing with the complex challenges facing cities around the world. Strong support for the strategy is anticipated.

Community workshops

Community responses to workshops are as follows:

- 90% of participants responded either very positively or positively to workshop content; and
- 88% felt the workshop was either very relevant or relevant to them.

Stakeholder workshops

More than half (55%) of participants in the stakeholder workshops specifically provided positive comments about Resilient Sydney. The comments praised the depth of research, the accuracy of the evidence base and the passion and commitment of the Resilient Sydney team. Another 10% of participants provided additional comments highlighting the value of the engagement process with calls for adoption of similar processes across the 100RC network.

Working Groups

Commentary from Round One Working Groups praised the Resilient Sydney evidence base.

Feedback was not sought at the final Working Group meeting.

Facilitating connection and integration between people and organisations:

Approximately 388 people participated in the engagement process. The diversity of participants enabled integration and connection across different sectors, perspectives, political views, experiences and levels of understanding. By mixing participants with people they might not normally meet, Resilient Sydney facilitated collaboration across diverse groups who worked together to develop solutions.

Community workshops

Examination of demographic data highlights that the recruitment successfully gave broad mix of the diverse communities in each part of metropolitan Sydney (see graphs Appendix E). Of note are the following:

- The South District showed the most uniformity in age (most participants were over 40);
- More females than males (self-identified) participated overall in the process;
- Recruitment engaged Aboriginal and Torres Strait Islander community members in all Districts except North District and West Central District;
- West Central showed the highest number of culturally and linguistically diverse participants, and the broadest spread of different cultures;
- South showed the highest numbers of people living with a disability; and
- More people with tertiary education attainment participated in the process overall than those with any other kind of education attainment level.

Further interrogation is required, however it is likely these outcomes mostly reflect the demographic profile of the districts and in some cases the tendency for self-selection for participation in public consultation processes.

Stakeholder workshops

Examination of participant lists for stakeholder workshops shows successful recruitment of all sectors (government, business, academia, community services and the arts) within each workshop.

A snapshot of the diverse participants can be seen below:

How Sydney Works	Adaptive Sydney	Identity in Diversity	City of Opportunity
<ul style="list-style-type: none"> • A farmer • A representative from NSW Health • Young urban designers • Young artists • A representative from the NSW Department of Finance 	<ul style="list-style-type: none"> • Academics • Landscape architects • Representatives from a major airline • A representative of the Green Building Council of Australia • Representatives from local government 	<ul style="list-style-type: none"> • A representative from a major bank • An Aboriginal and Torres Strait Islander representative • A representative from the Planning Institute of Australia • A representative from Homelessness NSW (NGO) • An artist 	<ul style="list-style-type: none"> • A small business owner • A representative from a cultural group • Artists • A representative from the State Emergency Services

Analysis of feedback on the participant experience of workshops also shows the value of connecting diverse Stakeholders. 45 positive comments were received by people praising their fellow participants. Stakeholders stated they were particularly inspired by the diversity of views and experiences and enjoyed mixing with stakeholders they might not normally meet.

Working Groups

Some Round 1 Working Groups showed more diversity than others. The least diverse were Adaptive Sydney and How Sydney Works (mostly government, business and peak bodies) and the most diverse was Identity in Diversity (artists, emergency services, government and business).

Feedback on the participant experience of the process was positive with five comments praising the diversity and experience of participants.

The final Working Group meeting mixed all Working Group participants together, along with participants from the Stakeholder Workshops. This effectively connected a diversity of stakeholders from all sectors.

Strong participation by local government across metropolitan Sydney is noteworthy with representative of 23 councils attending.

Generating innovative ideas and action

The breadth and diversity of solutions demonstrates the power of the engagement process for innovation and creativity. Below is a snapshot:

- Elders mentoring program – Elders from Aboriginal and Torres Strait Islander and other cultural communities share knowledge and wisdom with both their young people and those of other cultural groups;
- Orbital transport connections – orbital active and public transport connections connecting communities in the outer growth areas in Sydney with jobs, health services and education opportunities;
- Share economy for Resilience – creating an app for identifying and sharing under-utilised spaces and resources including rooftops, carparks and arts venues; and
- Creating a consistent heat island data set – rigorous data collection using uniform methodology to provide evidence for priority areas for heat mitigation efforts.

