

*Shaping
Melbourne's
future*

“The Committee for Melbourne has a vision for our city, the vision of a strong and globally competitive economy with world-class infrastructure and liveability. It is a vision underpinned by its members’ diverse skills and disciplines, coupled with an obviously deep affection for our city”.

The Honourable Linda Dessau AC, Governor of Victoria,
Committee for Melbourne Patron

From the Chair and CEO



For over 30 years, Committee for Melbourne has been shaping a better future for our city.

Melbourne is Australia’s fastest growing city, and cities are now without question the driving economic force around the world. The speed of change ushered in by the Fourth Industrial Revolution has accelerated this trend.

The Committee is an apolitical, not-for-profit, member-based organisation that brings together over 150 organisations from Greater Melbourne’s business, academic and community sectors. This diverse group has one thing in common: a passion for Melbourne as a leading global city in the world’s fastest-growing region, the Asia-Pacific.

Our collective vision for Melbourne is a global city that attracts people and organisations, offering global best levels of prosperity, opportunity and liveability. Maintaining our prized position as a leading international city is, however, being challenged by unprecedented global changes that require a coherent and co-ordinated response.

2018/19 was a period of intense electoral activity in Victoria and nation-wide. The Committee transmitted a powerful message to both State and Federal leaders about the importance of planning for the future. We received considered responses from them all. Clearly they value the strength of our cross-sectoral membership, our independence and our forward-looking agenda which transcends political cycles and single-interest groups.

As an independent broad-based member organisation, we rely on our diverse stakeholders coming together to advocate on issues that matter and help our city rise to the challenges of the Fourth Industrial Revolution. Together, we influence policy development and contribute to the dialogue on our economic prosperity, urban landscape, infrastructure planning and the issues impacting on our liveability.

All of this is only made possible thanks to the support of our members. Their leadership, ideas and practical initiatives influence the city’s decision makers.

The vital role outstanding leadership and good governance play for Melbourne’s future success underpins everything we do. Through our intensive leadership development program, Future Focus Group, we nurture the civic and business leaders who will shape Melbourne and Victoria.

This brochure outlines the Committee’s key priorities, and how you and your organisation can help set the agenda and shape an even better future for Melbourne.

We look forward to working with you.

Scott Tanner
Chair

Martine Letts
CEO

COMMITTEE
FOR
MELBOURNE

Members

Foundation

AECOM	EY	Mirvac Victoria
Allens	Escor	Monash University
Arcadis	GHD	National Australia Bank
Arup	Greater Metropolitan Cemeteries Trust	Plenary Group
Assemble	Grant Thornton Australia	Port of Melbourne
AusNet Services	Grollo Group	PwC Australia
Australian Unity	Haileybury	RMIT University
Bank of Melbourne	Huawei Technologies (Aust)	Skybus
Bates Smart	IFM Investors	Swinburne University of Technology
Bendigo & Adelaide Bank	Jacobs	Telstra
Cbus Property	Keolis Downer (Yarra Trams)	The Age
City of Melbourne	La Trobe University	The Herald & Weekly Times
City of Port Phillip	Lendlease	The University of Melbourne
Clemenger BBDO Melbourne	Major Transport Authority	Toyota Motor Corporation Australia
Commonwealth Bank of Australia	Melbourne Airport	Transurban
Cornwell	MCEC	Urbis
Corrs Chambers Westgarth	McKinsey & Company	Vanguard Investments
CSIRO	Melbourne Water	Victoria University
Deakin University	Metro Trains Melbourne	Wesley College

Corporate

Adshel	Grimshaw	Queen Victoria Market
Ashurst	Hall & Wilcox	Quickar
Australian Energy Market Operator	HASSELL	Racing Victoria
Aurecon	Herbert Smith Freehills	Recoveries & Reconstruction (Aust)
Avalon Airport	Hume City Council	Royal Automobile Club of Victoria
BioMelbourne Network	InfraPlan	RPS
Chadstone	Ipsos Australia	Russell Reynolds Associates
Charter Keck Cramer	JLL	ShineWing Australia
City of Greater Dandenong	K&L Gates	Sofitel Melbourne On Collins
Citywide Service Solutions	KJA	Sustainable Certification
Darebin City Council	LaunchVic	Transport for Victoria
Deloitte	Lime	Uber
Development Victoria	Melbourne & Olympic Parks	VicSuper
e-Centric Innovations	Marriner Group	Victorian Health Promotion Foundation
Fed Square	Minter Ellison	Victorian Planning Authority
Fisher Leadership	MLC Life Insurance	WestonWilliamson+Partners
Fitzroys	Nous Group	Woods Bagot
Gilbert + Tobin	Peter MacCallum Cancer Centre	Yarra Valley Water
GoGet	Public Transport Victoria (PTV)	

