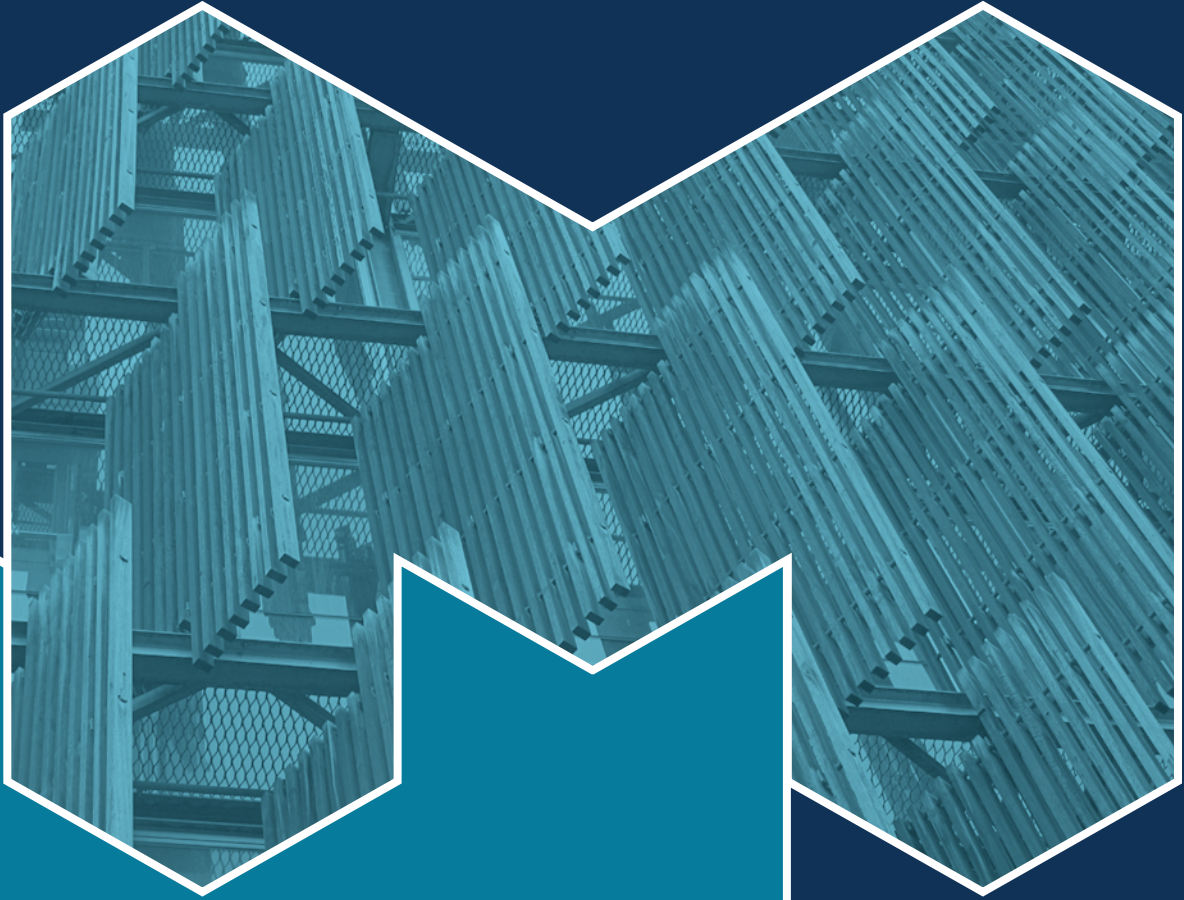


CITY OF MELBOURNE

BUILDING PROSPERITY TOGETHER



MELBOURNE.VIC.GOV.AU



CITY OF MELBOURNE

Melbourne is an incredibly liveable city with a diverse population and a very strong reputation for quality education. This is supporting further population growth, a strong connection to Asia particularly linked to immigration and education, and a vibrant services sector and innovative manufacturing base.

Mike Smith
CEO, ANZ

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MELBOURNE IS ONE OF THE WORLD'S GREAT CITIES: A SUCCESS STORY.



Robert Doyle
Lord Mayor

Like all great cities, Melbourne needs to adapt and evolve to meet new challenges and opportunities. The scale of change confronting Melbourne is significant and impacts every aspect of the city's life and operations: social, environmental and economic.

Melbourne needs to build on our track record of resilience to respond to these challenges while preserving our identity and liveability to guide our evolution to become a bold, inspirational and sustainable city.

Building prosperity together incorporates all of our business development activities including investment, social integration, multi-purpose infrastructure, sustainable transport, smart technology, recruitment and retention of skills and talent. It includes partnerships with the private sector and a program for growing and evolving our population.

Ongoing engagement and open communication will continue to protect our principles of accountability and transparency.

The security, wellbeing and prosperity of Melbourne is critical and will shape our decision making. We need to be balanced, fair and inclusive because we believe prosperity must sit comfortably with equitable opportunity.

Together, guided by our vision, we will achieve a vibrant and sustainable future for Melbourne.



Cr Kevin Louey
Chair, Economic
Development portfolio

Melbourne's reputation as the most liveable city in Australia and one of the world's most liveable cities helps encourage people from around the world to come here – from skilled professionals through to tourists.

Mike Smith
CEO, ANZ



INTRODUCTION

Melbourne is a global city that is widely regarded as one of the world's best places to live, work and do business.

Recognised by The Economist Intelligence Unit in 2013 as the world's most liveable city for the third year in a row, Melbourne's unique strengths include:

- an internationally competitive and resilient economy
- a highly skilled, professional workforce
- proven commercial strengths as the financial services capital of Australia
- extensive capabilities in the knowledge, creative and digital services sectors
- demonstrated leadership in sustainability
- a 24-hour curfew-free airport
- world famous sporting and cultural facilities
- world recognised events calendar
- high quality natural, human and physical assets.

In order to maintain its global status and prosperity, Melbourne is rapidly embracing new business opportunities, responding to the challenges of the global economy and expanding its knowledge and digital sectors.

We are also actively managing population growth, responding to a wide range of community and societal expectations, and developing comprehensive strategies to overcome existing and potential environmental challenges.

Role of the City of Melbourne

The City of Melbourne has a long, proud history of supporting and facilitating business and economic growth in Melbourne.

We have developed support programs for businesses of all sizes from start-ups to large multinational companies, designed to stimulate new thinking, encourage collaboration and facilitate new product and service exports for the global economy. Our experienced and stable leadership team builds and nurtures international partnerships with a range of fast-growing, emerging economies in Asia and around the world.

We work closely with the Victorian and Australian governments to establish and build on local and international businesses relationships and to influence and advocate for new opportunities for Melbourne. We also help drive significant investment in knowledge, education, skills training, infrastructure, new community services and cultural activities.

People are Melbourne's greatest strength – they are enormously competent and more proficient than anyone else in the world.

Harold Mitchell
Founder, Mitchell and Partners
Executive Chairman, Aegis Media Pacific

HOW TO MAKE A CITY GREAT

BUILD KNOWLEDGE

- Embrace and invest in new technology via the right systems, structures and people
- Attract new and established IT companies to Melbourne
- Employ smart technology in all parts of our organisation – including services and infrastructure
- Invest in learning

SUPPORT CREATIVITY

- Empower people to be creative and follow their dreams
- Provide assistance to artists and creative professionals to locate in the city
- Facilitate and promote opportunities for creative professionals to network and collaborate

GROW PROSPERITY

- Invest in infrastructure and services to support economic growth
- Hold regular conversations with industry leaders
- Organise business delegations to targeted locations
- Help investors find new talent
- Seek corporate sponsorship for some Council programs

ACT SUSTAINABLY

- Integrate environmental thinking into all decision-making around water, energy, transport and waste
- Reduce environmental impact of existing infrastructure and build green infrastructure
- Establish green districts and building codes
- Reserve road space for pedestrian and cycle traffic
- Pilot carbon neutral neighbourhoods

ENGAGE AND CONNECT

- Forge stakeholder consensus
- Cooperate with surrounding municipalities
- Ensure the highest possible standard of service providers
- Establish and engage citizen/community advisory committees
- Promote social integration
- Recruit and retain top talent and create culture of accountability

IMPROVE LIVEABILITY

- Examine future impacts on transportation, schools, hospitals and other services
- Build high density communities and regain lost spaces
- Connect the city's outskirts
- Encourage affordable housing
- Explore private sector partnerships to create lower-cost, higher quality infrastructure and services

Source: "How to make a city great", McKinsey Quarterly, Sept 2013.

WHAT DOES THE CITY OF MELBOURNE DO FOR BUSINESS?

The City of Melbourne is determined to strengthen Melbourne's reputation as a bold, sustainable and inspirational city.

The City of Melbourne has an integrated, whole-of-business platform that brings together existing and proposed initiatives to ensure Melbourne is prepared and well-positioned to meet the opportunities and challenges of the new global economy. This approach makes it easier to invest and prosper in Melbourne.

A critical element which influences a city's long-term economic success is the ability of all levels of government to work together to achieve a common goal. As a city and as a state, we have a great deal to offer visitors and together with the City of Melbourne, state government and peak industry bodies as 'Team Melbourne', we collectively promote Victoria as a premier destination to attract airlines and business travellers to our great city.

Chris Woodruff
Chief Executive Officer Melbourne Airport

GUIDING PRINCIPLES:

Six principles govern this approach

1. Develop programs and services to support Melbourne's global competitiveness as a strong and growing economy.
2. Encourage and facilitate knowledge, collaboration and partnering among stakeholders, industry sectors and geographic markets to foster local innovation, creativity and growth.
3. Drive strategic investments in infrastructure, assets and community services to strengthen the City of Melbourne's reputation and liveability.
4. Encourage investment and new business across all industry sectors to improve productivity and provide for a more diversified economy.
5. Ensure resources are used sustainably and efficiently.
6. Reduce regulatory barriers to growth and innovation to enable businesses to adapt and change.