Creating a community of practice for resilience-building in Sydney and engaging with the 100RC network:

Analysis of outcomes links the two objectives as 100RC tools and understanding were used to build capacity throughout the process.

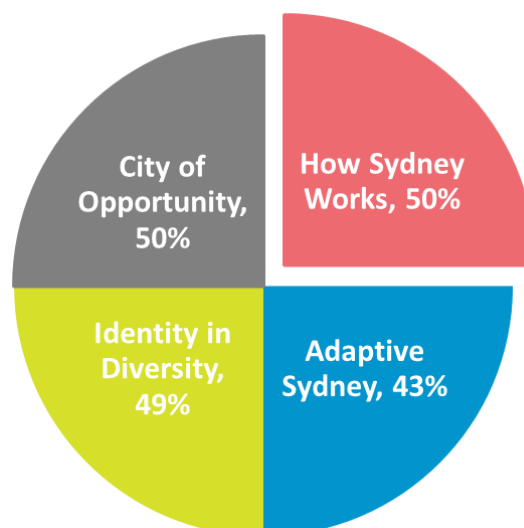
Greater capacity for using the resilience decision making framework is fundamental to creating a community of practice in metropolitan Sydney.

The solutions have been analysed to understand participants' ability to use the resilience decision making framework.

Addressing our challenges, including root causes

The Discovery Areas distil the key risks facing our city in terms of shocks, stresses and root causes. Root causes include the extent to which our city system is able to leverage resilience behaviours and the qualities embodied in the resilience lens.

The graph below shows all solutions addressed the Discovery Areas¹¹ with an even spread of solutions against all four.



¹¹ The Diagnostic Report (AECOM, 2017 pp.33-34) gives a further breakdown of the number of solutions addressing shocks, stresses, megatrends and critical assets.

Figure 2 Alignment against Discovery Area (Opportunities could align to more than one Discovery Area)

Address multiple dimensions within the CRF

The CRF provides a holistic approach to managing cities. The framework forces us to think about the possible impacts of our solutions on all parts of the city system. It helps us avoid 'single issue solutions' that ignore complex, interrelated issues, and the underlying root causes of our challenges.

Creating solutions that align to more than one dimension within the CRF is one of the clearest demonstrations of systems thinking.

70% of all solutions aligned to two or more dimensions and nearly half aligned to three or more. This outcome is one of the most significant successes of the engagement process, demonstrating the accessibility and useability of the framework for a diverse range of stakeholders.

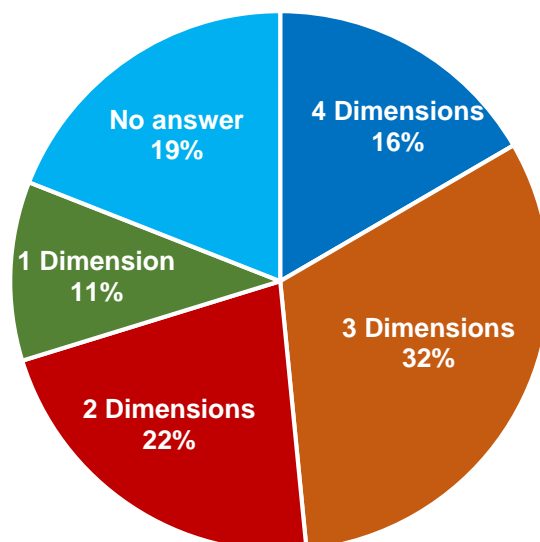


Figure 3 Alignment to dimensions in the City Resilience Framework (CRF)

Inclusion of impacted communities in decision making to develop solutions

84% of all solutions outlined ways in which impacted groups would be included in developing the solutions. Suggestions included;

- Co-designing resilience precincts by consulting with communities to identify needs, strengths and responsibilities;
- Pop up consultations to design decentralised working spaces; and
- Broad consultation with Aboriginal and Torres Strait Islander Elders to develop the Elders mentoring program

Increasing equity across metropolitan Sydney.

Solutions could address multiple shocks and stresses. More solutions addressed inequity (45%) than any other stress, indicating the success of the engagement process in enabling understanding of the undermining systemic effects across metropolitan Sydney. Declining equity was clearly a key priority for participants.