Not-for-Profit

Arts Centre Melbourne	Melbourne Girls Grammar	Royal Botanic Gardens Melbourne
Ardoch	Melbourne Health	Royal Flying Doctor Service
Asialink	Melbourne Recital Centre	Silver Chain Group
Australian Centre for the Moving Image	Melbourne Theatre Company	Spolib Digital
Australian Olympic Committee	Methodist Ladies' College	State Trustees Australia Foundation
Australian Sports Technologies Network	National Gallery of Victoria	The Australian Ballet
Destination Melbourne	NORTH Link	The Big Issue
Good Cycles	Open House Melbourne	The Walter & Eliza Hall Institute
Guide Dogs Victoria	Outdoor Media Association	Victorian Opera
Lord Mayor's Charitable Foundation	St Michael's on Collins	Youth Projects

Diplomatic

British Consulate General, Melbourne	Department of Foreign Affairs & Trade, Melbourne	Consulate General of Italy
Consulate General of the Republic of Chile (VIC)	Consulate of the Federal Republic of Germany (VIC)	Consulate General of Japan
Consulate General of the People's Republic of China (VIC)	Consulate General of India (VIC)	Consulate of the Kingdom of the Netherlands
Royal Danish Consulate General	Consulate General of the Republic of Indonesia (VIC)	Consulate General of Spain
		U.S. Consulate General Melbourne

The Committee's membership represents Melbourne's premier business and community leaders. Together, we focus on four key areas to support Melbourne's future growth and prosperity: Future economy, infrastructure, urban optimisation, and liveability.

How members get involved:

Plan the Future

Make a difference to Melbourne's future with your knowledge and expertise.

Shape Policy

Inform the Committee's advocacy with government and influence the broader public debate.

Connect and build your profile

Expand your network and connect with other Committee members, government, senior business leaders and influential Melburnians at our regular events and policy consultations.

Increase your exposure, enhance your profile and promote your work through our structured communications and advocacy program which includes media services.

