

Management report to Council

Agenda item 6.2

Economic Development Strategy 2031 - *Melbourne's Thriving Economic Future*

Council

Presenter: Andrew Wear, Director Economic Development and International**29 June 2021****Purpose and background**

1. The purpose of this report is to seek endorsement of the Economic Development Strategy (the Strategy), *Melbourne's Thriving Economic Future* (Attachment 2) following public consultation.
2. The development of the Strategy to support economic growth during the COVID-19 recovery period is a deliverable under City of Melbourne's Annual Plan.
3. The key focus of the Strategy is to ensure that Melbourne remains a prosperous city, both as it emerges from the impacts of COVID-19 and into the medium and long terms. To achieve this, the Strategy aims to drive economic recovery and create the conditions for a strong, adaptive, sustainable and thriving future city economy.

Key issues

4. City of Melbourne's economy was impacted by the COVID-19 pandemic more than almost any other in the country. Work from home directions, ongoing lockdowns and associated restrictions and the closure of domestic and international borders meant that at the height of the pandemic, the number of people in the city was down 90 per cent compared with the pre-COVID-19 period. Sectors that relied on footfall, such as hospitality, entertainment, accommodation and retail, have suffered the most from the pandemic.
5. As confidence improves, economic activity is likely to grow quickly. However, the City of Melbourne's economy is not likely to return to pre-COVID-19 levels for some time. Melbourne's economic future hinges on an ongoing transition to higher-value economic activity. The Economic Development Strategy provides the roadmap for economic recovery over the medium and long term.
6. City of Melbourne's strategic vision is that by 2031 the City of Melbourne will be a global leader in creating jobs and enterprises that focus on the needs of the future, we will steer the city's recovery from COVID-19 and create wealth and knowledge to support the city to achieve its economic and social objectives, creating a stable foundation for sustained economic prosperity.
7. A total of 103 individuals and stakeholder representatives provided feedback on the draft Strategy including;
 - 7.1. Consultation via the Participate Melbourne website resulted in 67 survey submissions with the following sentiment;
 - 7.1.1. 49% of respondents saw restoring Melbourne's identity as a premier place for shopping, arts and culture events, dining and entertainment as the greatest challenge followed by 42% identifying becoming a leading knowledge city for business innovation and digital transformation as a priority,
 - 7.1.2. The most highly ranked Priorities contained in the Strategy were; A Business Friendly City – Building the recovery on new business formation, investment and growth (48%), A Joint Effort – Collaborating for a thriving city economy (42%) and Beyond The Office – Stimulating a mix of industries through precincts and innovation (42%),
 - 7.1.3. Industries and sectors considered most important for economic recovery over the medium and long term were; education (43%), creative and arts (39%), hospitality (36%) and tourism (34%).

- 7.2. 36 submissions to Participate Melbourne included specific comments responding to the draft Strategy,
 - 7.3. 2 workshops were held with 29 stakeholders from the City of Melbourne, state government, industry, precincts and business attending,
 - 7.4. 7 individual submissions were received from Committee for Melbourne, Property Council of Australia, Victorian Tourism Industry Council, Italian Chamber of Commerce and Industry in Australia, Pausefest, Melbourne Maritime Heritage Network and Offshore & Specialist Ships Australia Ltd.
8. A summary of specific feedback on the draft Strategy, including management's recommendation, can be found at Attachment 3.

Recommendation from management

9. That Council;
 - 9.1. Endorses the Economic Development Strategy (the Strategy), *Melbourne's Thriving Economic Future*,
 - 9.2. Authorises the General Manager City Economy and Activation- to make any further minor editorial changes to the Economic Development Strategy (the Strategy), *Melbourne's Thriving Economic Future* prior to publication.

Attachments:

1. Supporting Attachment (Page 3 of 30)
2. Melbourne's Thriving Economic Future (Page 4 of 30)
3. Economic Development Strategy Feedback Spreadsheet (Page 23 of 30)

Supporting Attachment

Legal

1. There are no direct legal implications arising from the recommendation from management.

Finance

2. There are no direct financial implications arising from the recommendation from management.

Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a material or general conflict of interest in relation to the matter of the report.

Health and Safety

4. In developing this proposal, no Occupational Health and Safety issues or opportunities have been identified.

Stakeholder consultation

5. Key stakeholder consultation has included:
 - 5.1. Over 40 targeted individual interviews and four co-design workshops in which over 50 stakeholders participated in November and December 2020,
 - 5.2. Engagement with our Aboriginal Traditional Custodian representatives Bunurong Land Council Aboriginal Corporation, the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and the Boon Wurrung Foundation was conducted in March and April 2021,
 - 5.3. Two further workshops to seek feedback on the *draft Economic Development Strategy* with targeted stakeholders from the City of Melbourne, state government, industry, precincts and business were delivered in June 2021,
 - 5.4. 67 survey responses via the Participate Melbourne website with 36 respondents providing specific comments for consideration,
 - 5.5. 7 submissions received directly to Economic Development and International detailed at point 6.4 in the report.

Relation to Council policy

6. Council Plan 2017-21 has a deliverable; a 'medium-long term strategy for economic recovery and growth.'
7. Council Plan 2021-25 has a strategic objective, Economy of the Future, with a Major Initiative to 'drive economic growth and resilience by implementing the Economic Development Strategy, focusing support on existing and emerging industry sectors.'

Environmental sustainability

8. In developing this proposal, no direct environmental sustainability issues or opportunities have been identified.

MELBOURNE'S THRIVING ECONOMIC FUTURE

ECONOMIC DEVELOPMENT STRATEGY 2031



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Acknowledgement of Traditional Custodians

The City of Melbourne respectfully acknowledges the Traditional Custodians of the land, the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation and pays respect to their Elders past, present and emerging. We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

30 June 2021

Disclaimer

This report is provided for information and it does not purport to be complete. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The City of Melbourne accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

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FOREWORD FROM THE LORD MAYOR



Melbourne's Thriving Economic Future

From dislocation and disruption comes the responsibility to re-evaluate the way we do things and reset the way we shape our economic recovery, build resilience and prosper well into the future.

Before COVID-19, the City of Melbourne was the engine room of Victoria's economy. Our economy had just topped a record \$104 billion in Gross Local Product. Almost one million people a day were pulsing through Melbourne's centre.

Ours was a thriving economy built around knowledge, professional and financial services. Our hospitality, events, retail, arts, tourism and education sectors were the envy of the nation. A city centre designed to bring people together.

Our pre-COVID challenge was to successfully manage the growing pains of a decades-long booming economy. But now, we must divert all our attention to stimulating and driving growth, and reactivating our city.

Our city has been disproportionately impacted by the pandemic and we need a proportionate response.

The strong foundations of our city economy remain and we are seeing green shoots as our economic recovery begins, but there is more work that needs to be done to encourage investment and support jobs.

Coordinated and consistent support is needed to ensure we bounce back swiftly and strongly.

At the City of Melbourne, everything we've done since March last year has been to help support as many people and businesses as possible to get through to the other side of this crisis.

And that's why now we must plan to lift growth, not just for the next few months, but for the next 10 years.

Our vision for the City of Melbourne is to be a City of Possibility. Where the world meets and the extraordinary happens.

An environment primed for businesses to thrive, an easy city to do business with, a place where anything is possible.

We want to build on our economic strengths. Sectors in which Melbourne is amongst the world's best – our thriving knowledge, international education, biotech, fintech, creative and visitor economies. We want to attract a talented and educated workforce to our knowledge precincts in Parkville, Docklands, Fishermans Bend and Arden.

Melbourne's thriving economic future has been developed to guide how the city will respond not just to the immediate economic challenges we face but also leverage the challenges and opportunities that will impact the city over the next 10 years. This strategy will guide us to ensure long-term economic growth, social cohesion and environmental resilience.

It identifies eight key priorities and associated measures that will enhance our economy in the short, medium and long term. We will need to collaborate, invest and compete to achieve our vision to be a global leader in the sustainable creation and maintenance of jobs and enterprises that focus on the needs of the future.

This strategy has been shaped by many voices, with significant engagement and consultation with our key stakeholders, the Victorian and Australian Governments, industry, precincts, and the business community.

We are at a pivotal point in Melbourne's history. By creating a stable foundation for sustained economic growth, together we are reshaping Melbourne's resilience and prosperity and creating a fairer, more inclusive economy that works for all Melburnians and businesses – a city of possibility.

A handwritten signature in black ink that reads "Sally Capp".

Lord Mayor
Sally Capp

EXECUTIVE SUMMARY

This Economic Development Strategy outlines our plan for sustainable economic growth over the next ten years. It presents key findings from research on the City of Melbourne's economy and the significant impacts of COVID-19.

When COVID-19 hit, City of Melbourne moved swiftly to support businesses and our community, to ensure access to essential services and support community safety. This strategy details our immediate recovery and reactivation approach, as well as our proposals for sustained economic prosperity in the medium and long term.

Community consultation

The strategy was developed through a detailed community consultation process including workshops, surveys, online feedback and interviews with economic consultants, industry and community stakeholders and Victorian and Australian Government representatives.

Vision

By 2031 the City of Melbourne will be a global leader in creating jobs and enterprises that focus on the needs of the future. We will steer the city's recovery from COVID-19 and create prosperity that can be shared more equitably through investment in the city's long-term economic growth, social cohesion and environmental resilience. The wealth and knowledge generated by our economy will support the city to achieve its economic and social objectives, creating a stable foundation for sustained economic prosperity.

Economic strengths

Melbourne's economy is built on many strengths, most of which are still in place despite COVID-19. The city is home to world-leading sectors such as the life sciences, financial services and international education. World class universities are located here.

There is substantial development land near the CBD. As one of the world's most liveable cities and highly ranked as a student city, Melbourne is a magnet for talent from all around the world. The city's diverse, multicultural population is an enormous source of ideas and vitality.

Challenges

Before COVID-19, Melbourne was recognised as one of the world's most competitive and resilient economies, with a Gross Local Product of \$104 billion in 2019. This equated to 37 per cent of the Greater Melbourne economy and 24 per cent of the Victorian economy.

COVID-19 has hit the City of Melbourne's economy harder than other parts of Australia. Modelling undertaken by PwC Australia projected that the municipal economy would lose 79,000 jobs and up to \$110 billion in output over the next five years.

As the central city relies so heavily on a transient daily population, COVID-19 has led to a significant reduction in its daily population. In mid-2020, pedestrian numbers were 90 per cent lower than the benchmark period. Some industry sectors have been hit particularly hard. The food and hospitality sector and independent retailers are heavily reliant on office workers and visitors. The accommodation and tourism sector have experienced a substantial drop in overnight stays.

The night-time economy is reliant on visitors, and venues are still recovering from COVID-19 restrictions. The uncertain trading conditions caused by the restrictions have also made it difficult for the events industry to plan and deliver events. The international education sector continues to be stifled by the closure of international borders.

Eight key priorities

Our key priorities will drive economic recovery and create the conditions for a strong, adaptive, sustainable and thriving future city economy. The strategy also includes 41 actions across the immediate, medium and long term. We will implement these actions through delivering them ourselves, collaborating with others and advocating for change.

1. A business-friendly city: Building the recovery on new business formation, investment and growth
2. A creative resurgence: Designing a new value proposition for the city
3. Post-COVID 3000: Increasing the supply of housing for city workers
4. Beyond the office: Stimulating a mix of industries through precincts and innovation
5. Unlock climate capital: Transitioning to a leading low-carbon economy
6. Diverse city: Leveraging Melbourne's diversity as an asset to society and the economy
7. Digitally connected city: Adapting to connectivity as a knowledge-enabled, smart city
8. A joint effort: Collaborating for a thriving city economy.

VISION

By 2031 the City of Melbourne will be a global leader in creating jobs and enterprises that focus on the needs of the future.

We will steer the city's recovery from COVID-19 and create prosperity that can be shared more equitably through investment in the city's long-term economic growth, social cohesion and environmental resilience.

The wealth and knowledge generated by our economy will support the city to achieve its economic and social objectives, creating a stable foundation for sustained economic prosperity.