6 Conclusion

Between January – March 2017 Resilient Sydney undertook broad engagement across metropolitan Sydney to develop the Resilient Sydney Strategy. 388 diverse stakeholders from all levels of government, business, academia, community services and the community worked together to establish clear priorities for action in our city. Close to 300 solutions were proposed, 70% of which successfully addressed more than one dimension in the 100 Resilient Cities - City Resilience Framework.


Evaluation of the engagement process has highlighted the success of the Resilient Sydney process in addressing objectives. The engagement process built capacity for resilience thinking, enabling collaborative development of solutions to our challenges that will deliver wide-ranging benefits across metropolitan Sydney.

Appendix A: IAP2 Public Participation Spectrum

IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Appendix B: Methodology:

First Working Group meeting:

Activity	Detail	Purpose
Experiential activity	<p>'Truly, Madly, Deeply Sydney'</p> <p>Participants were asked to take a 'selfie with a stranger' in the week before the workshop. They presented the selfie along with the personal story of the 'stranger' they had connected with.</p> <p>Participants placed themselves on a map traced out on the floor of the workshop room. They moved from where they grew up, to where they work now, where they live and socialise.</p>	<p>Build empathy and understanding of the diverse people and cultures in our city.</p> <p>Build understanding of the 'tribal' nature of Sydney. There is very little mobility in Sydney – people generally live, work and play in the same small areas, rarely venturing to other parts of our city.</p>
Guided discussion	Backyard BBQs – guided discussions around the 'hot topics' participants talk about with friends, colleagues and family at social gatherings.	Participants begin to think about the stresses facing them, their communities and our city every day.
Presentation	100RC – program, objectives, scope. Definition of urban resilience. Resilient Sydney, outcomes of PRA (shocks, stresses, megatrends etc.), Discovery Area Challenges.	Build understanding of the program, our research, the challenges facing Sydney and the resilience decision making framework.
Presentation	Contextual information about historic shocks, short excerpt from Michael Berkowitz's City Talk speech about 'expecting the unexpected', and the ability of stresses to supercharge shocks.	Build understanding of the resilience decision making framework and the fundamental value proposition for the project.
Guided discussions	Small table discussion about participants' personal experience with shocks, what they learned, what they would do next time.	Participants understand the importance of preparing for all kinds of disasters.

Activity	Detail	Purpose
	Small table discussions of 'secret Sydney' - the secrets of our city that only they participants knew. These were 'secrets' would enrich our understanding of the challenges.	Seek feedback on root causes of Discovery Area challenges.
Presentation	Resilience 101 – the behaviours and lens. Practical examples of how they can be applied and an outline of the resilience dividend.	Build understanding and capacity for using the resilience decision making framework.
Deliberation and ideation	Small group discussion to draft goals relating to their Discovery Area for the Resilient Sydney Strategy. Small group deliberation and discussion/individual ideation and development of solutions.	Seek feedback to draft goals. Seek feedback - solutions to the Discovery Area challenges using the resilience decision making framework.

Final Working Group meeting:

Activity	Detail	Purpose
Experiential activity	Tribes of Sydney Participants placed themselves on a map traced out on the floor of the venue and moved from where they grew up, to where they work now, and where they live and socialise.	Build understanding of the 'tribal' nature of Sydney. There is very little mobility in Sydney – people generally live, work and play in the same small areas, rarely venturing to other parts of our city.
Presentation	Refresher – Resilient Sydney, PRA, Discovery Areas, engagement process.	Reinforce learnings from the first round of workshops.

Activity	Detail	Purpose
	Draft goals.	
Guided discussions	Table discussions to refine the draft goals.	Seek feedback on the draft goals.
Presentation	Outcomes of the broader consultation process	Enable understanding of issues and priorities for stakeholders and the community.
Guided discussions	<p>Table discussions and feedback on solutions. Participants were seated in groups of 8 at tables dedicated to review of their Discovery Area.</p> <p>Individual feedback forms were provided for each solution. Participants were asked to rank each solution according to specified criteria and given space to explain their responses.</p>	Seek feedback – evaluate solutions to create a final recommended short list.
Guided discussions	<p>Table discussions.</p> <p>Participants were asked to move to a new table, with a different Discovery Area. Participants were asked to mix up and sit with people from other Working Groups to allow a cross-Discovery Area check.</p>	<p>Seek feedback – evaluate solutions to create a final recommended short list.</p> <p>The cross-Discovery Area check ensured that the final short list of solutions considered challenges and benefits across all the Discovery Areas.</p>