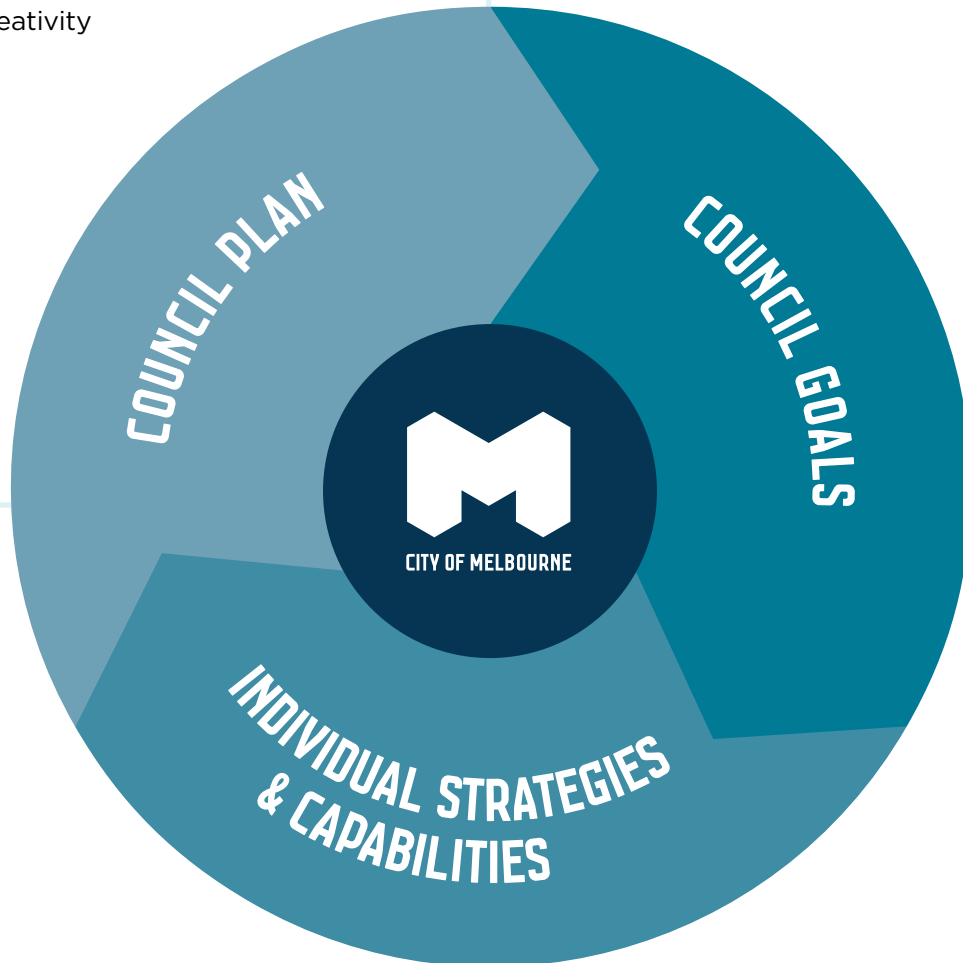
INTEGRATED, WHOLE-OF-BUSINESS PLATFORM

FUTURE GROWTH

- Strengthen Melbourne's competitiveness
- Develop partnerships
- Improve productivity
- Support the knowledge sector
- Foster creativity

INVEST FOR THE FUTURE

- Invest in infrastructure
- Support new business
 - Deliver programs
 - Provide leadership



- Promote Melbourne as an investment location
- Reduce regulatory burden
- Market Melbourne to international tourists and students
- Stimulate the night-time economy

- Support new industries
 - Provide cluster-specific support
- Create a knowledge sector inventory
- Deliver Melbourne Knowledge Week

POSITION MELBOURNE FOR SUCCESS

INCREASE KNOWLEDGE AND CAPABILITY

The City of Melbourne is critical in supporting and building Melbourne's global reputation. It offers leadership and support to businesses and community members who are building the city. It isn't overburdened by bureaucracy like State and Federal Governments and simply and efficiently gets things done and well.

Harold Mitchell, Founder, Mitchell and Partners,
Executive Chairman, Aegis Media Pacific

A GLOBAL CONTEXT

The City of Melbourne understands that economic growth of itself does not automatically deliver improved quality of life or expanded opportunities for a city or its people.

Rather, economic growth needs to be underpinned and driven by clear government and industry strategies that encourage growth and investment and take account of global forces.

Some of the global forces influencing economic prosperity in Australia are:

The Asian century

Asia's rapid economic expansion has already changed Australia's economy, society and place in the world. It is forecast that within the next few years, Asia will not only be the world's largest producer of goods and services, it will also be the world's largest consumer of goods and services. As the most populous region on the planet, it is predicted to become the home of the majority of middle-class people who will demand a diverse range of goods and services. This will provide significant economic opportunities for Australia as well as the chance to build stronger relationships across the region, including closer educational, cultural and social links.



Environmental sustainability

The Australian community expects economic and environmental assets to be managed sustainably to ensure the wellbeing of future generations. By 2025 Australia plans to reduce its greenhouse gas emissions by at least 5 per cent below year 2000 levels. There are also opportunities for Australia to capitalise on its extensive agricultural capabilities and lead the implementation of sustainable food production methods.

The rise of companies in emerging regions

Recent analysis undertaken by McKinsey & Co¹ suggests that 7000 companies worldwide are likely to exceed \$1 billion in revenue by 2025. Fortune Global 500 predicts that approximately 120 of the names on the 2025 Global 500 list will be based in and around China.

The rapid rise in the number of large companies from emerging regions will lead to increased competition among world cities for company headquarters and subsidiaries. Cities with large, diversified economies and favourable business environments offer the best conditions for new firms.

The rise of the internet

In the last 20 years the internet has revolutionised the way we create and share information. Two billion people are now connected to the internet and almost eight trillion e-commerce transactions are undertaken per annum.

Recent research reveals that, on average, the internet contributes 3.4 per cent of GDP across large economies that make up around 70 per cent of global GDP. The internet has enabled fundamental business transformations in virtually all sectors - not just online companies. It has also served as a major catalyst for job creation.

While internet usage triggers performance improvements in large businesses, its influence is even more profound among SMEs and start-ups as it enables small firms to compete globally from day one, with the reach and capabilities that once only large companies could possess.

1. *Urban world: The shifting global business landscape*, McKinsey Global Institute, October 2013

A GLOBAL CONTEXT

Technological transformation

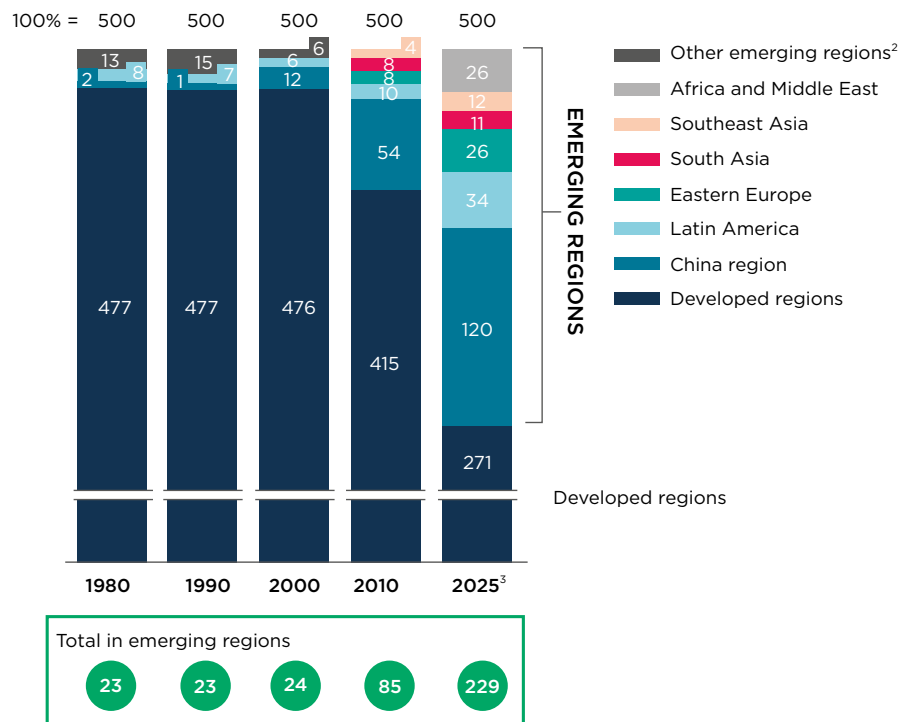
Technologies have the potential to dramatically change the economic landscape. They can alter how people live and work, create new opportunities for businesses, drive growth or change the comparative advantage of cities and nations around the world.

The challenge for new and existing businesses is to determine which innovations will deliver major benefits and efficiencies, and which will fall by the wayside. Some new technologies are likely to significantly alter the existing competitive advantages on which business strategies are built.

At present, the rapid rate of change and innovation is placing pressure on governments to maintain an ideal environment for business to prosper while protecting individual rights and privacy. The challenge for governments is to assess the likely impact of new technologies on the wider community, and prepare people for these changes.