Our aspirations

\$150 billion Gross Local Product by 2031

2019 Gross Local Product: \$104 billion

\$250,000 Gross Local Product contribution per job by 2031

2019 Gross Local Product contribution per job: \$209,000

600,000 jobs by 2031

2019 employment: 497,000

270,000 residential population by 2031

June 2020 residential population: 183,000

<5% shopfront vacancy rate by 2023

May 2021 vacancy rate: 19 per cent



INTRODUCTION

Cities can transform after crises and create something even better than before. With the right policy settings, it is possible for the City of Melbourne to recover rapidly from the economic impact of the COVID-19 pandemic. As the city deals with this challenge, we have the opportunity to reset and ensure that the economy works for everyone.

This Economic Development Strategy outlines our plan for sustainable economic growth. It shows how we can build the economy of the future, and attract and retain diverse and high-value jobs for current and future generations. It details the actions necessary to ensure a healthy environment and foster an inclusive society.

The decisions made today will determine the shape of the city's economy in 10 years' time and shape the opportunities available to future generations. The strategy takes into account Melbourne's unique identity and place, and strives to ensure it is an affordable and safe place to live and do business in.

Melbourne's economy is built on many strengths, most of which are still in place despite COVID-19. The city is home to world-leading sectors such as the life sciences, financial services and international education. World class universities are located here. There is substantial development land near the CBD. As one of the world's most liveable cities and highly ranked as a student city, Melbourne is a magnet for talent from all around the world. The city's diverse, multicultural population is an enormous source of ideas and vitality.

There are challenges ahead. Melbourne's economy has been disproportionately affected by COVID-19. As a city that relies on the movement of hundreds of thousands of workers through the central city each day, changes to work patterns will affect Melbourne. Our academic strengths have not always translated into commercial opportunities that benefit the city. There is relatively high inequality. And finally, there is scope to improve coordination among the many organisations involved in economic development.

This Economic Development Strategy presents key findings from research on the City of Melbourne's economy and the significant impacts of COVID-19. It details our immediate recovery and reactivation approach, as well as our proposals for sustained economic prosperity in the medium and long term.

This document articulates the actions most closely affecting the city economy. Yet the factors impacting the city economy are broad – ranging from the provision of childcare to the development of the city's parks and gardens. Many of these broader issues are reflected in other City of Melbourne documents, including the four-year Council Plan.

Our Transport Strategy 2030 sets the vision to deliver a safe, efficient and sustainable transport network, which is vital to support the economy. Other key strategies that impact the city economy are our: Climate Change Mitigation Strategy to 2050, Urban Forest Strategy 2012-2032 and Affordable Housing Strategy 2020-2030.

This strategy has been developed through a detailed consultation process, drawing on the expertise within our organisation and our economic consultants, as well as more than 40 interviews with key industry and community stakeholders and Victorian and Australian Government representatives. In November and December 2020, we held two co-design workshops with 90 attendees.

From March to June 2021, we sought additional community feedback on the proposed priorities and actions. This included a three-week consultation period on Participate Melbourne and two stakeholder workshops. The extensive suggestions and feedback received have been incorporated in the final strategy.

The strategy also relies on the extensive research, analysis and consultation that underpins the City of Melbourne's endorsed policies, strategies and plans, and the initiatives and interventions proposed by these documents.

BACKGROUND

Melbourne's pre-COVID economy

The City of Melbourne is the economic engine for the metropolitan region and Victoria. It is home to diverse industries with a high concentration of knowledge-intensive jobs.

The City of Melbourne plays three critical roles in Victoria's economy:

- It acts as Victoria's central transport, tourism, and employment hub, connecting businesses and individuals to goods and services across Greater Melbourne and regional cities.
- It enables the easy sharing of information, knowledge and skills due to the density of activity in the central city, the clustering of diverse uses, and the high-amenity streets, laneways, places and spaces that bring people together.
- It is the leading location for retail, sports, entertainment, culture and dining in Victoria, offering a memorable experience and attracting locals, workers and visitors alike.

Before COVID-19, Melbourne was recognised as one of the world's most competitive and resilient economies, with a Gross Local Product of \$104 billion in 2019. This equated to 37 per cent of the Greater Melbourne economy, 24 per cent of the Victorian economy and 7 per cent of the Australian economy.

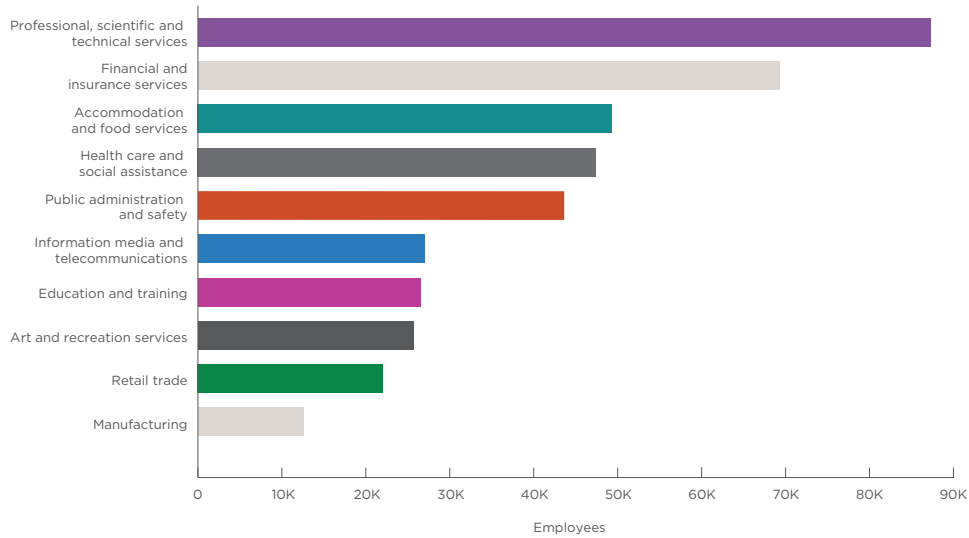
Before COVID-19 hit, the municipality was home to 497,000 jobs. The sectors employing most workers included business and financial services, professional services and research institutes. Work is concentrated in the CBD, Docklands and Southbank, which account for 72 per cent of all jobs. The CBD alone accounts for almost half the jobs in the municipality, a product of its high density and connections to transport. In 2019, there were more than 200,000 international students from 170 countries living and studying in Victoria, many of whom also lived within the city.

Due to the presence of major hospitals and universities, we also have other major employment hubs in Parkville, East Melbourne and Carlton. The municipality's economy is supported by close to 17,000 businesses, including local, national and international companies, peak bodies, government and non-government agencies.

Melbourne has long been regarded as Australia's premier retail and hospitality city – almost a third of all businesses in the central city are part of the retail or hospitality industries. It is driven by a strong urban community that is culturally diverse, welcoming to all and supportive of healthy and creative lifestyles.

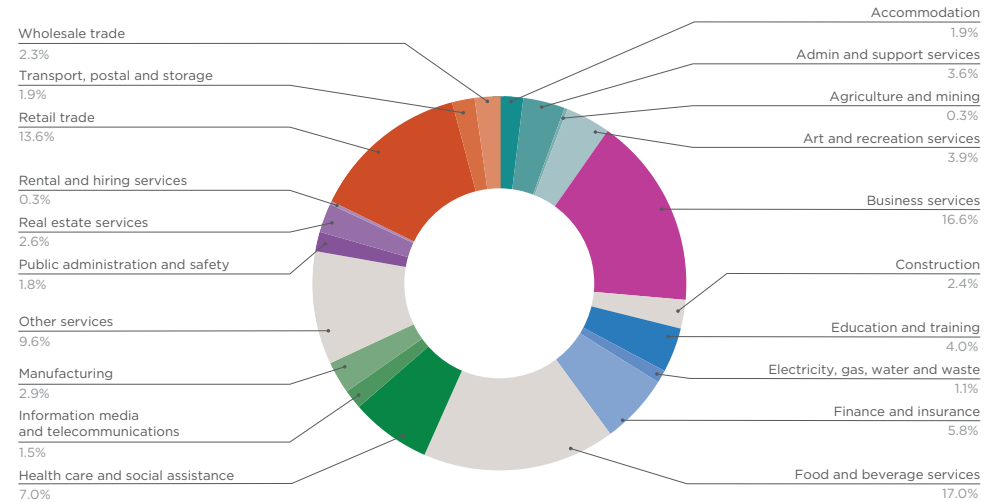
Our high streets add to the distinctiveness of neighbourhoods and provide local jobs, amenity and services that are critical to supporting our communities. These neighbourhood economic clusters became even more important to local communities during COVID-19 lockdowns.

Figure 1: Industries within City of Melbourne's economy



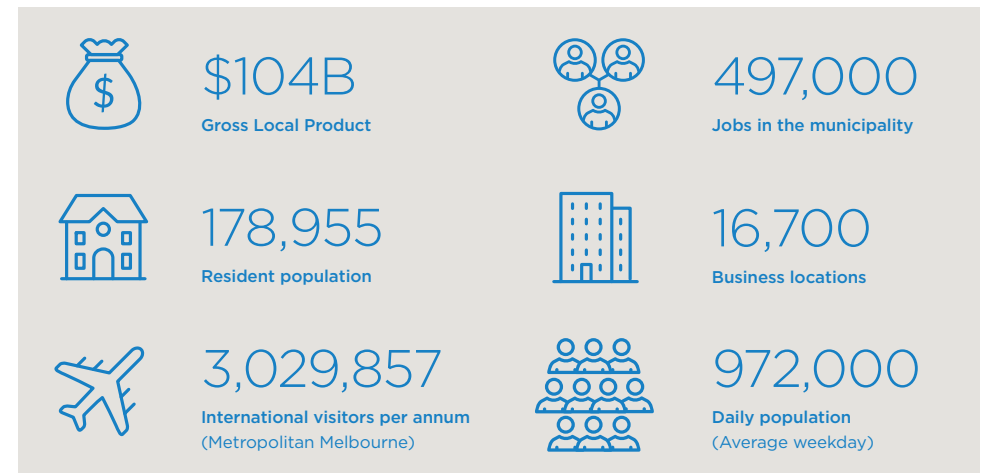
Source: CLUE 2019

Figure 2: Count of business establishments per industry 2019



Source: CLUE 2019

City of Melbourne economic snapshot



Source: CLUE 2019

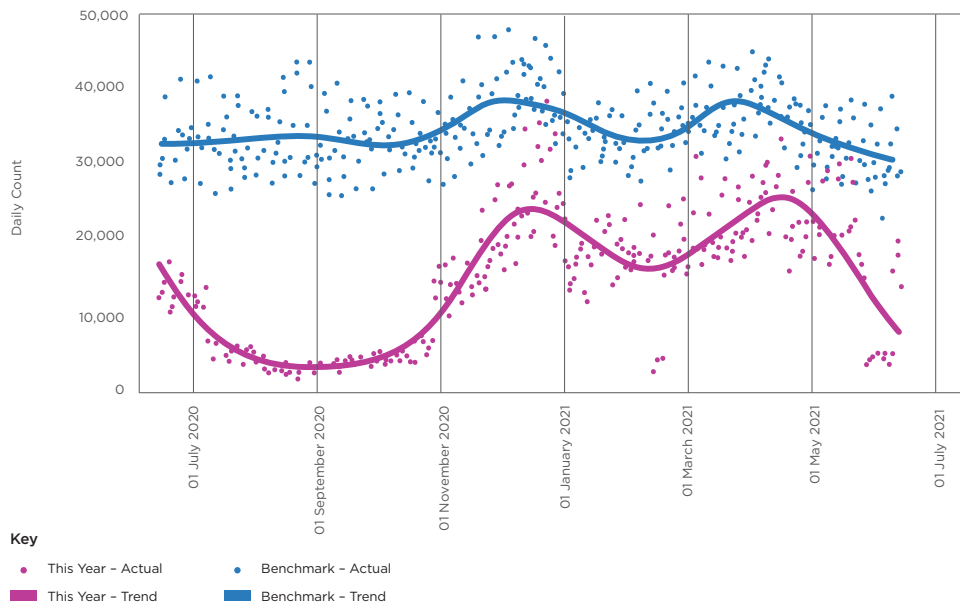
Impact of COVID-19 on Melbourne's economy

COVID-19 has hit the City of Melbourne's economy harder than other parts of Australia. Modelling undertaken by PwC Australia projected that the economy would lose 79,000 jobs and up to \$110 billion in output over the next five years. This is one third of the estimated reduction in statewide economic output - \$327 billion below pre-COVID-19 projections over five years. This emphasizes the importance of the municipality to the Victorian economy.

To help mitigate community transmission of COVID-19 intermittent restrictions in Greater Melbourne have included border closures, nightly curfews and unprecedented limitations on economic activity.