Community workshops:

Activity	Detail	Purpose
Presentation Included a challenging question to participants.	Introduction to 100RC and Resilient Sydney. 'When we think about who is in charge of Australia, the answer is simple – the Prime Minister and his cabinet. For the state it's also simple – the Premier and her cabinet. But who is in charge of metropolitan Sydney? Can you point to one unitary authority in the same way we can at the federal and state level?'	Enable understanding of the basic structure of each, including origins, purpose, scale and resourcing/support. Participants start to think about the complex governance challenges facing Sydney.
Guided discussion	Backyard BBQs – guided discussions around the 'hot topics' participants talk about with friends, colleagues and family at social gatherings.	Participants start to think about the stresses facing them, their communities and our city every day.
Experiential activity	Shock scenario – a mock radio bulletin was played and people were asked to respond in real-time by sending a text message to someone they might be concerned about or need to communicate with.	Whilst in a safe space, participants understand what it feels like to experience a disaster.
Short presentation	Short except from Michael Berkowitz's City Talk speech about planning for the unexpected, and case study of the interplay of shocks and poor community cohesion.	Participants understand the unexpected nature of many shock events, and the importance of everyday, underlying issues for compounding the impacts of shocks.
Guided discussion	Discussion of community strengths, vulnerabilities and connections. Discussion of how they could be better prepared for a real emergency.	Seek qualitative feedback on community strengths, vulnerabilities, connections and emergency preparedness.

Activity	Detail	Purpose
		Facilitate critical thinking around emergency preparedness, both for the community and our city. Start thinking about the strengths we can leverage, and the kinds of changes we need to make.
Digital polling	Questions included 'Which community do you feel closest to?' and 'What are the vulnerabilities within your community?'	Seek quantitative feedback on community connectedness and vulnerabilities.
Presentation	<p>Outcomes of the PRA. Overview of Discovery Area challenges including impacts from a local, community level and a broader, structural level.</p> <p>The resilience decision-making framework – this was interspersed throughout the presentation and a dedicated training session was presented after lunch.</p>	<p>Enable deep understanding of our research and findings, and of the key challenges facing our city, including root causes.</p> <p>Enable understanding and capacity to enable participants to develop solutions to the challenges.</p>
Ideation and refining solutions.	<p>Working in 4 small groups – each dedicated to a Discovery Area challenge – participants brainstormed high level solutions.</p> <p>Each table voted on the best 3. Each table put their best three on a screen at the front of the room and the entire room voted on the best 3 of all. This kind of voting is called a 'dotmocracy' exercise.</p> <p>Each group went back to their tables and refined their solutions, either in small groups, tables or as individuals. The solutions could either be one of those voted at the front of the room, or their own individual ideas.</p>	Seek feedback - solutions to the Discovery Area challenges using the resilience decision making framework.

Stakeholder workshops:

Activity	Detail	Purpose
Experiential activity	<p>The 'human faces of resilience' – community members with personal stories of hardship, recovery and resilience. These community members met stakeholders at the train station closest to the venues and led them to the venue on a guided tour of the local area whilst sharing their personal stories.</p> <p>Once at the venue participants were asked to meditate on what they learned and discuss the values of resilience.</p>	<p>Facilitate empathy and understanding that people are at the heart of our challenges, and our cities.</p> <p>Participants start to think about the values and qualities essential for resilience.</p>
Experiential activity	<p>The workshops were conducted at venues across metropolitan Sydney in places that many stakeholders might not have visited.</p> <p>These included Redfern Community Centre (located in the Australian urban heartland of First Nations Peoples) and the community meeting room in the Auburn Gallipoli Mosque.</p> <p>The workshops were catered by local suppliers who represented the cultural demographic and cuisine of the area. Some of these were social enterprise businesses.</p>	<p>Enable understanding of the value of cultural diversity within Sydney, and the diverse places and spaces outside the CBD.</p>
Presentation	<p>Introduction to 100RC and Resilient Sydney.</p> <p>'When we think about who is in charge of Australia, the answer is simple – the Prime Minister and their cabinet.</p>	<p>Enable understanding of the basic structure of each, including origins, purpose, scale and resourcing/support.</p>