Cities in emerging regions were home to 85 companies in the Fortune Global 500 in 2010, but that number is expected to reach 230 by 2025

Evolution of the Fortune Global 500¹
Number of Fortune Global 500 companies



1. The Fortune Global 500 is an annual ranking of the top 500 companies worldwide by gross revenue in US dollars.

2. Shares of emerging regions excluding China and Latin America combined until 2000.

3. Fortune Global 500 share in 2025 projected from revenue shares of countries in 2025.

NOTE: Numbers may not sum due to rounding

Source: MGI Comany Scope; McKinsey Global Institution analysis

Source: *The great transformer: The impact of the Internet on economic growth and prosperity*, McKinsey Global Institute, October 2011

Australia in The Asian Century, Australian Government White Paper, October 2012

Disruptive technologies: Advances that will transform life, business and the global economy, McKinsey Global Institute, May 2013

A NATIONAL PERSPECTIVE

Australia has an enviable record of maintaining solid, sustainable economic growth.

Current GDP growth is just over two per cent, with economic growth doubling the size of the national economy over the last 20 years. In that time, real incomes have increased per person by around 50 per cent and average wages have increased by almost four per cent per annum.

In 2011-12, Australian businesses employed 10.5 million people, provided over \$470 billion in wages and salaries and paid almost \$70 billion in company tax.

Key national priorities

Despite strong economic fundamentals, Australia faces a number of challenges if it is to continue to maintain its position as a powerful regional economy and an attractive investment destination. The Business Council of Australia recently identified the following priorities to ensure future investment, business growth and economic prosperity:

Capitalise on the rise of emerging economies

- Australia needs a more competitive tax system.
- Australia needs to continually attract domestic and foreign investment.
- Australian needs to foster global relationships.

Encourage the uptake of new technology

- Regulatory settings need to evolve to allow businesses to adapt and change.
- All Australians need to have the skills to benefit from the digital economy.

Manage increased demand for natural resources

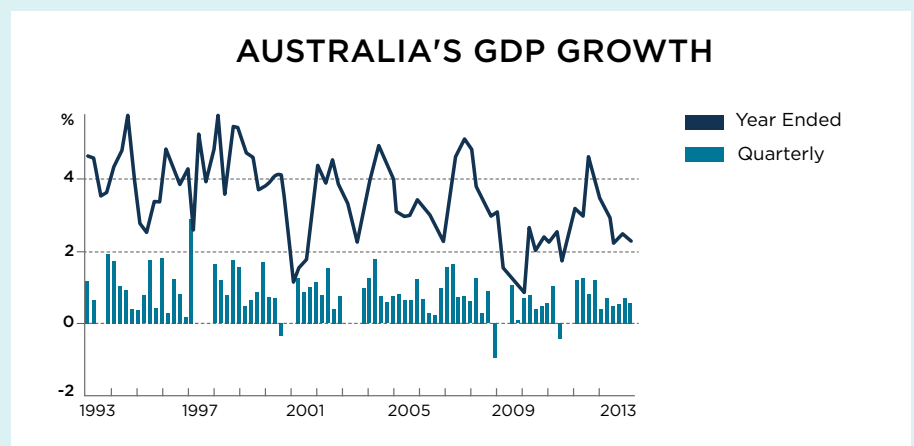
- Innovation is required to drive resource usage more efficiently.
- Smarter planning is required for cities and regions.

Undertake structural changes to the economy

- Reduce the cost of doing business to help Australia compete globally.
- Provide people with the education and skills needed to find and change jobs.
- Assist businesses to adapt quickly to changing economic circumstances.
- Encourage more flexible workplaces and ways of doing business.

Adapt to an ageing population

- Strengthen state and federal government budgets to pay for services.
- Encourage older people to remain in the workforce and maintain Australia's migration program.



Source: *Action Plan for enduring prosperity*, Business Council of Australia, July 2013. Reserve Bank Presentation, ABS GDP Growth Figures, February 2014.

MELBOURNE'S ECONOMY

The City of Melbourne municipality covers 37.6 square kilometres and has a residential population of around 105,381 (2012). On an average day, around 805,000 people spend time in the city, and Melbourne hosts over one million international visitors each year.

The municipality's geographic footprint encompasses Melbourne's central city, Docklands, Southbank, West Melbourne, North Melbourne, Kensington, Flemington, Parkville, Carlton, Carlton North and East Melbourne.

The top five birthplaces of City of Melbourne residents in 2006 (after Australia) were Malaysia (5.3%), China (4.7%), United Kingdom (3.5%), Indonesia (3.5%) and New Zealand (2.5%), with residents from Greece, Italy, Singapore, India, Hong Kong and Vietnam also strongly represented.

The municipality's population forecast indicates a younger demographic will dominate in the years ahead. It is forecast that between 2021 and 2031 most residents will be aged between 20 and 44 years.

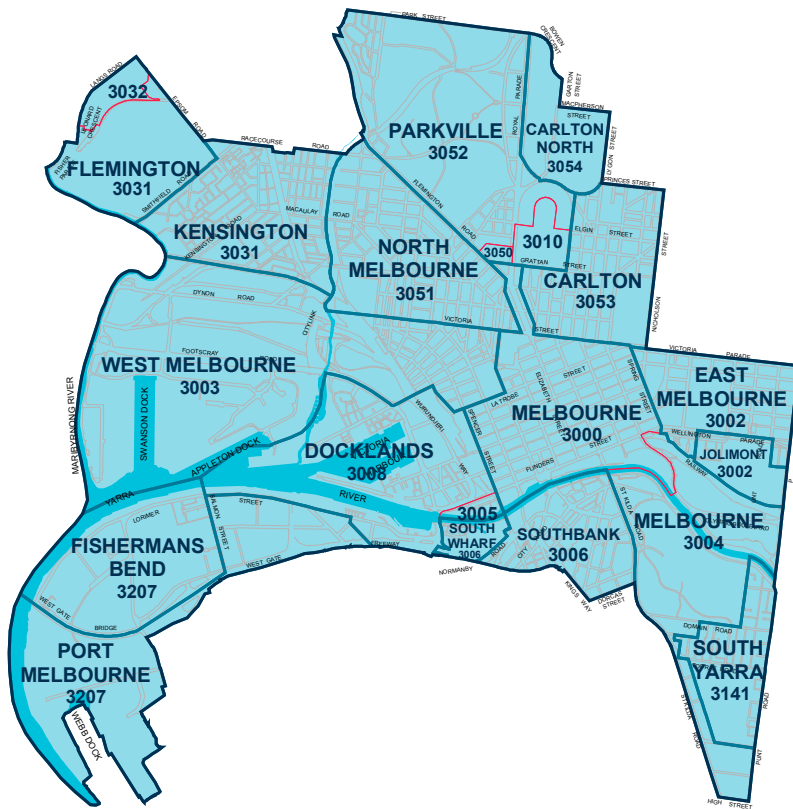
Melbourne's founding fathers did a great job in positioning arts on one end of the city, education on the other, and major sports stadiums practically in the city. All are within walking, or easy transport distance, from the city centre. This is a major strength for both locals and the tourists.

Clive Scott
General Manager, Sofitel Melbourne-On-Collins

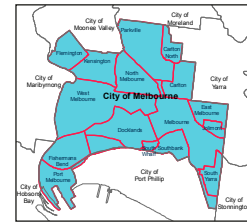
RECENT ACHIEVEMENTS

- The City of Melbourne has maintained a AAA credit rating from Standard and Poor's for more than 10 years
- Melbourne was named the world's most liveable city for the third time in a row in 2013 by The Economist Intelligence Unit
- The City of Melbourne's building retrofit program, 1200 Buildings, was awarded the 2013 United Nations Association of Australia, Local Government Award for the best specific environment initiative
- The City of Melbourne invests around \$365 million per annum in programs and services, including \$3.5 million for business facilitation and international activity, \$306,000 in small business grants and \$40.6 million for events, city promotion and tourism.

SUBURBS AND POSTCODES - CITY OF MELBOURNE



LOCATION DIAGRAM

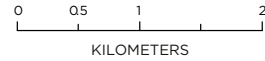


LEGEND

- MCC Municipal Boundary
- Suburb Boundaries
- Postcode



MAP SCALE 1:30 000 AT A3



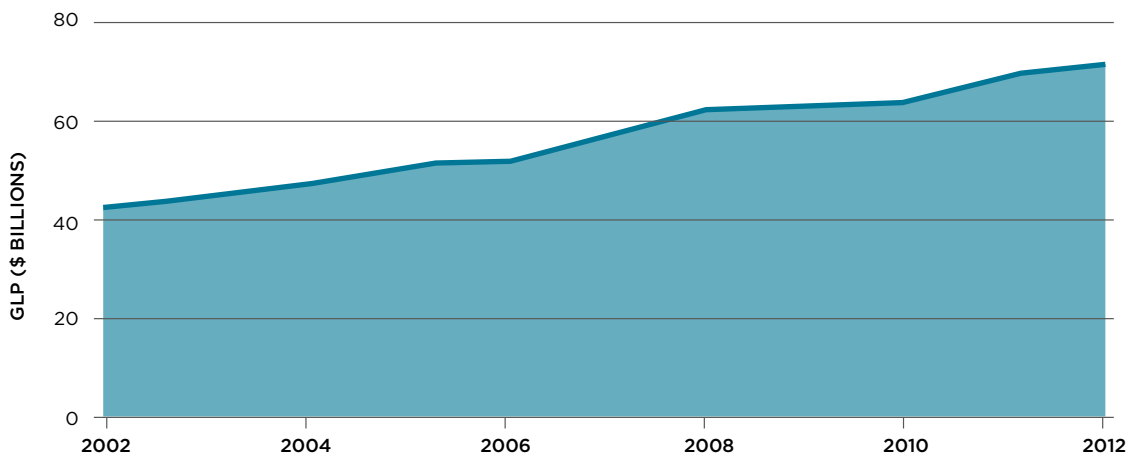
RESPONSIBILITIES & ACKNOWLEDGEMENTS

GIS Team Leader, Property Services: David Hassett
 GIS Compilation & Cartography: James Regan
 Published by City of Melbourne, April 2012
 PO Box 1603, Melbourne, Victoria 3001 Australia.