While these measures were critical to containing the virus and protecting our health, they have resulted in a recession that is sharper, deeper and more impactful than any observed since Australia began collecting consistent economic data. This recession is also fundamentally different to any recession in living memory, because it is health-driven, global and came on so suddenly.

Figure 3: Pedestrian movements for Town Hall West, June 2020 – June 2021



Source: City of Melbourne Pedestrian Counting System

Massive reduction in daily population

As the central city relies so heavily on a transient daily population, COVID-19 has led to a significant reduction in its daily population. In mid-2020, pedestrian numbers were 90 per cent lower than the benchmark period. Even as restrictions have eased, the number of people in the city has remained low.

The reduction in the central city's daily population is partly due to the substantial reduction in the number of office workers. For most of 2020, Melbourne's office workers were asked to work from home. They have also taken significantly longer to return to their offices, when compared to other Australian cities.

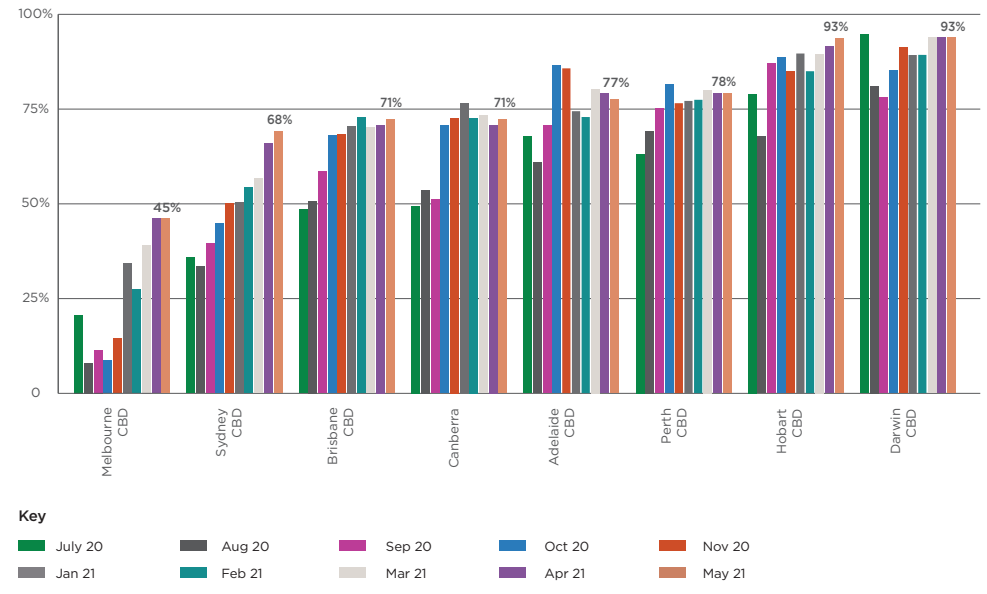
Changing patterns of work among knowledge workers will result in opportunities for other industries to relocate to the city, creating new kinds of diversity. Whatever shape the return to the workplace takes, it will have a significant impact on the service industries that cater to workers, such as cafes, restaurants and shops.

Recent Roy Morgan research undertaken on behalf of the City of Melbourne found:

- 29 per cent of workers are somewhat or totally unwilling to come back. Another 13 per cent are 'neutral'.
- Many will come back part-time - 76 per cent of workers anticipate being in the office three or fewer days a week.
- The city itself is one of the most important drawcards motivating people to return.

Data from across Australia shows that workers have been slow to return to the capital cities even after restrictions were lifted.

Figure 4: Office occupancy by capital city CBD



Source: Property Council of Australia

Hospitality, retail and international education hit hard

As a result of the reduced daily population, spending in the municipality has been significantly lower than usual. In mid-2020, spending was 80 per cent lower than before the pandemic. While it has improved, it has not yet recovered. Spending continues to be at least one-quarter lower than during the benchmark period.

As at May 2021, about one in five shops in the municipality was vacant or closed. The impact of restrictions became visible in the economy and particularly pronounced in the labour market. Nearly a year after the pandemic hit, payroll data collated by the Australian Bureau of Statistics shows that at 27 February 2021, the number of jobs in the City of Melbourne was down 7.1% compared to the start of the pandemic. The proportion of jobs lost in the municipality has been far higher than in many parts of Victoria and Australia.

Some industry sectors have been hit particularly hard. The food and hospitality sector and independent retailers are heavily reliant on office workers and visitors. The accommodation and tourism sector have experienced a substantial drop in overnight stays. The night-time economy

is reliant on visitors, and venues are still recovering from COVID-19 restrictions. The uncertain trading conditions caused by the restrictions have also made it difficult for the events industry to plan and deliver events. The international education sector continues to be stifled by the closure of international borders, having significant impact on education revenues as well as broader repercussions for student spending and activity in the city.

Each part of the municipality is experiencing the downturn differently. Residential postcodes such as Kensington, North Melbourne and East Melbourne have benefited from people working from home and shopping locally, while postcodes that rely on visitors are still struggling. The absence of office workers, international students and tourists has contributed to lower demand in Melbourne, Southbank, Carlton, Parkville and most of all, in Docklands, where almost over a third of all shops are vacant or closed.



City of Melbourne's response to COVID-19

City of Melbourne moved swiftly to support businesses and our community, to ensure access to essential services and support community safety. Our COVID-19 Reactivation and Recovery Plan was adopted in September 2020. These projects were driven by our endorsed budget and work program and the Melbourne City Recovery Fund,

a \$100 million partnership with the Victorian Government to reactivate the city. In addition, a \$200 million investment was jointly announced by the Victorian Government and City of Melbourne in May 2021 to create the Melbourne City Revitalisation Fund. This jointly-funded, \$200 million pool will deliver ongoing and new support to businesses, and city activations such as events and outdoor dining over the next two years. At the time of this report, reactivation and recovery initiatives include:

- **21,800 contacts** with businesses who were provided with one-on-one support, information and advice through our expanded Business Concierge service.
- **2988 businesses** were given grants worth \$17.3 million.
- **1580 outdoor dining permits** issued.
- **209 outdoor dining 'parklets'** constructed.
- **175,000 new trees, shrubs and grasses** planted, creating 64 jobs.
- **156 jobs** created to revitalise the city's laneways.
- **11 kilometres of protected bike lanes** delivered to ensure the municipality is more connected, with another 33 kilometres on the way.
- **\$50 million economic support package** established, including grants to small to medium-sized local businesses, rates relief, rental relief and a virtual summit.
- **\$175.8 million capital works budget** passed, including the Queen Victoria Market renewal project, climate action initiatives and community and cycling infrastructure.
- **\$100 million Melbourne City Recovery Fund** created, in partnership with the Victorian Government, to support the recovery and reactivation of the city.
- **\$6.8 million for the arts** invested in arts grants and arts organisations.
- **15,000 free temporary parking permits** issued.
- **9 precinct associations** each supported with individual \$100,000 COVID-19 recovery grants.
- **Zero net increase in rates** guaranteed for commercial and residential properties.
- **Dozens of events** reimagined through activations such as Urban Blooms, Melbourne Fashion Week, Christmas Festival, New Year's Eve, Moomba and Music in the City.

8 KEY PRIORITIES FOR ECONOMIC GROWTH

The following eight key priorities articulate the ways we will work to achieve our vision and drive economic recovery and create the conditions for a strong, adaptive, sustainable and thriving future city economy. Under these priorities are a number of actions.

These actions will unfold across three time frames:

- **Immediate** – the next 12 months.
- **Medium term** – the next four years.
- **Long term** – beyond four years.

We also indicate how the City of Melbourne will implement these actions, by delivering ourselves (deliver), collaborating with others (partner) or advocating for change (advocate).

The United Nations Sustainable Development Goals

This strategy was developed with consideration of the Sustainable Development Goals, a United Nations framework supported by the City of Melbourne. We have mapped the alignment of the goals to actions under the eight key priorities.

The performance indicators in this strategy will help the City of Melbourne measure progress against the goals over time.

In 2015, all 193 member states of the United Nations committed to a new, overarching framework for global sustainable development, the 2030 Agenda.

More than half of the world’s population now lives in cities, with urban dwellers accounting for a disproportionate share of economic production, consumption, and associated waste. As a result, implementation of the 2030 Agenda within urban areas is critical to its success.

The 17 Sustainable Development Goals



Source: The United Nations Sustainable Development Goals <https://sdgs.un.org/goals>



1. A business-friendly city

Building the recovery on new business formation, investment and growth

Business growth, investment and viability starts with cities nurturing business-friendly operating environments and providing efficient processes and customer service and a positive operating environment.

We will ensure that the City of Melbourne is one of the easiest places to start and grow a business. We aim to build our education and skills supply for the future, and encourage collaboration, networking, entrepreneurship, innovation and startup creation.

We recognise that Melbourne's excellent public transport system and bicycle network are important assets and key parts of our offering to businesses. We know that the development of our new economic precincts relies heavily on public transport access. We will create the conditions for businesses to grow, and build City of Melbourne's brand as an innovation epicentre.

Alignment to the Sustainable Development Goals:



ACTIONS	CITY OF MELBOURNE'S ROLE	TIMEFRAME
1. Deliver an enhanced Business Concierge service that will assist city businesses to navigate council processes and regulations and be the first port of call for business enquiries.	Deliver	Immediate
2. Facilitate major new investment proposals – especially global headquarters and research and development centres – through the establishment of Invest Melbourne, which will offer assistance to identify suitable locations and streamlined planning and permitting.	Deliver and partner	Medium
3. Provide coordinated support for Melbourne's innovation, entrepreneurship and startup ecosystem, including international enterprises, to encourage business development and capacity building. This includes supporting and fostering business and industry innovation events.	Deliver and partner	Immediate
4. Digitise City of Melbourne permits and streamline processes – for example, by digitising construction and business permits and statutory planning processes.	Deliver	Medium
5. Implement mechanisms for delivering affordable commercial and creative workspaces, to ensure a productive mix of industries and businesses.	Partner	Medium
6. Facilitate startups and entrepreneurs in Melbourne to connect with international investment and commercialisation opportunities, particularly in Asia, North America and Europe.	Partner	Medium
7. Deliver a collaborative program with local partners in social enterprise, social impact, hybrid business models, blended finance instruments and capital raising, to grow the impact investing market in Melbourne's precincts.	Deliver and partner	Medium

2. A creative resurgence

Designing a new value proposition for the city

Changes in the patterns of our society demand a new and creative approach to the central city. It is expected that many Australians will spend less time in the office. At the same time, online commerce is changing the nature of shopping and advances in technology are changing the way we socialise. So what does this mean for the central city? Beyond being a place to work, the central city will need to demonstrate its value as a place for ideas and experiences.

We have an opportunity to transform and reimagine the role of the city as a place to work, visit and be entertained. For example, newly vacant spaces create opportunities to encourage creatives back into the central city, contributing to its revitalisation and providing residents, workers and visitors with a greater inspiration to engage and collaborate in city life.

Our focus will be on re-establishing Melbourne as a premier destination for the creation and presentation of arts and entertainment, and to celebrate our history and diversity by creating new pathways for inclusiveness. Our visitor and creative industries will provide a great source of rejuvenation and innovation that will radiate across our city's culture and broader economy.

Melbourne's visitor services will play a key role in this creative resurgence. Four visitor centres are located throughout the city, with tourism volunteers welcoming visitors and sharing their knowledge of the city. These volunteers provide information on Melbourne to around two million visitors each year, enhancing our reputation as a friendly, welcoming and culturally vibrant city.