Activity	Detail	Purpose
Included a challenging question to participants.	<p>For the state it's also simple – the Premier and their cabinet.</p> <p>But who is in charge of metropolitan Sydney? Can you point to one unitary authority in the same way we can at the federal and state level?’</p> <p>Outcomes of the PRA. Overview of Discovery Area challenges including impacts from a local, community level and a broader, structural level.</p> <p>The resilience decision-making framework – this was interspersed throughout the presentation and a dedicated training session was presented after lunch.</p>	<p>Participants start to think about the complex governance challenges facing Sydney.</p> <p>Enable deep understanding of our research and findings, and of the key challenges facing our city, including root causes.</p> <p>Enable understanding and capacity for developing solutions to the challenges.</p>
Design thinking/collaborative activity.	<p>Participants worked in small groups</p> <p>Ideate – brainstorming to identify the issues and root causes at the heart of the challenges.</p> <p>Brainstorming high-level solutions to address the challenges.</p> <p>Prototype – develop one solution</p> <p>Test – pitch to the entire group for feedback. Then further refine the solution</p>	<p>Develop solutions to address the Discovery Area challenges using the resilience decision making framework.</p>

Appendix C: Resilience Opportunities feedback form

Resilience opportunities | Task: Considering the challenges facing metropolitan Sydney today, what project might improve our resilience? Consider the framework of who, what, when, where, why, and how.

1. Name of project / opportunity: _____

Description:

2. What kind of project are you proposing? **Tick** those that apply.

- | | |
|--|--|
| <input type="checkbox"/> One-off action or activity
e.g. festival, workshop, meeting, lecture | <input type="checkbox"/> Standard or guidelines
e.g. Heart Foundation 'tick', Energy Star |
| <input type="checkbox"/> Policy or strategy | <input type="checkbox"/> Advocacy campaign
e.g. GetUp's 'Ban Live Exports' campaign |
| <input type="checkbox"/> Program
e.g. TAFE course, computer courses | <input type="checkbox"/> Research |
| <input type="checkbox"/> Goods e.g. solar panels | <input type="checkbox"/> Community campaign or engagement
e.g. 'Slip, Stop, Slap', 'White Ribbon' |
| <input type="checkbox"/> Service e.g. insurance | <input type="checkbox"/> Funding
e.g. scholarship fund, grant |
| <input type="checkbox"/> Physical asset
e.g. bridge, park, community centre | <input type="checkbox"/> Collective activity
e.g. tool library, clothes swap, meetups |

3. Who will this initiative help? e.g. children, elderly, small business owners

4. How many people will benefit from this project? **Tick** those that apply.

- | | |
|---|--------------|
| <input type="checkbox"/> Individual: a few people | Who: _____ |
| <input type="checkbox"/> Local: your street, sports club, school | What: _____ |
| <input type="checkbox"/> Neighbourhood: your suburb | Where: _____ |
| <input type="checkbox"/> Region within Sydney: North Shore, Western Sydney, The Shire | _____ |
| <input type="checkbox"/> City – all Metropolitan Sydney | _____ |
| <input type="checkbox"/> Workplace/ Business/ Other: | _____ |

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UNIQUE ID: _____

Your Name: (if we need more explanation of your idea) _____

Your Email/ Phone Number: _____

3. What will this project give to this place or community? e.g. access to healthcare

4. Circle how soon this initiative might provide these benefits to the people identified.

Short-term: 0-2 years Medium-term: 2 – 5 years Long-term: 5 – 10 years +

5. Circle on the map below the communities that this project might directly benefit. Describe any other communities, cities, regions or countries that this project might assist.



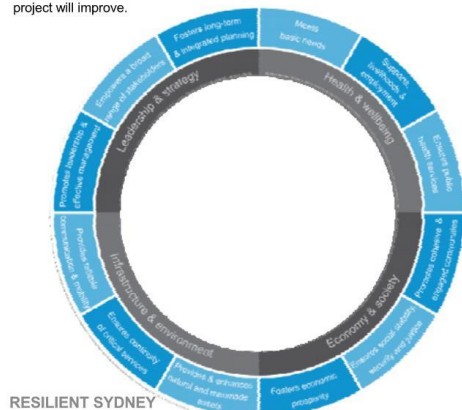
Resilience opportunities

6. How will the people who will be helped by the project, be involved in designing it?

7. How will your project make Sydney a more equal, just place to live in? E.g. equal access to transport, housing, recreational and green space, education, employment?