Source: <http://geografia.com.au/melbourne>, 2014.

GROSS LOCAL PRODUCT

Gross Local Product (GLP) is a measure of the size of the City of Melbourne's economy. In 2012, the City of Melbourne's economy was worth \$72 billion.



Source: *Economic and Demographic Profile*, City Research, City of Melbourne, 2009



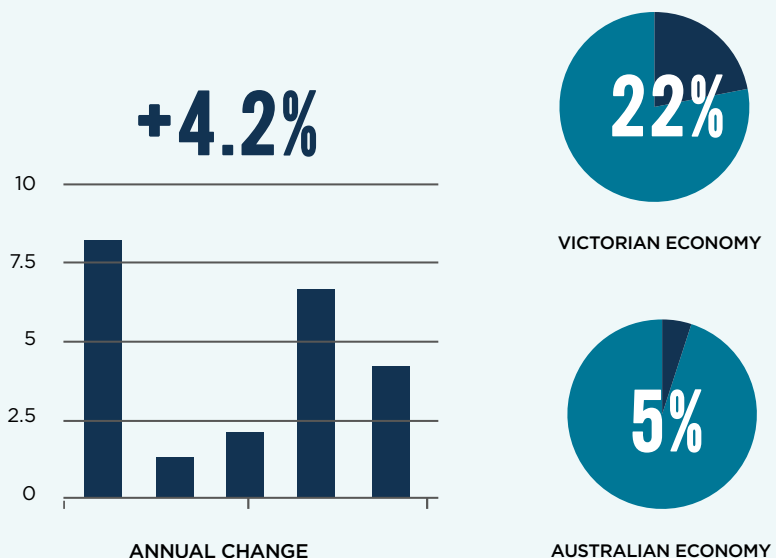
MELBOURNE'S ECONOMY

The City of Melbourne contributes around 5% to Australia's GDP.

Key business sectors include retail and hospitality, which generates \$8.7 billion per annum as well as professional, scientific, technical, financial and insurance services. New industries and industry clusters are being established in the knowledge, creative, education, science and medical sectors.

Melbourne has more than 30 private and public tertiary institutions, teaching around 70,000 students. The city has the third-highest intake of international students globally.

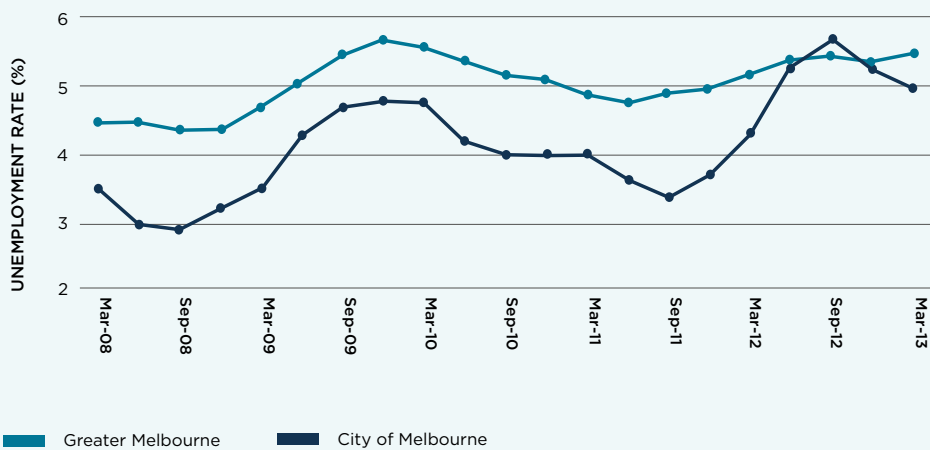
The City of Melbourne economy is a major contributor to the wider Victorian and Australian economies. The local economy accounts for 22% of the economic activity in Victoria, and 5% of the Australian economy





UNEMPLOYMENT

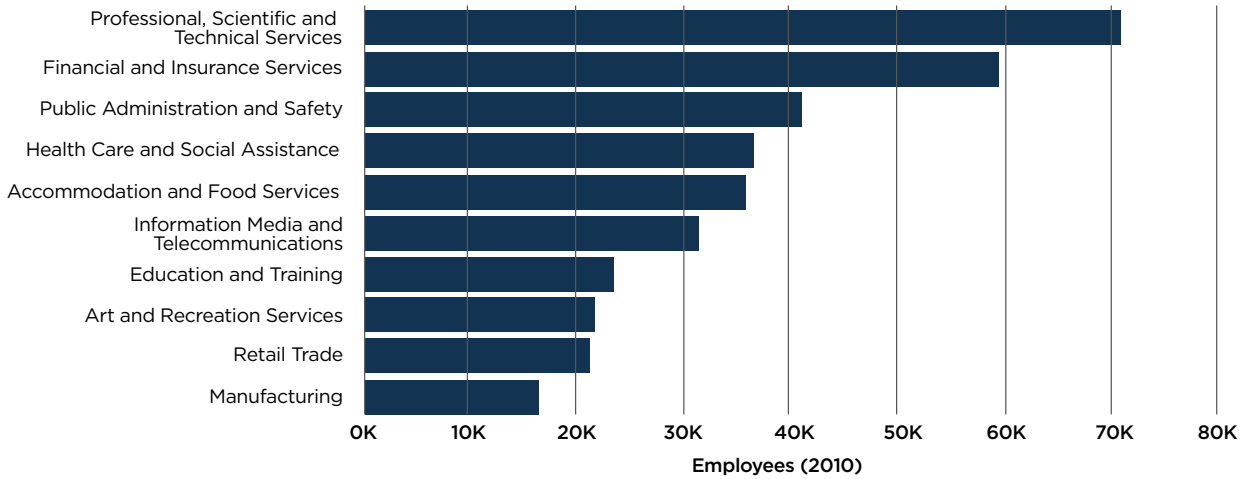
5% of City of Melbourne residents are currently unemployed. This level of employment is slightly lower than the level across Greater Melbourne.



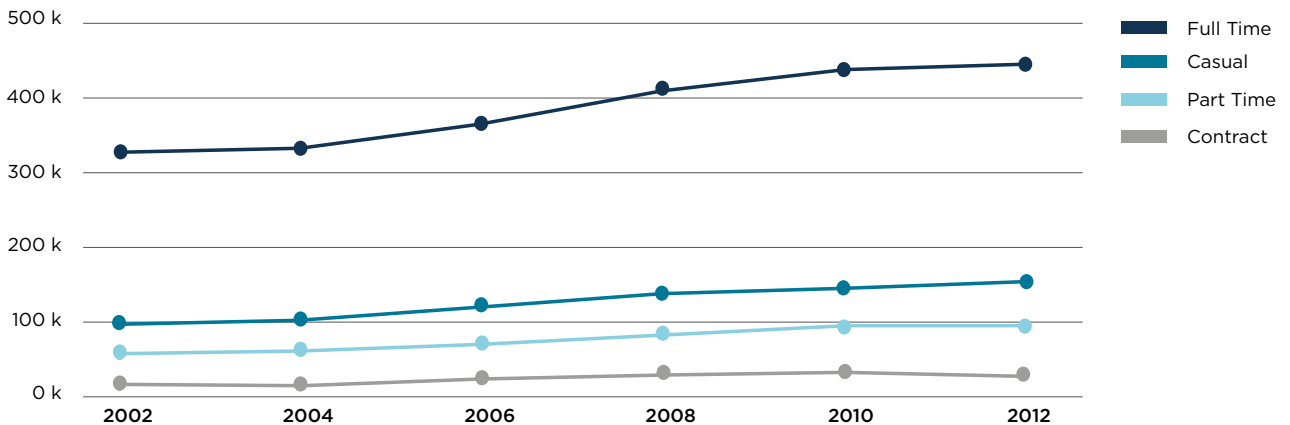
Source: *Economic and Demographic Profile*, City Research, City of Melbourne, 2009

MELBOURNE'S ECONOMY

There are 430,000 jobs located in the City of Melbourne. The biggest industry, in terms of the number of jobs, is the professional, technical and scientific sector.



The chart below shows the change in the number of jobs in the City of Melbourne between 2002 and 2012 by employment type. Part-time and casual employment grew at twice the rate of full-time employment.