Alignment to the Sustainable Development Goals:



ACTIONS	CITY OF MELBOURNE'S ROLE	TIMEFRAME
8. Support Melbourne's creative industries through adaptive reuse and activation of precincts and vacant spaces throughout the city.	Partner	Immediate
9. Through a new tourism entity called Visit Melbourne, we will position Melbourne as the premier international and domestic visitor destination in Australia. We will promote the breadth of our original, inspiring and unique experiences, and attract and deliver an exciting major events program throughout the calendar year.	Deliver and partner	Medium
10. Draw on advice from the Night Time Economy Advisory Committee to ensure that the central city economy responds to the impacts of COVID-19.	Deliver	Immediate
11. Collaborate with the Victorian Government and arts organisations on the development of the Melbourne Arts Precinct to ensure there is investment in all aspects of the arts, including affordable workspaces, rehearsal spaces, galleries and performance spaces.	Partner	Long
12. Continue to collaborate with the music industry to support and protect all aspects of the city's music ecosystem through industry development and regulation.	Deliver and partner	Medium
13. Work with the Victorian Government to facilitate investment in Docklands, including the redevelopment of Central Pier and Docklands Media Precinct, to establish it as a destination, extension of the central city, and emerging film and digital media hub.	Deliver and partner	Long
14. Continue to invest in Aboriginal artists and organisations, and support diversity in the arts through inclusive funding models.	Partner	Medium
15. Collaborate with peak arts organisations on industry insights into how to sustain the city's visual art, craft, performance, dance, literature and music industries.	Partner	Medium
16. Support the recovery of the creative community through the delivery of funding models that enable development and online work.	Deliver	Immediate

3. Post-COVID 3000

Increasing the supply of housing for city workers

Melbourne is one of the world's most liveable cities. Our education facilities, healthcare, and world-class infrastructure contribute to the city's liveability, as do our parks and gardens. Key to Melbourne's liveability and prosperity is the ability for people to move around safely and with ease, for work, socialising and recreation. The CBD is a hub of innovation, with businesses connected by excellent transport networks. Melbourne is also one of the most multicultural cities in the world, known for its cultural, dining and entertainment options. The challenge is to make sure that Melbourne remains liveable and affordable for everyone.

Access to quality housing is critical for Melbourne's liveability and economy. Despite this, Melbourne remains one of the world's least affordable housing markets and has a significant waiting list for social and affordable housing.

Prior to COVID-19, the City of Melbourne had an estimated shortfall of 5500 social and affordable homes, which was anticipated to grow to 23,200 by 2036. This is a symptom of long-term underinvestment in affordable housing and broader housing market issues that add to the cost of living.

Many workers can't afford to live near the city, making Melbourne overly reliant on the movement of hundreds of thousands of workers into the central city each day. We aim to collaborate to promote investment in affordable housing and facilitate options such as build-to-rent development.



Alignment to the Sustainable Development Goals:



ACTIONS	CITY OF MELBOURNE'S ROLE	TIMEFRAME
17. Deliver a marketing and communications strategy that will promote the central city as a great place to live.	Deliver	Medium
18. Implement the Affordable Housing Strategy 2020-2030, including: <ul style="list-style-type: none"> Supporting Homes Victoria to purchase vacant properties in existing residential, developments for use as affordable rental housing. Delivering more affordable rental housing on City of Melbourne land. Prioritising investment in City of Melbourne as part of Victoria's Big Housing Build, particularly in our urban renewal areas. Working with the Victorian Government to introduce higher affordable housing requirements in all urban renewal precincts. 	Deliver and partner	Medium
19. Commit to a new partnership between Homes Victoria and the City of Melbourne, through its proposed new entity, Homes Melbourne, to deliver significant affordable and energy-efficient housing in the municipality.	Deliver and partner	Medium
20. Advocate for the Victorian Government to drive demand for existing city property in the immediate term with measures such as: <ul style="list-style-type: none"> Removing land tax on Build-to-Rent developments for two years, to increase supply of rental housing. Removing the foreign purchaser additional duty for two years. 	Advocate	Immediate
21. Work with the Victorian Government to stimulate a resilient and sustainable pipeline of medium to long-term central city construction projects by: <ul style="list-style-type: none"> Establishing a joint Victorian Government/City of Melbourne planning taskforce as an interim measure to fast-track planning assessment and approvals for all applications over 25,000 sq.m. Delivering planning fast-track processes including easing change of use for approved permits to maximise flexibility. Committing to unlocking underused government land for resilient and sustainable development by the market or for strategic infrastructure investment. 	Deliver and partner	Immediate

4. Beyond the office

Stimulating a mix of industries through precincts and innovation

In recent decades, the central city has come to be dominated by professional services, finance and banking, and real estate services. In turn, they have supported the growth of the central city's entertainment, retail and hospitality industries.

COVID-19 accelerated the shift toward more mobile work practices – particularly for office based workers – and there has been a significant decline in the city's daytime population. While this is triggering a decline in short-term demand for new office space, it also presents an opportunity to attract new and diverse businesses to the municipality. These businesses can help to fill this demand and rejuvenate the daytime population, while creating a mix of industries that will inspire innovation.

Innovation precincts drive economic growth and create high-value jobs. Melbourne has great skill in health and science research, centring on the universities and institutes in the Parkville Biomedical Precinct. It is also home to an emerging network of innovation precincts, each with unique specialisations in advanced manufacturing, health and life sciences and 'deep tech' including biotech.

Melbourne Innovation District overlaps with the Melbourne Biomedical Precinct and has attracted \$4.6 billion in funding between 2009 and 2018. The Arden precinct will be home to 34,000 jobs and 15,000 residents and will focus on supporting health and life science industries. Fishermans Bend is Australia's largest urban renewal precinct and will be the centre of advanced manufacturing, projected to host 80,000 jobs.

These future-focused precincts will be connected to our original innovation precinct, the Hoddle Grid, by new transport infrastructure in Melbourne Metro and the proposed Fishermans Bend tram route.

While we excel at early-stage research, there is scope for improvement in how we translate that research into commercial ventures and industrial applications. We must support our innovation ecosystem – from research through to product development, commercialisation and scaling – to attract and retain the best businesses, investment and talent and to reap the rewards of our high-quality research.



Alignment to the Sustainable Development Goals:



ACTIONS	CITY OF MELBOURNE'S ROLE	TIMEFRAME
22. Support the growth of technology sectors that have the capacity to be globally competitive, including biotech, medtech, advanced manufacturing and engineering.	Partner	Medium
23. Facilitate the development of more affordable commercial spaces through direct investment and planning mechanisms, including specialised spaces such as wetlabs and research infrastructure.	Deliver and partner	Medium
24. Curate and coordinate the growth and development of existing, emerging and new globally competitive innovation districts in City North, Arden and Fishermans Bend.	Partner	Long
25. Partner with industry and the Victorian and Australian Governments to develop our innovation ecosystems, through international engagement, emerging technology trials, digital infrastructure delivery and more.	Partner	Medium
26. Advocate for the Victorian Government to commit to delivering integrated public and active transport in urban renewal areas, including Melbourne Metro 2 and trams to Fishermans Bend and the Arden precinct.	Advocate	Medium
27. Create a health and biotech innovation hub, to accelerate commercialisation activity.	Partner	Long

5. Unlock climate capital

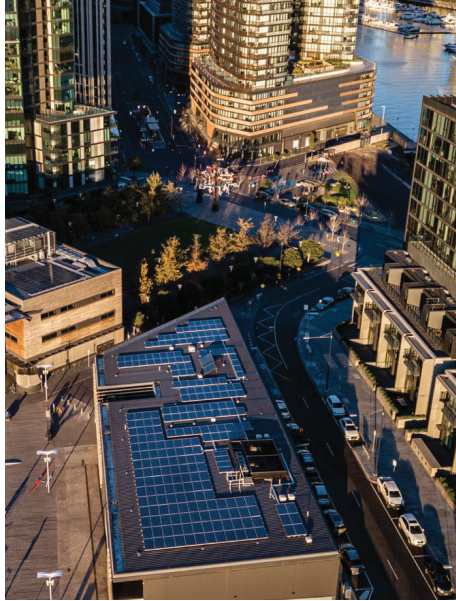
Transitioning to a leading low-carbon economy

The city's recovery coincides with the need for concerted action on climate change. The economic risk of inaction is enormous. The impacts of climate change and missed economic opportunities of transitioning to a low-carbon economy could cost \$12.6 billion to the municipality's economy by 2050.

Beyond mitigation and adaptation, responding to climate change represents a significant economic opportunity. Australia has a natural advantage in clean technology, clean energy, and clean minerals exports that could add \$680 billion to the Australian economy by 2070 and create an additional 250,000 jobs. The Investor Group on Climate Change, which represents more than \$2.2 trillion in managed funds across Australia and New Zealand, estimates that transitioning to a sustainable economy will create \$1.1 trillion in investment opportunities – primarily in emerging sectors in renewable energy, hydrogen technology, and transport infrastructure. One example is the integration of electric vehicle charging stations into the electricity grid within the municipality.

City of Melbourne will demonstrate ongoing leadership and innovation on climate change mitigation and adaptation solutions to help create and grow markets in Melbourne and beyond. We have a strong track record with projects such as the development of Council House 2 and the Melbourne Renewable Energy Project.

Melbourne has a unique opportunity to position itself as the knowledge economy epicentre of the transition to clean energy, by unlocking billions of dollars in private-sector capital and looking for opportunities to invest in decarbonisation. We can also contribute by providing the professional services that are part of the supply chain of energy infrastructure projects to be delivered across the state and country in coming decades.



Alignment to the Sustainable Development Goals:



ACTIONS	CITY OF MELBOURNE'S ROLE	TIMEFRAME
28. Establish Melbourne as a leading market for innovative climate change solutions, by working on sustainable finance mechanisms, promoting ambitious projects that grow the local supply chain and demonstrating how to scale-up solutions.	Partner	Medium
29. Explore public-private partnerships to develop climate change solutions and leverage private equity investment.	Deliver and partner	Medium
30. Support small businesses and startups that demonstrate positive social and environmental impacts, through incubators and investment programs.	Deliver	Medium
31. Launch a Sustainable Development Goal investing initiative in partnership with Melbourne-based institutional investors, to explore investment opportunities and hurdles, and serve as a leading city learning platform related to the goals.	Deliver and partner	Medium

6. Diverse city

Leveraging Melbourne's diversity as an asset to society and the economy

Greater Melbourne is home to 4.9 million people from more than 180 different countries. Our diverse population is a source of pride, identity and economic prosperity. However, the question of whether we are fully realising this potential needs to be addressed.

A diverse city economy will provide meaningful job and career opportunities and services for disadvantaged and under-represented groups, together with well-located and affordable housing choices, services and amenities. It also governs with Traditional Custodians, prioritising and protecting First Peoples culture and know-how as a key driver of economic growth.

We are in a unique position to develop large-scale, sustainable commercial partnerships and relationships with Aboriginal communities, businesses and investors. This will enable Aboriginal knowledge and know-how, agility, creativity and resilience to be transformed into innovative social and commercial opportunities that benefit Aboriginal and non-Aboriginal Melburnians and Victorians alike. While we are a multi-cultural and diverse city, Aboriginal people, culture and history provides us with a uniqueness that doesn't exist anywhere else in the world. Opportunities will flow from building an economic model that centres this unique offering at its heart.

We will demonstrate our commitment to promoting gender equality in all our work. To enhance the economic participation of people of all genders, as per the Gender Equality Act 2020, City of Melbourne will conduct gender impact assessments on all policies, programs and services, developed as part of this strategy.

As a global metropolis, central city economy and a driver of national growth, the City of Melbourne economy should produce solutions, wealth and improvements in quality of life for communities beyond our boundaries, in support of global Sustainable Development Goals. This involves a focus on demonstrating and promoting diversity and inclusion based on gender, culture and background, in all levels and dimensions of the workforce.



Alignment to the Sustainable Development Goals:



ACTIONS	CITY OF MELBOURNE'S ROLE	TIMEFRAME
<p>32. Support the recovery and resurgence of our international and domestic education sector, by rebuilding Melbourne's reputation among students and their peers, communities and visiting parents through:</p> <ul style="list-style-type: none"> Promoting the Study Melbourne website as the 'One-Stop Digital Community'. Developing a special way to welcome and support returning, new and continuing students, graduates and alumni. Advocating for access to transport concessions. Advocating for a standardised accommodation accreditation system. Connecting students with distinct elements of our local culture and history. Advocating for the full return of international students in 2022. 	Deliver, partner and advocate	Medium
33. Leverage diaspora and alumni communities to strengthen international relationships and facilitate foreign investment.	Partner	Medium
34. Partner with industry and government to support the entrepreneurial efforts of people of diverse ages, backgrounds and identities with a focus on international students, new migrants and female entrepreneurs.	Partner	Medium
35. Review Melbourne's International Engagement Strategy to ensure that future partnerships enable mutual growth and opportunity.	Deliver	Medium
36. Deliver Aboriginal procurement, employment and economic development initiatives through a true model of co-development that is underpinned by the values of self-determination and community-led.	Partner	Medium

7. Digitally connected city

Adapting to connectivity as a knowledge-enabled, smart city

The City of Melbourne is competing in a fast-changing and increasingly competitive global market. Innovation and digital technologies are major drivers of prosperity. The fourth industrial revolution, otherwise known as Industry 4.0 is affecting almost every industry. It includes 5G, Internet of Things, artificial intelligence, advanced automation and robotics and digital twins (virtual representations of physical objects or processes).