8. Who will make your solution happen – provide funding, create a team, develop/ build it. This can be a person, organisation or a partnership

9. Circle the areas in blue within the City Resilience Framework which the project will improve.



10. Tick any of the shocks, stresses, assets and trends that the project will address.

The project will support Sydney to survive and thrive a **shock** event:

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Heatwaves, storms & bushfires |
| <input type="checkbox"/> | Financial crisis |
| <input type="checkbox"/> | Power, water, or transport failures |
| <input type="checkbox"/> | Water, air, or food borne disease
e.g. giardia, zika |
| <input type="checkbox"/> | Flooding or drought |
| <input type="checkbox"/> | Internet or mobile outage |
| <input type="checkbox"/> | Hacks or privacy breaches |
| <input type="checkbox"/> | Terror attack |
| <input type="checkbox"/> | Other: _____ |

The project will reduce the impact of these **stresses** on our people:

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Cost of health services |
| <input type="checkbox"/> | Racism or lack of community networks |
| <input type="checkbox"/> | Cost of housing |
| <input type="checkbox"/> | Likelihood of chronic illnesses
e.g. like diabetes, heart disease |
| <input type="checkbox"/> | Accessibility of public transport |
| <input type="checkbox"/> | Unemployment/ under-employment |
| <input type="checkbox"/> | Inequity |
| <input type="checkbox"/> | Vulnerability to drug & alcohol abuse |
| <input type="checkbox"/> | Other: _____ |

The project will support or improve Sydney **assets** or **infrastructure**: e.g. access, cost, availability, reliability of:

- | | |
|--------------------------|-----------------------------------|
| <input type="checkbox"/> | Health infrastructure |
| <input type="checkbox"/> | Airports & air travel |
| <input type="checkbox"/> | Railways & public transport |
| <input type="checkbox"/> | Wastewater & stormwater networks |
| <input type="checkbox"/> | Commercial buildings & structures |
| <input type="checkbox"/> | Internet and mobile networks |
| <input type="checkbox"/> | Energy network |
| <input type="checkbox"/> | Water supply |
| <input type="checkbox"/> | Other: _____ |

The project will help Sydney manage **trends** like:

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Increasing housing unaffordability |
| <input type="checkbox"/> | Increasing number of people with chronic illnesses e.g. diabetes |
| <input type="checkbox"/> | Greater interdependencies with global supply chains e.g. fuel supplies |
| <input type="checkbox"/> | Rates of domestic & drug-related crime |
| <input type="checkbox"/> | Significant and rapid immigration |
| <input type="checkbox"/> | Greater numbers of people without access to transport |
| <input type="checkbox"/> | Increase in online and digital solutions |
| <input type="checkbox"/> | Global temperature & sea level rise |
| <input type="checkbox"/> | Fragmented governance across the city |
| <input type="checkbox"/> | Short-term political cycles |