Source: City of Melbourne Daily Population Estimates & Forecasts, 2013
 Tourism Victoria Annual Report, 2012-2013
 CLUE data, 2012
 City of Melbourne Annual Reports, 2010/11, 2011/12, 2012/13

MELBOURNE'S FORECAST GROWTH AT 2030

CURRENT	FORECAST 2030	+/- CHANGE
\$71.9 billion gross local product	Anticipated annual growth rate of 3%	+ 3%p.a.
Approximately 430,000 jobs	Forecast to reach 660,000 jobs	+ 53%
Daily population of 805,000 people	Forecast to reach 1,200,000 people	+ 49%
Around 177,000 daily metropolitan visitors	Forecast to reach 225,000 metropolitan visitors	+ 27.5%
Approximately 59,000 students daily	Forecast to reach 111,000 students	+ 89%
36,000 international visitors daily	Forecast to reach 68,000 international visitors	+ 91%
30,000 daily interstate visitors	Forecast to reach 34,000 interstate visitors	+ 14%
14,000 daily regional visitors	Forecast to reach 18,000 regional Victorian visitors	+ 29%

CITY OF MELBOURNE BUSINESS DEVELOPMENT AND SUPPORT

	BUDGET 2010/11 (\$ MILLIONS)	BUDGET 2011/12 (\$ MILLIONS)	BUDGET 2012/13 (\$ MILLIONS)	BUDGET 2013/14 (\$ MILLIONS)
Capital Works Expenditure	\$74.0	\$97.3	\$99.4	\$103.8
Total Revenue	\$342.6	\$369.5	\$378.6	\$379.1
Total Expenditure	\$329.1	\$346.9	\$365.0	\$365.1
Net Expenditure on Events, City Promotion and Tourism	\$37.1	\$39.3	\$40.6	\$41.3
Expenditure on Small Business Grants	\$0.5	\$0.4	\$0.3	\$0.3
Net Expenditure on Business Facilitation and International Activity	\$3.4	\$3.5	\$3.5	\$3.4
Expenditure on Arts Grants	\$4.2	\$4.2	\$3.9	\$4.3
Expenditure on Community Development Grants	\$2.1	\$1.9	\$2.0	\$1.9
Net Expenditure on City Research	\$2.7	\$3.5	\$3.9	\$3.3

CITY OF MELBOURNE'S APPROACH TO SUPPORTING BUSINESS

The future prosperity of Melbourne relies on its ability to seize global and local opportunities. The City of Melbourne believes there are several ways to help build the right environment for the city's future economic prosperity. We have four pillars of activity to identify, investigate and maximise local and global opportunities for Melbourne. These are:

1. SEEK FUTURE GROWTH OPPORTUNITIES

- Strengthen Melbourne's competitiveness and stimulate innovation and growth through partnerships with government, business, community and peak bodies.
- Develop partnerships with international city governments, businesses, industry associations, peak bodies and groups to drive investment and location decisions.
- Help improve productivity by working with existing and new businesses to remove barriers to growth.
- Support universities to continue to attract international students to Melbourne.
- Foster creativity and entrepreneurialism as part of the new economy.

2. INVEST FOR THE FUTURE

- Directly invest in infrastructure, assets, services, events and activities to improve the amenity, liveability and functionality of Melbourne.
- Support new and emerging businesses, and different business models, through grants and sponsorships.
- Deliver programs and services for the benefit of all types and sizes of businesses.
- Continue to provide leadership on sustainability, indigenous issues, housing, safety, transport, arts and culture.
- Encourage efforts to raise private capital for transport, energy and other infrastructure investment.

3. INCREASE KNOWLEDGE AND CAPABILITY

- Develop a stronger understanding of Melbourne's history, strengths, community needs and aspirations.
- Investigate how economic change affects the wellbeing of all parts of the community.
- Support the development of new industries establishing in Melbourne, particularly in the knowledge, creative, technology, medical research, health services and digital economy.
- Support initiatives to concentrate R&D investments into large, connected business centres, with access to top talent.
- Provide cluster-specific support that builds on existing competitive advantages.
- Investigate innovative ways to assist older people to continue to work.

4. POSITION MELBOURNE FOR SUCCESS

- Promote Melbourne as the preferred Australian location for business, education, cultural and tourist activities.
- Reduce regulatory barriers to make it easier to do business.
- Seek to develop closer relationships with leading multinational companies to sell Melbourne's unique benefits – access to high quality skills and infrastructure, stable tax and insurance systems, and attractive government incentives.



The City of Melbourne has worked hard to promote Melbourne as a location for business and investment. It's important it continues to engage and support business, promote social and cultural initiatives and well as advocating and coordinating with the state and federal government.

Mike Smith
CEO, ANZ

1. SEEK FUTURE GROWTH OPPORTUNITIES

The City of Melbourne sees a range of future opportunities in several key industry sectors and is investing in and supporting business to capitalise on these opportunities.

Significant future potential for Melbourne exists in life sciences, biotechnology, clean technology, ICT, creative industries and advanced manufacturing sectors, including in research institutes and medical/health facilities.

Our focus

As businesses transition in size and scale from a discrete number of larger businesses towards more micro businesses and SMEs, the City of Melbourne is providing a range of incentives to make Melbourne a more competitive, sustainable city. Some of these include:

- developing programs and services that support Melbourne's global competitiveness
- hosting forums, exchanges and business missions that encourage knowledge transfer and partnering among industry sectors and geographic markets
- providing a wide range of business and social enterprise grants
- leading in the area of innovative policy development around environmental sustainability
- introducing landmark programs to help residents and businesses: use energy more efficiently; adopt renewable energy sources; and transition to zero net emissions.

Who we work with

We are already building and strengthening key strategic relationships through:

- strong local partnerships with a range of business groups and industry sector bodies
- robust city-to-city connections through the Business Partner City (BPC) network and new opportunities that arrive through the ASEAN region
- active and long-term sister city relationships with Osaka, Japan (1978), Tianjin, China (1980), Thessaloniki, Greece (1984), Boston, USA (1985), St Petersburg, Russia (1989) and Milan, Italy (2004).

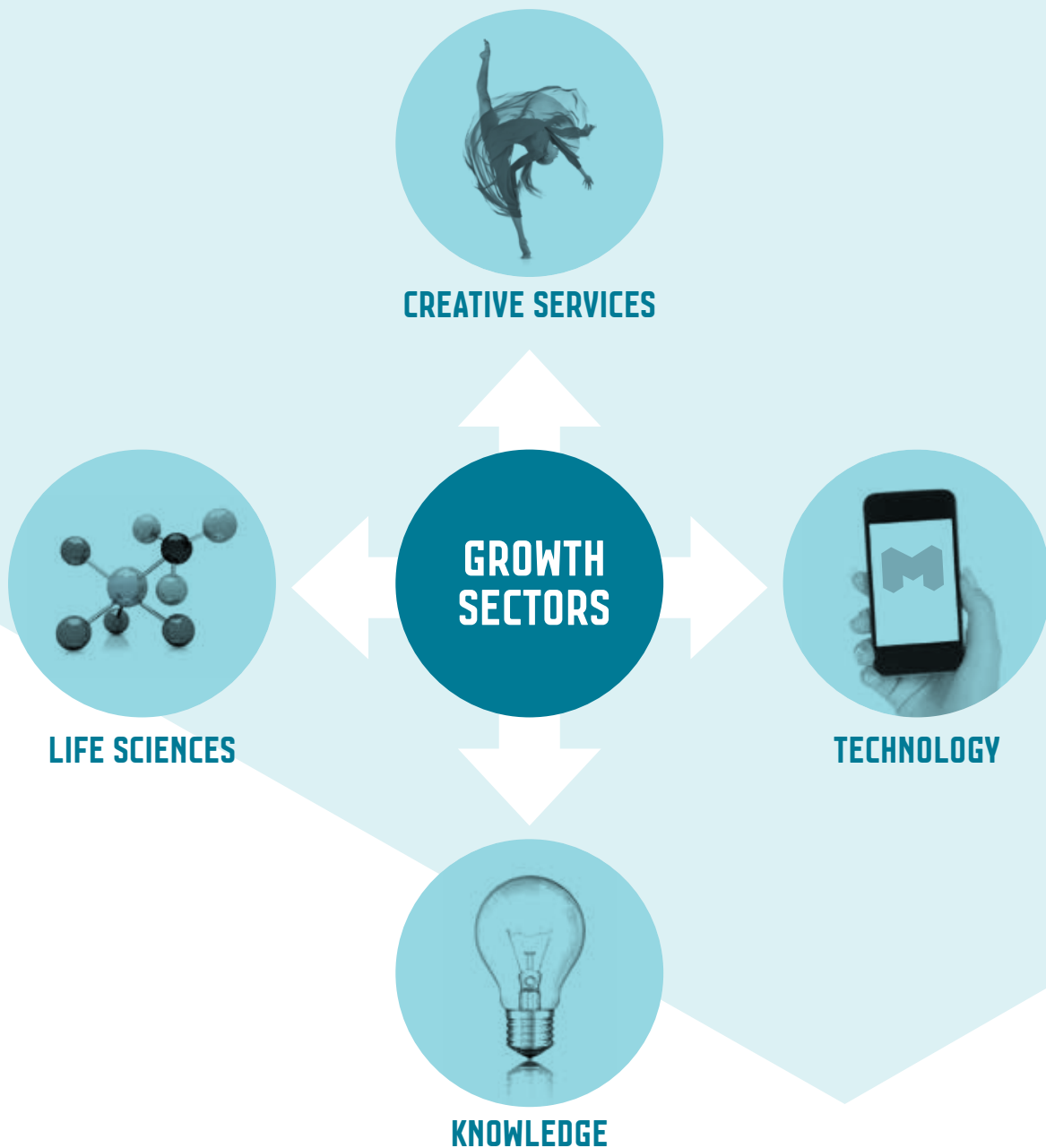
Planned and current activities

We are upgrading infrastructure across the city to help businesses stay connected and competitive, such as:

- supporting the development of a Melbourne waterfront
- providing high quality municipal data to city businesses
- developing knowledge precincts and innovation hubs across the city.

As CEO of a biotechnology company, local Government financial support and readily available world-class legal, financial, scientific and creative expertise within Melbourne's borders is essential for our global ambitions.

Dr Mark Heffernan
Chief Executive Officer Nexvet Life Sciences



SEEK FUTURE GROWTH OPPORTUNITIES

PILLAR 1: CASE STUDIES



MELBOURNE KNOWLEDGE WEEK GAINS MOMENTUM

Opportunity

The knowledge sector was identified in a recent study by ACIL Tasman Pty Ltd as the largest sector in the municipality. The City of Melbourne recognised the need for the city to reflect the significance of this sector and showcase its growth.

Solution

In close partnership with the knowledge sector, the City of Melbourne established Melbourne Knowledge Week, a multidisciplinary, cross-sector festival designed to provide opportunities for Melbourne businesses, organisations, educational institutions and individuals and showcase knowledge-related projects and research.