Melbourne needs to adapt quickly to this changing landscape in order to maintain and improve our current levels of prosperity: failure to do so will see us left behind. Industry 4.0 technologies have the potential to strengthen our economic competitiveness on a global scale and ensure Melbourne leads the country in embracing new industries and creating the next-generation jobs and businesses.

As more technology rolls out across cities, City of Melbourne will have a significant opportunity to lead by example, from sharing knowledge to collaborating with businesses, startups, researchers, universities, other government bodies and our community.

Alignment to the Sustainable Development Goals:



ACTIONS	CITY OF MELBOURNE'S ROLE	TIMEFRAME
37. Advocate for investment in high quality digital infrastructure and work with the Victorian Government to facilitate adoption of high-speed digitalisation by Melbourne businesses, to maximise productivity and competitiveness.	Partner	Medium
38. Establish a City Intelligence Hub that builds on City of Melbourne's open data platform, digitises our operations through digital twins, and models Industry 4.0 adoption.	Deliver and partner	Medium
39. Enhance our libraries, open data platform, open innovation agenda, skills development and educational programs, and expand knowledge sharing such as Melbourne Knowledge Week festival and Melbourne Conversations events.	Deliver and partner	Medium

8. A joint effort

Collaborating for a thriving city economy

Economic development involves complex interactions across a wide range of parties. Although economic growth can be planned to some degree, it is largely organic and opportunistic in our market-driven system.

Our role is to provide a foundation for sustainable growth. We aim to create an attractive place to live, work and visit, cultivating a business environment and ecosystem that is easy and collaborative. We must also provide support and incentives for innovative ideas, and set the vision for where we want our economy to go.

Many organisations contribute to the municipality's economic development, including the City of Melbourne, various arms of the Victorian and Australian Governments, universities, major businesses, business associations and community groups. While there are some overlapping objectives and actions, there is no unifying strategy or single mechanism for coordination.

Coordinated action on an agreed approach is critical to a fast recovery and a secure future. Strong, collaborative partnerships enable diverse parties to align their shared interests and objectives, and coordinate activities and investments to deliver greater impact. Unlike many other aspects of global competition, this is within our control and is relatively low cost.



Alignment to the Sustainable Development Goals:



ACTIONS	CITY OF MELBOURNE'S ROLE	TIMEFRAME
40. Deliver the Melbourne City Revitalisation Fund, a joint initiative of the City of Melbourne and the Victorian Government, to support the economic recovery of the municipality.	Partner	Immediate
41. Seek to establish a formal governance mechanism or entity to coordinate economic development in the central city, involving all levels of government and other key institutions.	Partner	Immediate



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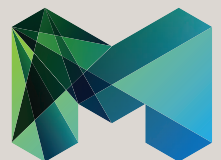
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CITY OF MELBOURNE

Submissions			
Submission Number	Do you have any other comments about the draft Economic Development Strategy or is there anything we have missed?	Management Comment	Management recommendation
1. Melbourne Maritime Heritage Network	<p>1. Waterways infrastructure and Services</p> <p>MMHN is pleased to note a substantial commitment in the Draft CoM Budget to waterways infrastructure. However, waterways infrastructure should be more explicitly featured in the DEEDS. Elements to be considered include:</p> <p>Ferries</p> <p>CoM needs to ensure that its capital works effectively facilitate water-based transportation. The CoM should ensure its Greenline infrastructure incorporates ferry terminals at places long the trail. E.g. Federation Square, Enterprize Park, Seafarers Rest Park, Australian Wharf, Collins Wharf and Harbor Esplanade at New Quay and Ron Barrassi Snr. Oval. Given the road congestion, CoM should also advocate strongly to the State Govt. for an expanded ferry service (tourism and public transport).</p> <p>Noting that the State Govt. subsidizes trams, trains, buses etc., the CoM could rightly argue that ferry services should be included as a viable public transport option within the MYKI system. MMHN is aware of strong interest from Victorian Ports (Station Pier) to re-establish a ferry service from West Finger Pier (possibly trialing weekends or when cruise ships are in port) - Victoria Harbour, Station Pier, and St. Kilda Pier. CoM could commence collaboration with the City of Port Phillip to pursue this opportunity.</p> <p>Marine Services Depot</p> <p>CoM needs to strongly advocate Development Victoria and other relevant State Govt. authorities to urgently fast-track the long-planned and already funded Marine Services Depot at Bolte West Precinct. CoM needs to enable marine services be readily available to both commercial and recreational boating in Melbourne. Recreational Boating is a multi-million dollar industry – and the CoM should prioritise opportunities to capture more of it into Melbourne. (Provisioning, equipment sales, servicing etc.)</p>	<p>Ferries:</p> <p>The Economic Development Strategy supports the recommendations of the already existing and endorsed City of Melbourne Transport Strategy 2030 which has already set the strategic direction for council in regards to transport infrastructure.</p> <p>Marine services depot: Out of scope</p>	No change to the Strategy
	<p>2. Docklands Activation</p> <p>MMHN finds that there are many elements to consider in the economic development of Docklands so that it becomes a viable precinct - a tortuous journey that is still being travelled. Difficulties in forging Docklands' Precinct identity can be attributed to persistent failure by Development Victoria (DV) to acknowledge and recognize that Docklands is ALL about the waterways. This is its point of differentiation, which DV failed to grasp from the outset. Fixated on land-based real estate development it ignored the unique value in this location - maritime heritage maritime industry embedded in wharves, piers, piles, cranes etc.; all implied in the name itself, "Docklands". Had DV understood this, then 'activation' may have occurred naturally. But it didn't – hence the need for the CoM to retrofit, a waterways focus to 'activate' the languishing precinct.</p> <p>Note that Pre-pandemic MMHN submitted a Docklands project - a Containers Installation of designed to activate Docklands. Containers being emblematic of Docklands – and there being several vacant sites to locate such an installation. MMHN argued that stacked container installation was a new cost effective Docklands 'attraction' capable of internal temporary exhibitions and external projections – both focusing public attention onto maritime industry. We await a CoM response on this proposal.</p> <p>Elements for consideration in the DEEDS:</p> <p>Central Pier/Victoria Harbour</p> <p>MMHN is pleased to note specific reference in the DEEDS to the redevelopment of the heritage listed Central Pier. However, regrettably, there is no reference to its equally significant location, that is Victoria Harbour itself - an under-developed public waterways 'asset'. This harbour is a world-renowned 19th civil engineering project – but this implicit heritage touristic 'value' is not made known public. It should be.</p> <p>The harbour is also a large expanse of water enclosed on three sides which should be understood as an aquatic amphitheatre on which to stage pontoon/barge-based events or continuous creative technology-based entertainment e.g. Dancing Waters, music concerts, light show projects. Viewing such entertainment from all around the harbor safe, free and accessible. MMHN notes creative lightshows are a regular nightly feature Singapore Harbour, Dubai - even Las Vegas. Why not Docklands?</p>	<p>Central Pier/Victoria Harbour:</p> <p>The Strategy includes Action 13: Work with the Victorian Government to facilitate investment in Docklands, including the redevelopment of Central Pier and Docklands Media Precinct, to establish it as a destination, extension of the central city, and emerging film and digital media hub.</p> <p>Significant work is ongoing between the City of Melbourne and Development Victoria is taking place to address a range of issues in the broader Docklands area.</p>	No change to the Strategy
	<p>3. Maritime Experiential/Education Centre on Central Pier</p> <p>MMHN takes the view that a Maritime Experiential/Education Centre located on Central Pier is the best way to optimize this iconic location. Such a centre aligns closely with many DEEDS Key Priority areas. Featuring creative technologies, the proposed Maritime Experiential/Education Centre would satisfy multiple objectives for the CoM including education, entertainment, exhibitions space etc. capable of drawing people to Docklands regardless of the weather. Comparable cities around the world, – including the Australian designed Maritime Centre in Melbourne's sister city Tianjin, celebrate their maritime heritage and maritime industry. Given the richness of Melbourne's maritime, the absence of such facility is deeply regrettable.</p> <p>Currently there is no avenue in Victoria to showcase Melbourne with maritime greatness – a wasted historical 'asset'. A Maritime Experiential/Education Centre would enable Heritage Victoria to showcase its vast marine archaeological collection currently warehoused in Abbotsford, out of the public realm. A comparative analysis of activities occurring in such maritime centres around the world reveals that the CoM would potentially access a range of international collaborative opportunities</p> <p>There is much to be gained by the CoM strongly backing a project. MMHN is aware of potential industry support – and assured of Victoria-wide community support. The State Govt. may well be supportive but CoM engagement is obviously crucial. However, Independent of State Govt. support, in the short term, the CoM could initiate a global (or local) architectural competition to design an iconic building on, above and even below, Central Pier. Such an architectural competition would draw attention to Melbourne –its rich maritime heritage, its prosperity based on maritime industry, and its capacity to foster maritime innovation. (There are many examples)</p> <p>Outdoor Swimming Pool /Aquatic Playground</p> <p>Pool: To effectively draw the public further into to Docklands permanent attractions are required. MMHN is aware that proposals arise from time to time from the private sector for installation of a floating outdoor swimming pool. MMHN is dismayed to note that CoM seems to approve of a Yarra River CBD location – especially not on North bank which is often in shadow. Given the need to 'activate' Docklands, surely CoM should (or pressure Parks Victoria to do so) impose a permit condition that such a pool be located on Victoria Harbour wharf side at New Quay. There are potential changing facilities at the Ron Barrassi Oval - in the vicinity, of course, of other 'struggling' attractions in Docklands e.g. the 'Star' Wheel, Ice Rink shopping and Mall. It would also be close to Docklands Primary School. See http://yarrapools.com</p>	<p>Maritime Experiential/Education Centre on Central Pier: Noted. City of Melbourne is leading a piece of work to investigate a Melbourne Maritime Heritage Precinct</p> <p>Pool: Out of scope</p>	No change to the Strategy