11. Tick any areas that your project responds to

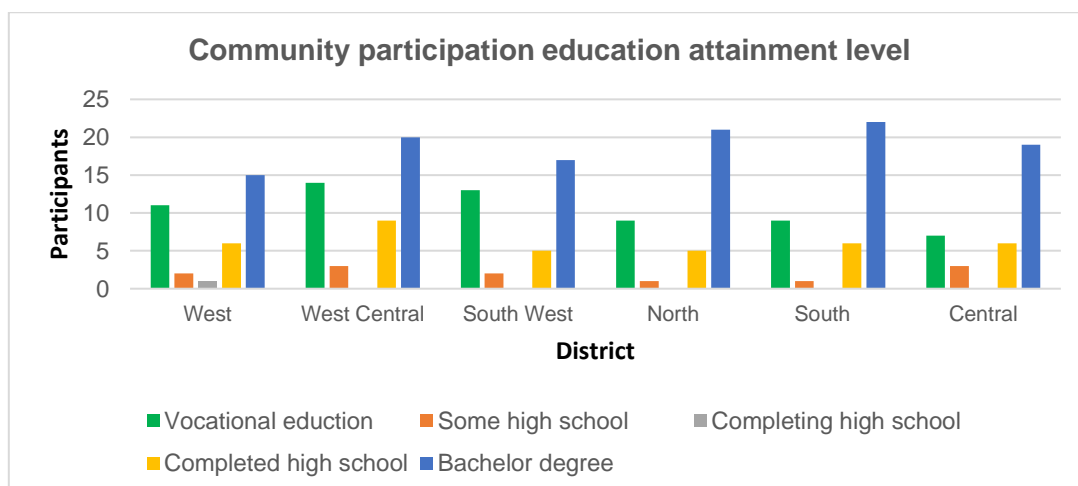
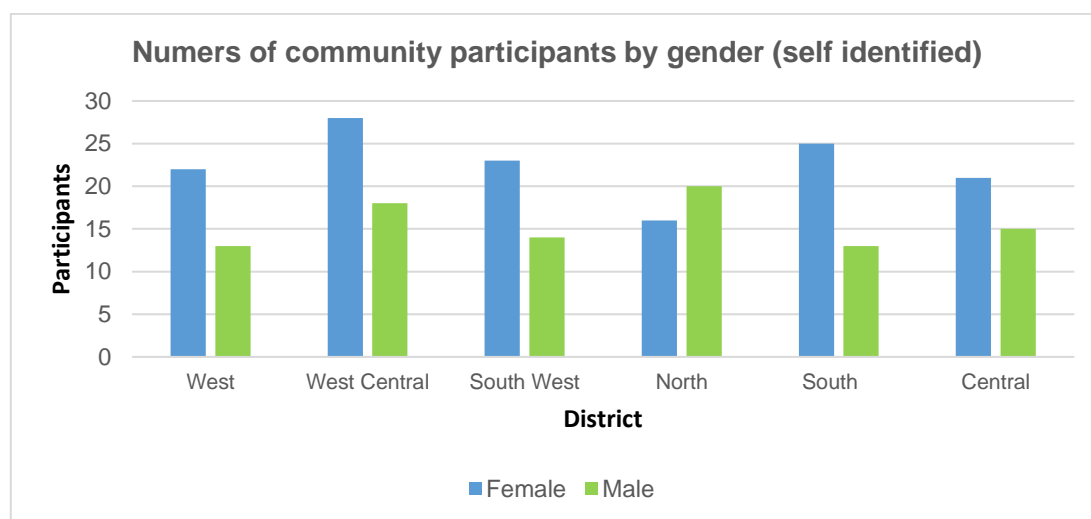
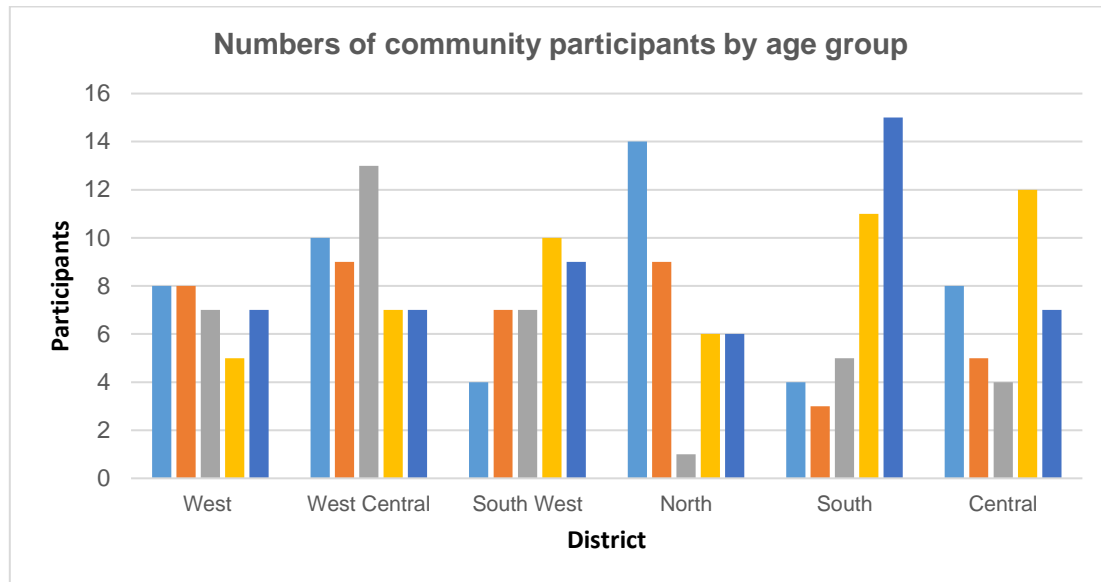
- | | |
|--------------------------|---|
| <input type="checkbox"/> | Understanding connections & interdependencies |
| <input type="checkbox"/> | Building tolerance and cohesion |
| <input type="checkbox"/> | Coping better during extreme events |
| <input type="checkbox"/> | Ensuring equal opportunities |