City of Melbourne's role

Melbourne Knowledge Week is an umbrella festival under which organisations and individuals deliver self-funded, knowledge-related events and activities. It comprises interactive events, behind-the-scenes tours, guest lectures, forums, conferences and workshops, focusing on innovation and technology, design and urban planning, creativity and culture, community learning and health and medical research. The City of Melbourne manages and markets the program.

Impact

Since its inception in 2010, attendance has tripled and the number of event partners has increased from 37 in 2012 to 47 in 2013.



YORK BUTTER FACTORY SUPPORTS DIGITAL START-UPS

Opportunity

Many digital or web-based start-ups are intellectually rich but capital poor. They need to be located in the central city in order to be close to their major clients but don't require a conventional office.

Solution

York Butter Factory is a co-working space located in King Street, Melbourne. It is run by the venture capital firm, Adventure Capital, and houses around 20 web-based and digital media entrepreneurs on a membership basis (instead of conventional leases). Membership can be casual or on a month-by-month basis.

City of Melbourne role

In 2011, the York Butter Factory received a \$30,000 grant from the City of Melbourne's small business grants program to help fit-out the building in readiness for its new tenants.

Impact

York Butter Factory is at capacity and currently investigating expansion space for at least one business. This demand reflects the growing need for co-working spaces in Melbourne's central city.

2. INVEST FOR THE FUTURE

The City of Melbourne continues to advocate for and invest in new and existing infrastructure to make sure our city is safe, attractive and easy to get around.

Our focus

Maintaining high quality services and infrastructure helps attract business investment, encourage reinvestment and attracts and retains skilled, educated and creative workers to Melbourne.

The City of Melbourne is continually investing in the city's built infrastructure and services, either directly or in partnership with other levels of government and private providers. Some of our investments during the past four years have included:

- \$454 million on maintenance, upgrade works and refurbishment works
- \$365 million in Council programs and services including:
 - \$99.4 million in capital expenditure
 - \$40.6 million for events, city promotion and tourism
 - \$3.5 million for business facilitation and international activity
 - \$3.9 million for annual arts grants
 - \$2 million for community development grants
 - \$306,000 for small business grants

Who we work with

The City of Melbourne has long-term, strategic relationships and partnerships with a wide range of private organisations and different levels of government to help facilitate public and private investment.

Planned and current activities

The city's laneways and shopping strips are continually upgraded and we are currently developing a new strategy for private transport, public transport and urban freight to provide easier access to the city.

Some of our other activities include:

- integrating transport and land use planning, and supporting 24/7 public transport for inner Melbourne
- developing high-mobility streets for pedestrians and public transport users in the central city
- supporting the development of Melbourne's waterfront and advocating for the local port status of Victoria Harbour
- providing community infrastructure to meet the municipality's growing population and cater for rapid growth in urban renewal areas
- making the municipality more bicycle-friendly
- promoting low-carbon and renewable-energy infrastructure through structure frameworks and planning approvals
- integrating water management infrastructure into new and upgraded building developments.



Melbourne has a unique culture and is renowned for its laneways, jazz clubs, comedy clubs, universities, medical research capabilities and sporting facilities

Harold Mitchell
Founder, Mitchell and Partners
Executive Chairman, Aegis Media Pacific

INVEST FOR THE FUTURE

PILLAR 2: CASE STUDIES



LEADERS PROGRAM CREATES OPPORTUNITIES

Opportunity

China is a massive economy which is predicted to continue to grow. As government plays a significant role in business and investment decisions in China, strong government-to-government relationships are a major advantage when doing business in China.

Solution

Since its inception in 2001, 259 high profile Tianjin government leaders have participated in the Tianjin Leaders Program, a joint initiative between RMIT University and City of Melbourne. Delivered in Melbourne, the program is similar to an accelerated MBA where future government leaders from Tianjin learn about all facets of international business and government in Australia and are exposed to life in Melbourne.

City of Melbourne's role

The City of Melbourne provides civic, cultural and social support for the Tianjin leaders during their stay and liaises with Melbourne's business community to find work placements that match participants' skills and areas of expertise. Since 2004, 29 Tianjin government leaders have worked in various Melbourne organisations.

Impact

Many graduates of the Tianjin Leaders Program have returned to Tianjin to take up senior government roles, steering major policy initiatives, programs and large-scale projects. Through its networks in Tianjin, the City of Melbourne has successfully assisted many Melbourne-based organisations to form collaborations and secure commercial contracts with Tianjin, including educational institutions, hospitals and architectural firms.



SYNERGETICS ENERGY REDUCTION MISSION

Opportunity

The engineering and building sector is under pressure to deliver cost-effective and energy-efficient residential and commercial buildings to reduce consumption and greenhouse emissions.

Solution

Through its participation in the City of Melbourne's 1200 Buildings Program, Synergetics Environmental Engineering retrofitted a tired tilt slab building at 490 Spencer Street, Melbourne, and developed a proprietary technology called Positive Energy Buildings that delivers significant reductions in energy and greenhouse emissions. The company also established a student-led start-up called Untapped Energy to capture sustainable development ideas for building owners and tenants.

City of Melbourne's role

The City of Melbourne awarded Synergetics the 2013 Melbourne Award for 'outstanding contribution to sustainability by a corporation' for its ongoing efforts to reduce energy consumption and greenhouse emissions.

Impact

Since being retrofitted, 490 Spencer Street is the first building in Australia to generate more energy than it consumes while delivering a 50 per cent return on investment. Synergetics is now positioned for international expansion and participated in the City of Melbourne's 2014 trade mission to Osaka, Japan and Tianjin, China to investigate further market opportunities.

3. INCREASE KNOWLEDGE AND CAPABILITY

Our focus

The City of Melbourne is committed to promoting the city's knowledge sector locally, nationally and internationally so that its reputation as a knowledge city is on par with its reputation as a sporting and cultural city.

This commitment, known as Knowledge Melbourne, is an initiative designed to enhance and promote Melbourne's knowledge sector so that it is more widely appreciated, valued and supported locally, nationally and internationally.

The City of Melbourne is keen to support the growth of a range of knowledge sub-sectors such as ICT, life sciences, clean technology and advanced manufacturing. Some of the resources we already offer to new and existing businesses include:

- up-to-date data relating to industry size, turnover and import/export figures
- access to a range of business sessions, international conferences and networking events
- grants focused on helping City of Melbourne-based companies enter and expand into overseas markets.

Who we work with

We collaborate and partner with a range of government and industry stakeholders to foster the local innovation and knowledge sector.

Planned and current activities

Some of our planned activities include:

- defining Melbourne's knowledge sector by creating an inventory of organisations, assets and events
- producing a report showing the composition of the knowledge sector and the contribution the sector makes to the municipality's economy
- delivering Melbourne Knowledge Week to showcase Melbourne's knowledge sector and facilitate greater connections between the local community, knowledge networks, institutions, government and business
- establishing digital mentoring programs for businesses
- developing guidelines for research organisations to collaborate or partner with the City of Melbourne on research projects and city-shaping initiatives
- promoting innovative small businesses through our high profile Melbourne Awards program and the Lord Mayor's Commendations for small businesses
- developing an International Student Strategy
- undertaking projects in key sectors aimed at boosting capability or furthering the research and promotion of those sectors.

The City of Melbourne has identified and responded to the economic and social forces impacting on Melbourne (and Victoria) over the last decade by designing and delivering an array of excellent services and programs to encourage creative and design thinking and enterprising behaviours.

These behaviours are necessary for being globally competitive and as a result of these programs individuals and businesses have firmly positioned Melbourne as leader nationally and internationally.

Marcus Powe
Entrepreneur in Residence RMIT University

NAME	TOTAL EMPLOYMENT
Professional, Scientific and Technical Services	70,090
Financial and Insurance Services	60,346
Accommodation and Food Services	41,630
Public Administration and Safety	40,983
Health Care and Social Assistance	38,291
Information Media and Telecommunications	29,957
Education and Training	23,397
Arts and Recreation Services	22,996
Retail Trade	18,831
Manufacturing	15,558
Transport, Postal and Warehousing	14,762
Administrative and Support Services	14,394
Other Services	11,905
Wholesale Trade	11,314
Electricity, Gas, Water and Waste Services	8,367
Construction	6,249
Rental, Hiring and Real Estate Services	5,242
Mining	3,547
Agriculture, Forestry and Fishing	361

Source: City Research, City of Melbourne, Feb, 2014.

INCREASE KNOWLEDGE AND CAPABILITY

PILLAR 3: CASE STUDIES



SUPPORTING LOCAL INNOVATION IN PHARMACEUTICALS

Opportunity

Currently there is limited successful commercialisation of novel natural biopharmaceuticals in Melbourne. Costs associated with complex technologies and lengthy clinical trials inhibit the set-up of local organisations.

Solution

Melbourne-based APAC Health is assisting Gordagen Pharmaceuticals in the development and commercialisation of a series of innovative biopharmaceuticals and supplements derived from natural products to potentially treat high cholesterol, high blood pressure and diabetes as well as improve exercise endurance and recovery. The company is on track to complete clinical trials for its products in Melbourne and is keen to commercialise these products worldwide.

City of Melbourne's role

APAC Health's small business grant from the City of Melbourne enabled the company to 'bridge healthcare gaps' by making treatments available for rare diseases as well as helping Gordagen

Pharmaceuticals achieve success in its initial international capital-raising efforts. Through its global reputation as a creative and innovative city with a cluster of medical expertise, the City of Melbourne has been viewed favourably by the international investors and Gordagen Pharmaceuticals has been recognised as an Australian organisation with significant R&D and commercialisation potential.