<p>4. Obstacle Playground: Again in a locality close to Ron Barrassi Oval there is scope for installing an aquatic 'obstacle course' targeting teenagers/young adults. See https://www.waterfront.nt.gov.au/aqua-park Obviously the weather in Melbourne is not always conducive to swimming – but the beaches are cold and wetsuits in common use – why not at Docklands?</p> <p>Events Calendar Considerations Scheduling events on Victoria Harbour seems to be ad hoc conveying the impression that the CoM capitalizes on the potential of its Docklands waterways asset. A more proactive approach to more effectively manage this asset is essential. Acknowledging that there are competing responsible authorities controlling the waterways, it is nevertheless unacceptable that a plethora of bureaucracies continue to impede management of events - permits, publicity, scheduling, and safety, OHS etc. The CoM could take a strong proactive advocacy role in negotiating with State Govt. for streamlining or reform of such unhelpful processes.</p> <p>The CoM could also embed all of its scheduled events in Docklands. Whatever the scheduled CoM annual events (e.g. Moomba, Fashion Week, Knowledge Week, Comedy, Music etc.) CoM should ensure that each event features a water-based/Docklands element in its program. For example, CoM should build on popular Moomba events into Victoria Harbour by expanding on the successful Birdman Competition to a similar Competition featuring 'innovations' in boat propulsion. We note that the successful Melbourne Regatta is again under discussion with commercial boat operators at Victoria Harbour, but more assistance is warranted from the CoM.</p> <p>We note that an Inflatables Festival which obviously lends itself to Victoria Harbour – yet the last such event was held in the Maribyrnong River. We also note the Dragon Boat championships were last held elsewhere. CoM should liaise closely with Dragon Boats Victoria to encourage the return of the event to Docklands. (See https://www.dragonboatvictoria.com.au/events/101182/). CoM should be proactively pursued such opportunities.</p> <p>Melbourne - Osaka Cup Race 2025 This iconic two-hander Yacht Race event was devised in the CoM by a former CoM Lord Mayor - yet the CoM appears to be reluctant to engage in preparation for the next race with organisers who are located elsewhere on Port Phillip Bay. Osaka is of course, a sister City of Melbourne. While recognizing there may be physical limitations in Victoria Harbour for competitors, in order to maximize its value for 'brand' Melbourne, the CoM should now adopt a proactive approach with organisers Sandringham Yacht Club, Hokko Yacht Club and with the Ocean Racing Club of Victoria.</p> <p>See: http://melbourneosaka.com/en/about-the-race/ Also see: http://melbourneosaka.com/en/home/</p> <p>Such an iconic race should rightly trigger a Festival of Yachting in Victoria Harbour in collaboration with BIA and Better Boating Victoria. A persistent disregard for its maritime heritage in the CoM, may account for the apparent reluctance in the CoM to take a more entrepreneurial stance in attracting and yachting and recreational boating to Victoria Harbour and the Yarra River. Or it may be competing responsible authorities stymying such activity. Whatever the cause the CoM has a role to play to, as it were 'get on board'. CoM promotes Melbourne as a city for retail, and maritime heritage, inexplicably watersports such as yachting do not feature as strongly is warranted. Opportunities are being lost to strengthen the 'brand' Melbourne to capture the tourism value of this 'asset'.</p> <p>Boat Show Given the size and scale of recreational boating industry, there is demonstrable economic benefit in the CoM ensuring that this annual event is present in Melbourne. Activation of Docklands is enough to justify serious CoM efforts to retain and support this highly popular event. Boats on the water, in Docklands is an integral attraction of this the event.</p>	<p>Obstacle Playground: Outside the scope of the Economic Development Strategy.</p> <p>Events calendar considerations: The Strategy includes Action 9; Through a new tourism entity called Visit Melbourne, we will position Melbourne as the premier international and domestic visitor destination in Australia. We will promote the breadth of our original, inspiring and unique experiences, and attract and deliver an exciting major events program throughout the calendar year. and Action 13; Work with the Victorian Government to facilitate investment in Docklands, including the redevelopment of Central Pier and Docklands Media Precinct, to establish it as a destination, extension of the central city, and emerging film and digital media hub.</p> <p>Specific events are outside of scope of the Economic Development Strategy</p>	
<p>3. Maritime Skills and Training Given the size and growth of the maritime industry including both commercial, naval and recreational, the paucity of maritime education and training offered in Melbourne, Victoria and Australia as a whole is inexplicable. Melbourne is missing out on this economic driver. The CoM has an opportunity to proactively grow the maritime training sector. Despite its proximity to Port Phillip Bay, its estuary and two major rivers systems, very little maritime or watercraft-based skills and training is delivered in Melbourne.</p> <p>• Key Stakeholders It is important to note that the Australian Maritime College (AMC) in Launceston already has collaborative arrangements in place with NSW, SA and with WA but regrettably, not yet with Victoria and, importantly, not with the closest major city, Melbourne. MMHN and Offshore Specialist Ships Australia (OSSA) are working towards changing this and the proactive engagement and support from CoM would obviously be persuasive.</p> <p>It is also important note recent developments through Australian Industry Standards (AIS) in Maritime Training Packages and industry assessment research by Maritime Industry Australia Ltd. (MIAL) and Offshore & Specialist Ships Australia (OSSA). All data indicates an urgent need for growth in the provision of Maritime Training and Skills. The CoM could proactively investigate opportunities to ensure that this new industry direction is captured in Melbourne.</p> <p>Maritime Skills Institute / Kangan TAFE, Docklands An opportunity exists for the CoM to proactively advocate to the State Govt. that a Maritime Skills Institute be established in Melbourne adopting a ground-breaking collaborative delivery model in at Kangan TAFE, Docklands. Fox Group are committed to expanding the site adjacent to Kangan – and given Fox is a freight company; the potential for logistics training at this site is obvious. The CoM can proactively facilitate discussions. Kangan TAFE delivers one Maritime credential. The planned CoM Maritime Services Depot could support a range of marine apprenticeships. The Docklands heritage fleet could support a range of heritage specialist skills training opportunities.</p>	<p>The Strategy includes Action 9; Through a new tourism entity called Visit Melbourne, we will position Melbourne as the premier international and domestic visitor destination in Australia. We will promote the breadth of our original, inspiring and unique experiences, and attract and deliver an exciting major events program throughout the calendar year. and Action 13; Work with the Victorian Government to facilitate investment in Docklands, including the redevelopment of Central Pier and Docklands Media Precinct, to establish it as a destination, extension of the central city, and emerging film and digital media hub.</p> <p>Specific events are outside the scope of the Economic Development Strategy</p>	<p>No change to the Strategy</p>
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<p>Cruise Industry / CoM Opportunity Post-COVID, the return of cruise ships will bring other related maritime industry opportunities for Melbourne to expand relevant training in Melbourne will occur. Pre-Pandemic MMHN were advised that Cunard would be based in Melbourne. MMHN research reveals that Station Pier offers a notoriously poor visitors experience for any cruise passengers visiting Melbourne. MMHN notes that the responsible authority Victoria Ports Corporation in effect outsources port services to individual cruise companies who then cut-corners on services in port.</p> <p>In relation to Station Pier, from the Victorian Ports perspective, the 'customer' in the equation is the cruise company - not the passenger. This reflects badly on the City Melbourne. The comparison between Tullamarine as a port of entry and Station Pier as a point is an entry to the CoM, is stark. Station Pier is terminally unimpressive. For example - often no access to MYKI tickets, any luggage trolleys, and taxis parked at distance, no WIFI, no kiosks, no quality souvenir outlet (Melbourne made or Aboriginal art). Cruise companies collaborate with Tour operators on board vessels selling tours to take for distant locations. Passengers are not offered information on any opportunities to access local sites of interest (e.g. Bay St or Flinders St). A significant % of passengers stay on board. The Cruise terminal area is at a considerable distance from the public Trams, which is a handicap for elderly passengers.</p> <p>Given the primary 'business' of Victorian Ports are safety, port efficiency, pier maintenance etc.) CoM should, in collaboration with the City of Phillip, start advocating with Tourism Victoria and other relevant for State Govt. for improvements in approach and systems at Station Pier. e.g. permanent outlet for the Koori Heritage Trust, on board promotion encouraging passengers to visit the city. Melbourne is at a disadvantage under the current system of management and negotiations with relevant authorities should commence in advance of the resumption of cruise ships calling. Note training in Cruise Hospitality Services is delivered at William Angliss TAFE and tourism is taught at VU and RMIT</p>	<p>The Strategy includes Action 9; Through a new tourism entity called Visit Melbourne, we will position Melbourne as the premier international and domestic visitor destination in Australia. We will promote the breadth of our original, inspiring and unique experiences, and attract and deliver an exciting major events program throughout the calendar year.</p>	<p>No change to the Strategy</p>
<p>4. Maritime Industry / The Port of Melbourne MMHN finds insufficient reference in the Draft Strategy to proactive engagement with this major economic driver in the CoM to indicate that the maritime industry, Victorian Ports and the PoM has been adequately considered. Given that Australia is an island nation and Melbourne is Australia's largest port, maritime trade has been the basis of the city's economic viability and prosperity past present and will be well into the future. COVID has clearly confirmed our reliance on seaborne trade "The Maritime industry is an intrinsic part in the Australian economy in the provision of importation and export of goods, as well as tourism and other value added activities s. The Australian Maritime industry has estimated annual revenue of \$5.76 billion. Over 95 per cent of Australian exports are carried by sea and 10 per cent of the world's cargo passes through Australian ports. The Maritime industry will continue to face increased workforce pressures, including competition from skilled international workers competing for local jobs and access to training. The ageing workforce is also a continued area of concern. Succession planning will be vital to maintain a robust and sustainable industry into the future." April 2018 Executive Summary extract. See: https://www.australianindustrystandards.org.au/wp-content/uploads/2018/07/DRAFT-Maritime-Skills-Forecast-2018-Final_v2.pdf</p>	<p>Noted. Refer to City of Melbourne Transport Strategy 2030 that supports efficient port logistics and supports the growth of the Port of Melbourne whilst ensuring the mitigation of future amenity impacts.</p>	<p>No change to the Strategy</p>

	<p>5. Maritime Innovation /Knowledge Economy Pre pandemic Melbourne's knowledge economy was thriving driven largely by international education and the innovation sector. Given the likely continued absence of future depletion in the international education sector, CoM should now 'pivot', towards an established economic strength. CoM should proactively play role in identifying and promoting maritime education and maritime innovation technologies promoting these areas as a 'new' (and current toy ignored) industry direction in Melbourne. To state the obvious, times have changed in relation to 'Melbourne. It is perhaps time for Melbourne to see itself differently not more of the same (no matter how great that was! In the past Melbourne led the world maritime innovation. Melbourne universities and Melbourne based maritime organisations are preeminent in research into maritime propulsion, maritime safety, materials, defense systems, AI logistics and offshore extraction. Melbourne has an opportunity to re position itself as a leading exponent in maritime sector innovation. Melbourne can now claim its place as a city of maritime significance a great port city.</p>	<p>The strategy includes Action 24: Curate and coordinate the growth and development of existing, emerging and new globally competitive innovation districts in City North, Arden and Fishermans Bend.</p>	<p>No change to the Strategy</p>
<p>2. Offshore & Specialist Ships Australia Ltd</p>	<p>Offshore & Specialist Ships Australia (OSSA) fully supports the initiative and vision for Melbourne to be a global leader in job and enterprise creation. We have read your draft strategy which is very good but it does totally overlook one major attribute of Melbourne that has been and will continue to be a backbone of the economic growth of Melbourne and Victoria - The Maritime Industry! The maritime industry is extensive incorporating: -Port of Melbourne (largest port in Australia) -Passenger shipping (at iconic Station Pier) -Ferry operations (and a great opportunity to increase usage of the city's waterways) -Stevedoring -Towage -Regulatory operations (Police, Marine board, surveyors etc.) -Navy - Training at HMAS Cerberus, high technology development Fishermen's Bend -Ship agency, legal, insurance, ship broking functions -Recreational Boating - power and sail -Boat building & repair -Training (TAFEs) -Heritage (museum, heritage fleet, etc.)</p> <p>There is great opportunity to make Melbourne (and Victoria) the pre-eminent centre for the Maritime industry in Australia. We should grasp this moment and run with it. Melbournians are mostly unaware of the value the maritime business brings to the city. It is hardly ever mentioned as an economic input. Opportunities such as: • Schools - rarely mention career opportunities available. OSSA has attempted to arrest this oversight through their schools program (https://offshorespecialistships.com/school-program/) but it needs much more support. • TAFE training is spasmodically available. Other states have a united TAFE system whereas Victoria TAFE system is locally competitive. There is a need for the City to unite the TAFE system to collaborate on maritime training. • Ferries. Stronger use of the city's waterways should be examined. Melbourne has a wonderful opportunity to build tourism and commuter services. OSSA is aware of work being undertaken by the Melbourne Maritime Heritage Network (MMHN) in this area. • Central Pier in Victoria Harbour has both a great Heritage value, is close to the city</p>	<p>Noted. Refer to City of Melbourne Transport Strategy 2030 that supports efficient port logistics and supports the growth of the Port of Melbourne whilst ensuring the mitigation of future amenity impacts.</p>	<p>No change to the Strategy</p>
<p>3. Pausefest</p>	<p>Pausefest wanted to see greater support for business innovation based events. They want Melbourne to have a major event about innovation and not just about food, sport and art. They would like to see more focus on business innovation events from government.</p>	<p>Noted</p>	<p>Recommend including reference to business industry events in Action 3: <i>Provide coordinated support for Melbourne's innovation, entrepreneurship and startup ecosystem, including international enterprises, to encourage business development and capacity building. This includes supporting and fostering business and industry innovation events.</i></p>
<p>4. Property Council of Australia</p>	<p>The Property Council of Australia's submission to the City of Melbourne was largely supportive of the key priorities and actions proposed in the strategy and has offered their knowledge and expertise as the City of Melbourne responds to COVID-19 . They did however highlight actions for suggested refinement. They were:</p> <p>Regarding Action 13, the Property Council proposes that all new buildings must be designed and constructed to meet the proposed planning regulation C376 to improve on the quality of the sustainable buildings and places which have been constructed in Docklands over the last 25 years.</p> <p>Regarding Action 18, the Property Council questions the mechanisms that the Strategy might deploy. They contend that incentives, rather than obligations, should be used to promote the creation of affordable housing in developments. Suggested incentives include:</p> <ul style="list-style-type: none"> • "Up-zoning", whereby land is up-zoned to residential or mixed-use in exchange for the delivery of affordable housing; • Council rates exemptions or concessions for developments with an affordable housing component; • A fast-tracked system for planning approvals where a project includes a component of affordable housing, removing an element of risk for developers and minimising costs and delays associated with the planning process; • Floor space ratio and other design incentives, that reward developers prepared to offer a locked-in component of affordable housing with additional height, or that provide developers with flexibility in respect of design standards or requirements, such as reduced or waived car parking requirements; and, • Clear parameters to define the number of affordable dwellings to be provided and at what percentage of market rent those dwellings must be offered, removing ambiguity in the negotiation of affordable housing agreements. <p>Regarding Action 20, the Property Council also called on the City of Melbourne to work with the property and real estate industries to establish a one-stop-shop for developers and consumers where eligible properties could be advertised and promoted as being eligible for the scheme.</p> <p>Regarding Action 21, the Property Council contends that a refreshed planning approach planning regulation C270 remains as the ultimate mechanism for stimulating Melbourne's CBD.</p>	<p>Action 13: Noted. C376 was endorsed by Future Melbourne Committee in September 2020.</p> <p>Action 18: Noted. This relates to the Affordable Housing Strategy- specifics responded to below</p> <p>Comment Response: "Up-zoning", whereby land is up-zoned to residential or mixed-use in exchange for the delivery of affordable housing; Site by site assessment required and consistent with Affordable Housing Policy, specifically Priority 2: Advocate for systemic change and new and ongoing investment for better Affordable Housing Outcomes.</p> <p>Council rates exemptions or concessions for developments with an affordable housing component Ongoing. Council's continues to consider mechanisms that minimise costs for affordable housing providers.</p> <p>A fast-tracked system for planning approvals where a project includes a component of affordable housing, removing an element of risk for developers and minimising costs and delays associated with the planning process Underway and consistent with Affordable Housing Strategy, Priority 3: Facilitate more affordable rental housing through the planning system.</p> <p>Floor space ratio and other design incentives, that reward developers prepared to offer a locked-in component of affordable housing with additional height, or that provide developers with flexibility in respect of design standards or requirements, such as reduced or waived car parking requirements; and Underway and consistent with Affordable Housing Strategy, Priority 4: Partner with Governments, Industry, Peak Bodies and the Community to increase Affordable Rental Housing. CoM is also committed to Priority 2: Advocate for systemic change and new and ongoing investment for better</p>	<p>No change to the Strategy</p>