Appendix D: Participant evaluation

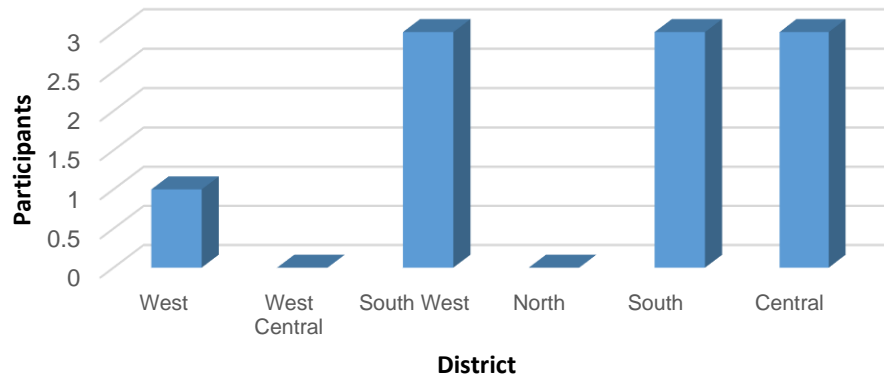
Activity	Tool	Question
Community workshop	Digital polling. Participants were asked to rate the workshop on a 5 point scale where 1 = strongly agree and 5 = strongly agree	<ol style="list-style-type: none"> 1. I enjoyed the workshop content 2. I liked the workshop facilitation 3. I think the workshop was relevant to me
Stakeholder workshops	Feedback form.	<p>After the guided walking tour, at the beginning of the workshop:</p> <ol style="list-style-type: none"> 1. What have you learnt already? 2. What has inspired you so far? <p>At the end of the workshop:</p> <ol style="list-style-type: none"> 3. What did you learn today? 4. What impressed you most about the workshop?
Round One Working Group ¹² meetings	The Chief Resilience Officer asked each group for verbal feedback to two questions at the end of the first round of Working Groups.	<ol style="list-style-type: none"> 1. What did you like about the workshop? 2. What should we do differently next time?

¹² No evaluation of the experience of participants in the final Working Group meeting was undertaken.

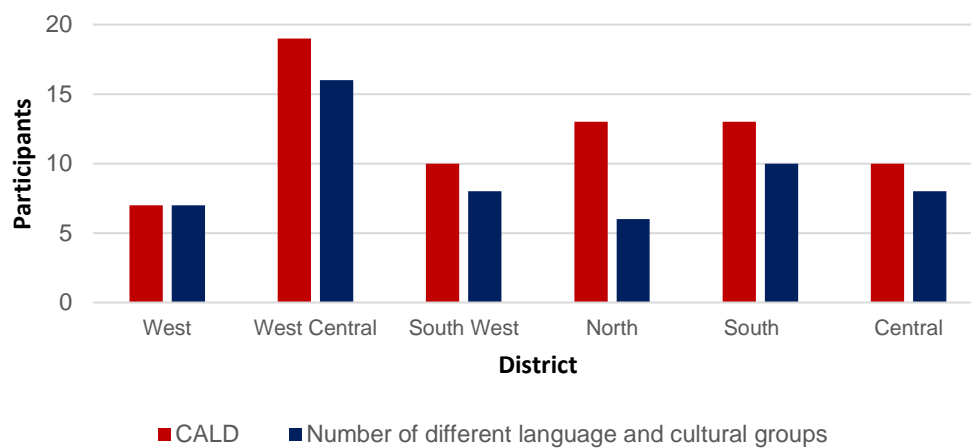
Appendix E: Demographic data, community workshops



Numbers of Aboriginal and Torres Strait Islander community participants



Culturally and Linguistically diverse participation



Numbers of community participants living with a disability