Impact

Successful capital raising of 20% equity in Gordagen Pharmaceuticals has led to significant acceleration of the company's business strategy, with planning now underway to launch products in Australia and internationally. APAC Health is receiving significant interest from local and international organisations and patient groups to assist in the R&D of treatments for niche diseases as well as more common conditions. This will lead to more R&D and commercialisation activity in Melbourne.



MELBOURNE BUSINESSES MENTORED IN DIGITAL MARKETING

Opportunity

Digital communication is a powerful channel for marketers to engage with large consumer audiences. However, a significant number of small to medium businesses in inner Melbourne have limited understanding of the importance of digital marketing or how to take advantage of the City of Melbourne's digital marketing channels.

Solution

The City of Melbourne devised a Digital Marketing Mentoring Program to coach and up-skill small businesses in digital communications strategy to help improve their online brand presence.

City of Melbourne's role

A high profile digital marketing expert was employed by the City of Melbourne to deliver workshops, seminars and one-on-one mentoring sessions with small businesses to advise them of the best strategies to enhance their digital presence and facilitate involvement in the City of Melbourne's destination marketing channels.

Impact

More than 65% of businesses who participated in the program have become active in building their own digital presence while also leveraging the City of Melbourne's wide digital audience. This has helped individual businesses build their digital networks and increase brand awareness.

4. POSITION MELBOURNE FOR SUCCESS

Cities around the world are increasingly becoming 'brands' in their own right, with investors and businesses wanting to know what a city stands for and how it positions itself.

In the past, cities promoted themselves largely by comparing infrastructure costs, salaries, transport costs and other hard dollar measures with other competing destinations. Today cities are more confident about putting their business and investment, locational and lifestyle advantages out there and making the holistic case for inward investment.

Melbourne has an enviable reputation for its business development and support services. The city also has an exciting events calendar that adds to its reputation as a great place to live and do business.

Our focus

The City of Melbourne provides a supportive business environment by maintaining a AAA credit rating, managing investments to keep rates and charges low, and providing a transparent and accountable regulatory framework.

We deliver a number of business development initiatives and international trade and export facilitation services. These include grants for innovative start-up businesses, networking events and business excellence awards, funding for export initiatives, hosting of inbound business missions, and investment facilitation via our business office in Tianjin. We also produce quality, up-to-date economic and social data about Melbourne to help businesses and other organisations plan ahead. Our visitor centre in Federation Square receives over one million visitors per year.

Who we work with

The City of Melbourne works with marketing and tourism partners and other levels of government to position Melbourne as a premier business and investment destination as a means of assisting Melbourne business to realise the opportunities that visitors to Melbourne

provide. We also work with conference and seminar organisers to help delegates get the most out of their stay by linking them with retail, hospitality and tourism opportunities.

The City of Melbourne's marketing initiatives are closely aligned with other economic development strategies such as the Melbourne Retail and Hospitality Strategy to encourage local businesses to leverage off the city's marketing campaigns and online platforms to extend their brand reach.

Planned and current activities

Some of our planned activities include:

- contributing to a wide range of business/trade events and international conferences
- curating and managing the Melbourne Indigenous Arts Festival
- supporting businesses through marketing, events and tourism activities, including a special program for Docklands
- improving the retail and hospitality experience in laneways and shopping strips through good design, cultural and artistic activities and infrastructure
- marketing Melbourne widely to international tourists and students through traditional and digital portals
- hosting a series of high profile events that celebrate Melbourne's rich cultural life including Melbourne Spring Fashion Festival, Moomba, Melbourne Music Week, Sunset Series, Anzac Day, Chinese New Year and a range of Indigenous and culturally diverse events
- leveraging retail and hospitality opportunities from some of these high profile events
- continuing to protect highly valued green assets and open spaces throughout the city
- planning and delivering new residential and commercial areas
- stimulating the night-time economy.

For the last three years Melbourne was nominated the world's most liveable city (The Economist Intelligence Unit) outranking 140 other world cities. Melbourne achieved perfect scores for healthcare, education and infrastructure. Melbourne is also one of only eight cities to make both the Rockefeller Foundation's Resilient Cities list as well as the C40 Cities list, which supports Melbourne's world-leading status in the areas of sustainability and liveability.



POSITION MELBOURNE FOR SUCCESS

PILLAR 4: CASE STUDIES



BUSINESS MISSIONS OPEN DOORS

Opportunity

Many of Melbourne's small to medium sized businesses are looking to access international markets, particularly in Asia. However, small companies are often constrained by their size and capabilities to fully capitalise on the opportunities available throughout Asia.

Solution

Through its long standing city-to-city relationships, which embrace business and government connections, the City of Melbourne has helped many small to medium businesses build effective relationships throughout Asia that in turn have led to valuable and profitable business ventures.

City of Melbourne's role

The City of Melbourne has long standing sister city relationships with Osaka in Japan (established in 1978) and Tianjin in China (established 1980), both of which are major business cities with rich potential for Melbourne's key industry sectors. Led by the Lord Mayor and councillors, the City of Melbourne facilitates targeted business missions to open doors with key officials and decision-makers.

Impact

The City of Melbourne has helped many Melbourne businesses develop a greater insight and understanding of the cultural and business climates of different Asian cities to help build trust and create the right foundation for long-term business success.



VISITOR CENTRE BOOSTS TOURISM SPEND

Opportunity

Over the past decade Melbourne has transformed from a city that closed down after business hours into a place where there is always something to do. Melbourne's success as a tourist destination is one of the many positive effects of the city's transformation.

Solution

The City of Melbourne had been providing visitor information since 1988 but in 2002 saw an opportunity to provide a better, more prominent service with the opening of Federation Square. The centre quickly became a 'flagship' visitor resource catering to domestic and international holidaymakers, convention delegates and international students and their families.

City of Melbourne role

The City of Melbourne's visitor strategy focusses on offering a high quality experience for locals and visitors. The aim is to help people make the most of

their time in the city, and importantly to connect city businesses to this potential market. The organisation works in partnership with city businesses, event organisers, peak bodies, cultural institutions and government to ensure they are all engaged in the visitor economy. The City of Melbourne also provides events, attractions, a network of information services, and a visitor shuttle service.

Impact

The City of Melbourne's visitor services consistently demonstrate a significant influence on visitors. The most recent research shows that 57% of respondents reported doing more after their contact with visitor services, and 54% said they stayed in Melbourne longer as a result. Around 20% reported they spent an additional \$750 on average after interacting with visitor services.

BUSINESS PROSPERITY PRINCIPLES AND LINKS TO COUNCIL GOALS

PRINCIPLE	COUNCIL GOALS	PROGRAMS DESIGNED TO SUPPORT PRINCIPLES AND GOALS
1. Develop programs and services to support Melbourne's global competitiveness as a strong and growing economy	<p>Goal 3 - A prosperous city</p> <p>Goal 8 - An accessible transparent and responsive organisation</p>	<ul style="list-style-type: none"> • City of Melbourne Tourism Plan, Retail Strategy, Melbourne Marketing strategy, Destination Marketing Strategy, City of Melbourne Precincts Program, Melbourne Hospitality Strategy, Premier Events Strategic Plans (Moomba, Melbourne Spring Fashion Week, New Year's Eve, Melbourne Music Week, Christmas in the City and Melbourne Celebrations Sunset Series), Social Enterprise Expo, Small business grants program, Grants and Sponsorships Program (small and micro business programs), Business Consultation programs, Melbourne Awards, Melbourne Woman in Business Luncheon, Melbournian of the Year • Information Management and Technology Strategy – Open Data Policy – Smart City Strategy
2. Encourage and facilitate knowledge collaboration and partnering among stakeholders, industry sectors and geographic markets to foster local innovation, creativity and growth	<p>Goal 1 - A City for People</p> <p>Goal 2 - A Creative City</p> <p>Goal 4 - A Knowledge City</p>	<ul style="list-style-type: none"> • Active Melbourne Strategy, Age Friendly Melbourne, Arden-Macaulay Structure Plan, City North Structure Plan, Children's Plan, Strategy for a Safer City, Community Infrastructure Implementation Framework, Community Funding Plan, Docklands Community and Place Plan, Docklands Public Realm Plan, Dockland Waterways Strategic Plan, Domestic Animal Management Plan, Electronic Gaming Machine Policy, Emergency Management Plan, Empowering Young People Policy, Food City Policy, Graffiti Management Plan, Housing Strategy, Inner Melbourne Action Plan, Lifelong Melbourne Plan, Melbourne Library Service Plan, Melbourne Planning Scheme, Access to Early Learning Program, Open Space Strategy, Our Melbourne Disability Action Plan, Pathways Homelessness Strategy, Policy for the 24 hour City, Places for People, Preventing Violence Against Woman, Public Toilet Plan, Reconciliation Action Plan. Southbank Structure Plan, Urban Design Strategy, Future Living Program, City North Structure Plan, International Student Strategy and Housing Strategy. Arts Strategy, Indigenous Heritage Action Plan, Heritage Strategy, Public Art Framework, Arts Grants Program, Creative Spaces Program, Cultural Infrastructure Framework
3. Drive strategic investments in infrastructure, assets and community services to preserve and strengthen the city's reputation and liveability	<p>Goal 6 - A Connected City</p> <p>Goal 1 - A City for People</p>	<ul style="list-style-type: none"> • Bicycle Plan, Walking Strategy, Streetscapes Project, CBD and Docklands Parking Plan, Melbourne Transport Strategy, Road Safety Strategy • City for People programs also as previously described.
4. Encourage investment and new business across all industry sectors to improve productivity and provide for a more diversified economy	<p>Goal 3 - A Prosperous City</p> <p>Goal 4 - A Knowledge City</p>	<ul style="list-style-type: none"> • Prosperous City and Knowledge City programs as previously described.
5. Ensure that resources are used sustainably and efficiently	<p>Goal 5 - An Eco City</p> <p>Goal 7 - Resources are managed well</p>	<ul style="list-style-type: none"> • Biodiversity Strategy, Carbon Neutral Strategy, Climate Change Adaptation Strategy, Growing Green, Open Space Strategy, Public Lighting Strategy, Total Watermark, City as a Catchment, Urban Forest Strategy, Waste Management Strategy, Zero Emissions Strategy, 1200 Buildings Program, Southbank Structure Plan, Arden-Macaulay Structure Plan, City North Structure Plan, Melbourne Clean Tech Network, City Switch Program, Smart Blocks Program • Customer Focus Strategy, City of Melbourne Management and Leadership Framework, Information Management and Technology Strategy, Risk Management Strategy, Smart City Strategy, 10 Year Financial Strategy, Workplace Diversity Strategy, Start the Switch Program, High Rise Recycling Project, Tourism Melbourne Workforce Plan.
6. Reduce regulatory barriers to growth and innovation to enable business to adapt and change	<p>Goal 3 - A Prosperous City</p> <p>Goal 8 - An accessible transparent and responsive organisation</p>	<ul style="list-style-type: none"> • Prosperous City programs as previously described. •Information Management and Technology Strategy , Open Data Policy, Smart City Strategy.