		<p>Affordable Housing Outcomes. By advocating to the Victorian Government for a review of Clause 22.03 Floor area uplift and delivery of public benefits in the Melbourne Planning Scheme and 'How to Calculate Floor Area Uplifts and Public Benefits, Department of Environment, Land, Water and Planning.'</p> <p>+C16Clear parameters to define the number of affordable dwellings to be provided and at what percentage of market rent those dwellings must be offered, removing ambiguity in the negotiation of affordable housing agreements Ongoing. Affordable Housing demand specifics are outlined in the background paper prepared by SGS Report as part of the Affordable Housing Strategy https://www.melbourne.vic.gov.au/SiteCollectionDocuments/housing-capacity-needs-analysis-report.pdf</p> <p>Action 20: Noted. This suggestion will be considered as a mechanism to deliver the overall outcomes related to this action.</p> <p>Action 21: Noted. Council has an endorsed position on C270 and will continue to monitor this planning tool under Priority 2 of the Affordable Housing Strategy : Advocate for systemic change and new and ongoing investment for better Affordable Housing</p>	
<p>5. Italian Chamber of Commerce and Industry in Australia (ICCI)</p>	<p>The ICCI Melbourne submission 'strongly' supports the refreshed and future-focused vision adopted to maximise the many new opportunities to reshape the City of Melbourne's prospects created by the prevailing COVID-19 situation and the resultant changed economic, social and environmental contexts. ICCI Melbourne also acknowledge the enormous and tireless efforts and advocacy of the City of Melbourne, and through its key representatives and executives, to support the local economy through 2020 via the COVID-19 Reactivation and Recovery Plan and the Melbourne City Recovery Fund.</p> <p>The ICCI submission highlighted a number of priorities and actions that they felt provided further opportunities to address in the Strategy. They are the following:</p> <p>Regarding City of Melbourne's response to COVID-19 the need to recognise the Melbourne Italian Festa – Autumn Edition in April 2021 which attracted over 10,000 visitors to Carlton as one of the City's important reactivation and recovery initiatives during 2021;</p> <p>The Strategy needs to identify and reinforce specific opportunities for the Precinct Associations with respect to each of the 8 Key Priorities for Economic Growth. For example, ICCI Melbourne will continue to advocate and support the regeneration of the Carlton precinct as a distinctive destination framed by the significant economic cluster around the University of Melbourne and Lygon Street itself especially in relation to the Diverse City and Digitally Connected City priorities.</p> <p>Regarding Actions 2 and 3 (Business friendly city): ICCI Melbourne will seek to support in the activities of the proposed Invest Melbourne initiative and the innovation ecosystem for Italian based companies seeking a new opportunities in Australia;</p> <p>Regarding Actions 33 – 35 (Diverse city): ICCI Melbourne will seek to reinforce its local and international institutional relationships to strengthen education and academic opportunities for international / migrant and female students and entrepreneurs, ICCI will actively foster stronger relationships between the City of Melbourne and Victorian State Government with the City of Milan and Lombardy Region as part of Melbourne's International Engagement Strategy, and proactively facilitate the celebration of the 20 year anniversary of the Sister City agreement between Melbourne and Milan that will occur in 2024 through deeper re-engagement and co-operation in the post-COVID recovery;</p> <p>Regarding Actions 40 – 41 (A joint effort city): ICCI Melbourne will seek to continue working with the City of Melbourne as one of the various key institutional partners through managing major community engagement and precinct re-activation events including the Melbourne Italian Festa at Piazza Italia as well as exploring new opportunities for major exhibitions, festivals and events around aligned interests including fashion, technology, key industry sectors (including energy and waste recovery), sport and culture.</p>	<p>The ICCI's submission to the City of Melbourne was largely supportive of the key priorities and actions proposed in the strategy and has offered their knowledge and expertise as the City of Melbourne delivers the actions contained within the Strategy .</p>	<p>No change to the Strategy</p>

<p>6. Committee for Melbourne</p>	<p>The Committee for Melbourne's submission draws notes the synergies between the draft strategy and the Committee's policy agenda. They also note that the strategy is timely due to the disruption to our working and commuting behaviour induced by the response to COVID-19. The Committee largely welcomes the draft strategy's key priorities and supports the actions to assist Melbourne's growth. The Committee did however want to highlight areas for refinement. They are:</p> <p>Regarding Action 2 the Committee questions whether the proposed entity Invest Melbourne would likely include functions that overlap Invest Victoria and Austrade. And has the City of Melbourne considered what value it can add to attract more investment to Melbourne which does not duplicate resources and/or potentially confuse prospective investors. The Committee suggests coordination with the relevant state and federal authorities, including leveraging, or amplifying their programs and work might yield the biggest returns.</p> <p>Regarding Action 9 the Committee provides details of recommendations from the Visitor Economy Reference Group for an effective visitor economy. Other initiatives the City of Melbourne could undertake include the reestablishment of a physical Melbourne Visitor Centre at Federation Square, activating the Yarra River and extending museum opening hours.</p> <p>Regarding Key Priority 3 the Committee notes that the Victorian Government has recently announced new land and property taxes, including a stamp duty increase and land taxes on properties worth more than \$2 million and \$1.8 million respectively. They also note that a "windfall gains" tax will be applied to rezoning decisions, while businesses that pay more than \$10 billion in wages nationally will be required to pay a Mental Health and Wellbeing Levy. The Committee points out that the new taxes could reduce Melbourne's attractiveness as an investment destination and the increased holding and purchasing costs will see home ownership become more expensive, while business owners may now consider investing in other Australian cities. The Committee asked that the City of Melbourne could consider its position on this matter and advocate for changes to these taxes.</p> <p>Regarding Action 27, the Committee is cautious about this proposal. They note that the Victorian Government has committed to creating the Australian Institute of Infectious Disease at Parkville, with \$245 million allocated in the recent budget, on top of the \$155 million spent in last year's budget. The Committee welcomes the development of this facility and the commitment to research demonstrated by this investment. The Committee would like clarity around the purpose and value of an additional hub and whether it would be necessary.</p> <p>Regarding Key Priority 5, the Committee calls on the City of Melbourne to consider stepping up advocacy for an Australian emissions target. They also ask that the City of Melbourne consider the development of a Renewable Energy Industrial Precinct.</p> <p>Regarding Action 38, the Committee asks the City of Melbourne to also consider the establishment of an Artificial Intelligence Hub.</p> <p>Regarding Action 41, the Committee encourages the City of Melbourne to consider the wider metropolitan region when advocating for a governance</p>	<p>The Committee for Melbourne's submission to the City of Melbourne was largely supportive of the key priorities and actions proposed in the strategy and has offered their knowledge and expertise as the City of Melbourne responds to COVID-19.</p> <p>Action 2: Noted. Invest Melbourne will be a collaborative entity between City of Melbourne, the state and federal governments to attract investment into the central city.</p> <p>Action 9: Noted. Visit Melbourne will compliment the work of Visit Victoria with a particular City of Melbourne lens, and will include visitor services.</p> <p>Key Priority 3: Noted.</p> <p>Action 27: Noted. City of Melbourne will work with the state government to develop a health and biotech innovation hub at the most appropriate location.</p> <p>Key Priority 5: Noted.</p> <p>Action 38: Noted. City of Melbourne will consider Artificial Intelligence as part of the City Intelligence Hub.</p> <p>Action 41: Noted. Artificial Intelligence to be considered as part of the City Intelligence Hub.</p> <p>Comments relating to transport and green spaces in the city are referred to the Transport Strategy and the Urban Forest Strategy.</p>	<p>No change to the Strategy</p>
<p>7. Victorian Tourism Industry Council (VTIC)</p>	<p>Regarding Key Priority 2, VTIC notes that we cannot underestimate the serious damage that has been inflicted on Melbourne's brand as a consequence of the rolling lockdowns that the state has suffered over the past 16 months. VTIC also note that all of the planning to date has been, with all due respect, from the perspective of people in Melbourne and Victoria. A broader lens by which we are considering these matters needs to be taken and the views of target audiences outside of Victoria need more consideration. VTIC contends that if Melbourne is going to be successful in its revival, it will require us to reengage with our interstate and indeed international audiences. As part of this, there needs to be a very clear understanding of the perceptions and sentiment of these audiences toward Melbourne.</p> <p>Regarding Key Priority 6, VTIC notes that this is critical given the huge reliance that the visitor economy has on our broad cohort of international students in Melbourne. VTIC strongly endorses the actions aligned to Key Priority 6, Diverse city.</p> <p>Regarding Key Priority 8, VTIC notes that this priority is critical and that governments at all levels and institutions need to collaborate better with business community in finding solutions. VTIC also encourages the City of Melbourne to consider how to establish working groups with business leaders to understand how they can expedite some of the outcomes that are trying to be achieved.</p>	<p>The Victorian Tourism Industry Council's submission to the City of Melbourne was supportive of the key priorities and actions proposed in the strategy and highlighted the importance of collaboration across government and industry along with the importance of data and research .</p>	<p>No change to the Strategy</p>

Participate Melbourne Feedback and comments			
Comment number	Do you have any other comments about the draft Economic Development Strategy or is there anything we have missed?	Management Comment	Management recommendation
1	The strategy is weak on b-corp and social enterprise investment	The Strategy includes Action 7; Deliver a collaborative program with local partners in social enterprise, social impact, hybrid business models, blended finance instruments and capital raising, to grow the impact investing market in Melbourne's precincts. Action 30; Support small businesses and startups that demonstrate positive social and environmental impacts, through incubators and investment programs and Action 31 ; Launch a Sustainable Development Goal investing initiative in partnership with Melbourne-based institutional investors, to explore investment opportunities and hurdles, and serve as a leading city learning platform related to the goals.	No change to the Strategy
2	The strategy is full of warm words but the reality of the city is that everything is approved for development with little or no regard for quality of experience....	Noted	No change to the Strategy
3	beautifying the city with more green spaces and flower baskets etc.	Out of scope for the Strategy. This action falls within Council Plan under the Melbourne's Unique Identify and Place Strategic Objective	No change to the Strategy
4	1. Adapting to WFH e.g.. Providing spaces for people to work on their laptops. 2. Better zoning/town planning. 3. Quality of new buildings	Noted	No change to the Strategy
5	I'm keen to see more around wellness. Also there needs to be more focus on specific groups. In addition to ATSI People and international students also Women, People of Colour, Women of Colour, Disabled People, LGBTQI+. Diversity is a huge catch all and needs to be higher up on the list of priorities.	The Strategy includes Action 34; Partner with industry and government to support the entrepreneurial efforts of international students, new migrants and female entrepreneurs. This Action does not expressly call out people/women of colour, disabled people, LGBTQI+	Recommend changing Action 34 to read; Partner with industry and government to support the entrepreneurial efforts of people of diverse ages, backgrounds and identities, with a focus on international students, new migrants and female entrepreneurs.
6	I think that there is huge space for local re-training from within organisations.	Noted	No change to the Strategy

7	<p>High-growth 'scale-ups' have historically shown to produce the highest number of jobs in the shortest period of time.</p> <p>Technology scale-ups are often quite distinct from regular SMBs because of their ability to quickly scale up their operations with the help of technology and venture funding.</p> <p>Attracting more international scale-ups to Melbourne will allow the City to rapidly create more jobs whilst simultaneously increase knowledge sharing to benefit local innovation.</p> <p>However, scale-ups often don't fit in government FDI attraction programs because they are too small to be eligible for investment attraction incentives and too far ahead for local start-up accelerator programs.</p> <p>As such, providing programs and incentives to attract international scale-ups to Melbourne will allow the City to reach its economic and innovation goals sooner.</p> <p><i>A good example of such a program is the Sydney Landing Pad program in the City of Sydney</i></p>	<p>The Strategy includes Action 2; Facilitate major new investment proposals – especially global headquarters and research and development centres – through the establishment of Invest Melbourne, which will offer assistance to identify suitable locations and streamlined planning and permitting. Action 3; Provide coordinated support for Melbourne's innovation, entrepreneurship and start-up ecosystem, including international enterprises, to encourage business development and capacity building. This includes supporting and fostering business and industry innovation events, Action 6; Facilitate start-ups and entrepreneurs in Melbourne to connect with international investment and commercialisation opportunities, particularly in Asia and Action 22; Support the growth of technology sectors that have the capacity to be globally competitive, including biotech, medtech, advanced manufacturing and engineering.</p>	No change to the Strategy
8	<p>You had a huge focus on encouragement of International Students. These have been the back bone of higher education, however maybe this will not recover in the short time.</p> <p>All students need to be supported Points 34, 35 & 36. Not just International and cultural groups.</p>	<p>The Strategy includes Action 32; Support the recovery and resurgence of our international education sector, by rebuilding Melbourne's reputation among students and their peers, communities and visiting parents through:</p> <ul style="list-style-type: none"> • Establishing a 'One-Stop Digital Community' to foster digital connection. • Developing a special way to welcome and support returning as well as new and continuing students, graduates and alumni. • Advocating for access to transport concessions. • Advocating for a standardised accommodation accreditation system. • Connecting students with distinct elements of our local culture and history. • Advocate for full return of international students in 2022. 	Recommend the inclusion of 'domestic students' in Action 32
9	<p>International education is the most important economic driver and key to rebuilding the City of Melbourne's economy and GDP. All levels of Government must make this a priority for a successful economic recovery.</p>	<p>The Strategy includes Action 32; Support the recovery and resurgence of our international education sector, by rebuilding Melbourne's reputation among students and their peers, communities and visiting parents through:</p> <ul style="list-style-type: none"> • Establishing a 'One-Stop Digital Community' to foster digital connection. • Developing a special way to welcome and support returning as well as new and continuing students, graduates and alumni. • Advocating for access to transport concessions. • Advocating for a standardised accommodation accreditation system. • Connecting students with distinct elements of our local culture and history. • Advocate for full return of international return of international students in 2022. 	No change to the Strategy
10	<p>A greater focus on the link between attractive and comfortable urban environment and economic prosperity.</p>	<p>Out of scope for the Strategy. This action falls within Council Plan under the Melbourne's Unique Identify and Place Strategic Objective</p>	No change to the Strategy
11	<p>Support for women, people from NESB etc. to get into business, recognising the opportunities created through diversity - expanding the voices included in the conversation, the next gen and also business 'elders'</p>	<p>The Strategy includes Action 33; Leverage diaspora and alumni communities to strengthen international relationships and facilitate foreign investment, Action 34; Partner with industry and government to support the entrepreneurial efforts of international students, new migrants and female entrepreneurs and Action 36; Deliver Aboriginal procurement, employment and economic development initiatives through a true model of co-development that is underpinned by the values of self-determination and community-led.</p>	No change to the Strategy
12	<p>Lower Council rates and easier access for businesses, hospitality and we need to get the nightlife back with more event venues with liquor licences, many shut down over covid, and a lot of places moved out of the city which reduces the amount of people coming into the city for entertainment over the weekend</p>	<p>The Strategy includes Action 8; Support Melbourne's creative industries through adaptive reuse and activation of precincts and vacant spaces throughout the city, Action 9; Through a new tourism entity called Visit Melbourne, we will position Melbourne as the premier international and domestic visitor destination in Australia. We will promote the breadth of our original, inspiring and unique experiences, and attract and deliver an exciting major events program throughout the calendar year, Action 10; Draw on advice from the Night Time Economy Advisory Committee to ensure that the central city economy responds to the impacts of COVID-19 and Action 12; Continue to collaborate with the music industry to support and protect all aspects of the city's music ecosystem through industry development and regulation.</p> <p>Lowering rates and liquor license out of scope</p>	No change to the Strategy
13	<p>Be innovative and push the boundaries</p>	<p>Noted</p>	No change to the Strategy
14	<p>nothing that I could think of.</p>	<p>Noted</p>	No change to the Strategy
15	<p>More initiatives (such as this opportunity) in the future for everyday working Australians to have a say.</p>	<p>Noted</p>	No change to the Strategy
16	<p>Generally I think the strategy is well structured with its emphasis on supporting clean and innovative enterprises to invest in the city. There is I think a missing element which is amenity. What elements in the physical infrastructure can be used as attractors to the new class of investors that CoM is hoping to attract?</p> <p>For example would a start up innovator be more willing to locate in a laneway with cheap rent with the current physical configuration or one which has some landscaping, a coffee shop, at grade pavements and a shared zone installed. The physical infrastructure requirements would vary based on the class of investor e.g. a start up vs a major biomed company.</p> <p>This is not to say that Melbourne doesn't already have localities with these characteristics, its just that we may need to tweak/create some to give us a competitive edge.</p> <p>CoM has comprehensive data sets which would allow us to identify locations which either have the necessary amenity characteristics or could be modified to meet their requirements</p> <p>All of this is dependent on amenity being a significant attractor to new investors. If it is, consideration should be given to identifying localities with the required characteristics . Investment in the locations should ideally be combined with existing asset renewal/maintenance programs.</p>	<p>Amenity of city is covered in Council Plan under Melbourne's Unique Identity and Place Strategic Objective</p>	No change to the Strategy

17	Target promotional campaigns to places with high market potential - e.g. Hong Kong, where many prosperous, democracy-loving people may be very keen to seek alternative destinations to live and invest in	The Strategy includes Action 2; Facilitate major new investment proposals – especially global headquarters and research and development centres – through the establishment of Invest Melbourne, which will offer assistance to identify suitable locations and streamlined planning and permitting, Action 8; Support Melbourne's creative industries through adaptive reuse and activation of precincts and vacant spaces throughout the city and Action 17; Deliver a marketing and communications strategy that will promote the central city as a great place to live.	No change to the Strategy
18	The federal government's budgets in recent years fight against anything that supports critical thought and engagement. The states need to counteract that, because an educated, thoughtful populace helps everyone	Noted	No change to the Strategy
19	consider people living with a disability and Igbtiqa community inclusion	The Strategy includes Action 34; <i>Partner with industry and government to support the entrepreneurial efforts of international students, new migrants and female entrepreneurs.</i> This Action does not expressly call out people/women of colour, disabled people, LGBTIQ+	Recommend changing Action 34 to read; Partner with industry and government to support the entrepreneurial efforts of people of diverse ages, backgrounds and identities, with a focus on international students, new migrants and female entrepreneurs.
20	Green circular city solutions and sport events - would be great to see more on that	The Strategy includes Action 28; Establish Melbourne as a leading market for innovative climate change solutions, by working on sustainable finance mechanisms, promoting ambitious projects that grow the local supply chain and demonstrating how to scale-up solutions. Strategy does not reference circular economy, however this is mentioned in Council Plan as major initiative for Climate and Biodiversity Emergency. Circular economy would fall under umbrella of innovative climate change solutions though.	No change to the Strategy
21	What about the people who are responsible for standards? For instance housing. The minimum bedroom sizes etc... should be considered in addition to police and fire brigade coverage for the future population	Out of scope for the Strategy	Not totally covered in strategy
22	I think the emphasis needs to be on being inclusive and accessible. Everything should then expand outwards. Unless citizens can participate, you will create alienation and that will undermine social cohesion. People and profit need to be balanced, with erring on the side of compassion. If Melbourne is just and accessible, then profits will be maximised. It is a vision that looks for the best of humanity, and seeks to realise such.	The Strategy includes Key Priority; Diverse City that encourages inclusion	No change to the Strategy
23	Need to include circular economy as a key priority	The Strategy includes Action 28: Establish Melbourne as a leading market for innovative climate change solutions, by working on sustainable finance mechanisms, promoting ambitious projects that grow the local supply chain and demonstrating how to scale-up solutions. The Strategy does not reference circular economy, however this is mentioned in Council Plan as major initiative for Climate and Biodiversity Emergency. Circular economy would fall under umbrella of innovative climate change solutions though.	No change to the Strategy
24	Everything looks fine	Noted	No change to the Strategy
25	Everything looks fine	Noted	No change to the Strategy
26	The current process has been to reduce parking to increase hospitality, but given people are preferring to drive rather than use public transport, these two issues are in conflict. Please re-read the draft to identify other similar conflicts,	Parking in city relates to already endorsed transport strategy	No change to the Strategy
27	The economy will recover as long as people know there will be no lock downs, no travel restrictions and no cancelled events. Then business will take care of itself. Govt handouts is like a band-aid on a shark bite. A nice gesture, but does not really do much. All we need to get consumer confidence back, is the assurance there will be none of what is going on at present. We run accommodation business - and are getting cancellations for weeks in advance, from people scared that they won't be able to get home or having to quarantine when they do. CONFIDENCE in consumers is what should be front and centre of our minds - without that there will be no recovery.	Noted	No change to the Strategy
28	Get rid of the safe injecting room in the CBD	Out of scope of the strategy	No change to the Strategy
31	There is a need for consumers to weigh in on the economic development.	Noted	No change to the Strategy
32	Digital connectivity and explorations of digital/virtual beyond the city limits.	Noted. City limits is out of scope.	No change to the Strategy
33	I'm very interested in Item 7 under Action 1, to "Deliver a collaborative program with local partners in social enterprise, social impact, hybrid business models, blended finance instruments and capital raising, to grow the impact investing market in Melbourne's precincts." Regen Melbourne is very aligned with this goal to take a collaborative and cross-sector approach to building a business friendly city. In fact, it could be argued that it already is this approach given members include businesses, impact investors, social enterprises and non-profits, all working together :) Regen Melbourne would be very interested in exploring this further with the City of Melbourne.	Noted. City of Melbourne will engage with Regen to explore collaborative programs once Economic Development Strategy is endorsed.	No change to the Strategy

34	Do not agree with housing strategy at all - there are literally 1000s of new build units on or about to come on market - they will remain empty for some time - many are not reflective of a COVID safe environment or what people are seeking (e.g. no balconies, tight spaces) they were design for an international student - CoM pushing for new (but potentially inappropriate) development for the sake of claiming more construction and housing in the CBD is not useful or welcomed by current CBD residents. Perhaps a more innovative approach to CBD housing might work.	Noted. Key Priority: Post-COVID 3000 relates to a range of housing relates issues, including unsold properties, housing affordability and stimulating appropriate development.	No change to the Strategy
35	No thanks	Noted.	No change to the Strategy
36	There is a need for consumers to weigh in on the economic development.	Noted.	No change to the Strategy