CITY OF MELBOURNE PERFORMANCE INDICATORS

MEASURE	DETAILS	METHODOLOGY	CURRENT PERFORMANCE (2013)
1. Business growth	Total number of registered (ABN) businesses in the Melbourne municipality less those at the end of the financial year.	CLUE data	16,337 (2012)
2. Business sentiment	Confidence in Melbourne's economy and overall resilience	Council Plan Indicators Business Survey 2014 (annual)	65% (2014)
3. Creative sector size	Total number of people employed in the creative industry as a proportion of total employment in the municipality	Clue data	No benchmark - under development
4. Skilled and talented professionals	Total number of workers in highly skilled occupations as a proportion of the total workforce	ABS statistics	Latest ABS figures are 2010, 47.9% (23596)
5. Sustainable modes of transport usage	The proportion of trips to and from municipality using sustainable modes of transport as a proportion of all transportation used - professional and personal usage.	ABS daily population estimates	TBC via VISTA (Victorian Integrated Survey of Travel and Activity)
6. Visitation	The percentage increase in residents, visitors and workers in the municipality	ABS daily population Estimates	2.1% (2013)
7. Greenhouse emissions	Tonnes of greenhouse emissions (Co2) per resident and worker in the municipality	Sustainability Branch and Future Melbourne indicators to be checked	R 5.2 CO2-e (2011) W 4.7 CO2-e (2011)
8. Customer satisfaction	With the manner in which staff deliver support services to the community	Customer Satisfaction Survey 2014 (annual), Local Government Victoria	71% (2014)
9. Community engagement	Level of awareness, participation and satisfaction with community engagement processes.	Community Satisfaction Survey 2014 (annual), Local Government Victoria	60% (2014)
10. Financial management	Financial sustainability as an organisation.	Long-term underlying surplus	1.1 million for 2013-14

APPENDIX 1: ADDITIONAL STATISTICS ABOUT MELBOURNE

STATISTICS	LATEST FIGURE	PAST FIGURE
City of Melbourne area	37.7 km ²	
Estimated resident population	116,431 (p) (2013) ¹	105,402 (2012) ¹
Top three estimated resident populations of City of Melbourne by small area	Melbourne (including central city) – 29,322 ¹ (p) Carlton – 16,315 ¹ (p) Southbank – 15,637 ¹ (p)	Melbourne (including central city) – 23,899 ¹ (r) Carlton – 15,377 ¹ (r) Southbank – 13,576 ¹ (r)
Residential dwellings	58,395 (2012) ⁷	42,037 (2006) ⁷
Median age	28 (2011) ³	28 (2006) ³
Daytime population per day	844,000 (2012) ⁴	782,000 (2010) ⁴
Night time (6pm – 6am) population per day (average)	378,000 (2012) ⁴	356,000 (2010) ⁴
International visitors per year (to Metropolitan Melbourne)	1,674,612 (2012) ⁵	1,492,628 (2010) ⁵
Residents born overseas	48% (2011) ³	42% (2006) ³
International tertiary student residents	26,323 (2010) ⁶	21,584 (2009) ⁶
Most common language spoken, other than English	Mandarin 10% (2011) ³	Mandarin 8% (2006) ³
Total built space	29,756,430 m ² (2012) ⁷	25,046,888 m ² (2006) ⁷
Total employment (workers)	439,172 (2012) ⁷	362,799 (2006) ⁷
Number of establishments (business locations)	16,335 (2012) ⁷	13,943 (2006) ⁷
Largest industry by establishments	Business Services 2764 (2012) ⁷	Business Services 2333 (2006) ⁷
Largest industry by employment	Business Services 70,499 (2012) ⁷	Business Services 53,226 (2006) ⁷
Largest industry by floor area	Arts and Recreation 7,153,057 m ² (2012) ⁷	Arts and Recreation 6,870,581 m ² (2006) ⁷
Largest industry by commercially occupied built space	Other Services	2,279,847 m ² (2012) ⁷
Other Services	2,070,435 m ² (2006) ⁷	
Number of cafe / restaurant / bistro seats	178,320 (2012) ⁷	140,119 (2006) ⁷
Most common occupation of workers	Professionals - 40% (2006) ³	
Total length of roads	342 km (2011) ⁸	338 km (2006) ⁸
Total area of parks / reserves	4,860,049 m ² (2012) ⁷	4,600,591 m ² (2006) ⁷
Tallest building	Eureka Tower, 3-7 Riverside Quay, Southbank, 92 levels/ 300 m ⁹	
Oldest building	Mitre Tavern, 5-9 Bank Place: 1837 ⁷	
Greater Melbourne Metropolitan area	9990.5 km ²	8097.2km ²
Estimated resident population	4,248,344 ¹	4,169,366 ¹
Residential dwellings	1,572,171 (2011) ³	1,471,155 (2006) ³
Median age	36 (2011) ³	36 (2006) ³

* Note: Greater Melbourne (formally Melbourne Statistical Division in 2006) incorporated parts of Moorabool (Bacchus Marsh), Macedon Ranges (Gisborne, Macedon, Lancefield, Riddells Creek), Mitchell (Wallan, Wandong) and Murrindindi (Kingslake) Shires, as well as a bit more of Yarra Ranges (Warburton East) in the 2011 Census, and is now known as Greater Melbourne Capital City Statistical Area.

Note. ABS Estimated Resident Population: (p) = preliminary; (r) = revised

APPENDIX 2: INTERNATIONAL AWARDS AND ACCOLADES

STUDY	YEAR	ACCOLADE OR RANKING
Economist Intelligence Unit	2013	Winner - World's most liveable city
United Nations Association of Australia (UNAA)	2013	Winner - Local Government Award for the best specific environment initiative for 1200 Buildings in 2013
Energy Efficiency	2012	Winner - Visionary Award for energy efficiency leadership
Economist Intelligence Unit - World's most liveable city	2011	2nd most liveable of 140 cities
The New York Times 41 Places to Go in 2011	2011	15th out of 41 locations worldwide - "a foodie hotspot"
Askmen Best Cities to Live in for Men	2010	2nd of 29 cities internationally
Australian Conservation Foundations Sustainable Australian Cities	2010	7th out of 20 Australian cities
Brookings Institute Global Metro Monitor	2010	14th most dynamic city economy out of 150, post "recession"
ECA International 15 Best Locations in the World for Asians to Live	2010	8th of 15 locations
KPMG'S Competitive Alternatives - Business Costs	2010	1st for cost competitiveness in the Asia-Pacific, 11th of 41 large cities internationally
KPMG'S Competitive Alternatives - Tax Competitiveness	2010	9th most competitive for tax costs, of 41 large cities and 1st in Asia
Lee Kuan Yew World City Prize	2010	Honourable mention for Melbourne municipality
Mercer - Eco Ranking	2010	25th most sustainable out of 50 cities internationally
Mercer - Worldwide Cost of Living Survey	2010	33rd most expensive out of 221 cities internationally
Mercer - Worldwide Quality of Living Survey	2010	18th most liveable out of 221 cities internationally
Monode - Quality of Life Survey	2010	9th most liveable out of 30 cities internationally
Most Admired Knowledge City (MAKC)	2010	1st prize winner
Sportsbusiness Ultimate Sports City Prize	2010	Ultimate Sports City (1st of 25 cities internationally)
Property Council's My City: The People's Verdict	2010	Third most liveable city after Adelaide and Canberra
Virgin Car Insurance - Australia's Car Friendly Cities	2010	7th most car friendly city out of 8 Australian capital cities
2thinknow - Global Innovation Review	2009	20th most innovative city out of 256 internationally
Anholt - City Brands Index	2009	15th best city brand out of 40 internationally
Demographia - International Housing Affordability	2009	4th most affordable housing market out of 325 city markets
Economist Intelligence Unit - Worldwide Cost of Living Survey	2009	39th most expensive of 149 cities internationally
IBM Commuter Pain Index - Cities with the least Painful Commute	2009	2nd best commute of the 100 cities surveyed internationally

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Telephone: 03 9658 9658

7.30am to 6pm, Monday to Friday
(Public holidays excluded)

National Relay Service: If you are deaf, hearing impaired or speech-impaired, call us via the National Relay Service: Teletypewriter (TTY) users phone 1300 555 727 then ask for 03 9658 9658.

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