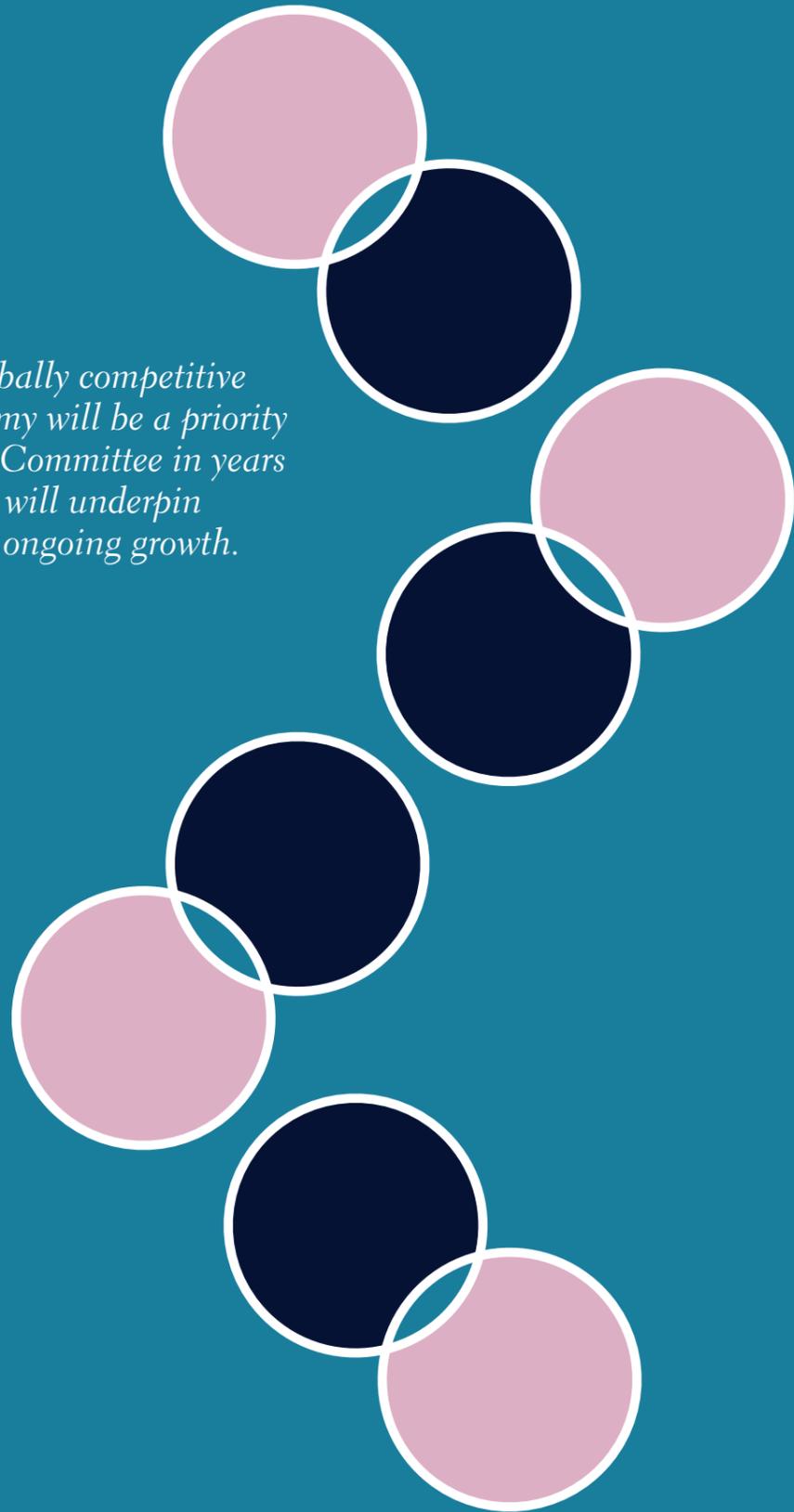
Learn and share

Deepen your knowledge and share your expertise with our regular, exclusive briefings from political, industry and academic leaders.

Build tomorrow's leaders

Prepare your organisation's talented emerging leaders to make a contribution with our respected business and civic leadership program; Future Focus Group.





A strong, globally competitive future economy will be a priority focus for the Committee in years to come as it will underpin Melbourne's ongoing growth.

Future Melbourne

We are committed to creating a Melbourne that gets better as it grows. Drawing on the broad expertise in our member base, we will continue to influence the debate in four key areas:

Future Economy

Our economy continues to transition from its manufacturing base to a services hub that is internationally competitive. The rise in professional services, the domestic and international battle for talent, productivity challenges, digital disruption and technological innovation, will continue to shape our economic competitiveness. A strong, globally competitive future economy will be a priority focus for the Committee in years to come as it will underpin Melbourne's ongoing growth.

Infrastructure

The Committee will continue to build on its infrastructure agenda that is critical to Melbourne's liveability, productive capacity, and innovation. We will expand on our successful advocacy for the design and delivery of an integrated transport system that effectively moves people, freight, and utilities around our growing city. The right projects are as important as the right funding. We will continue to provide a strong voice for innovative mechanisms to finance development.

Urban Optimisation

Our prized liveability depends on having an appropriate blend of housing options that are well-connected to community services and the jobs that will power our economic growth. Using a multi-disciplinary approach, the Committee will submit practical ideas for dealing effectively with the key challenges of urban infill versus urban sprawl, housing affordability, community connectivity, and support services.

Liveability

To maintain this status, we must continue to provide exceptional healthcare, education, sport, and recreation services. Our liveability enhances our reputation as an internationally appealing, safe and welcoming city. Melbourne is already known as Australia's cultural capital, and we will continue to support the development of our artistic and cultural assets.



Our input is valued by political leaders, the media, the business community, and civic leaders.

Our Work

Since 1985 the Committee has taken a strong non-partisan leadership position and engaged with leading organisations from all sectors, committed to creating a better Melbourne.

The expertise of our varied membership informs our policy positions. Our input is valued by political leaders, the media, the business community, and civic leaders. Recent Committee initiatives include:

Melbourne 4.0 Taskforce

The Committee established the Melbourne 4.0 Taskforce to prepare Greater Melbourne for the accelerating speed of innovation and disruption that has catapulted us to the early stages of the 'Fourth Industrial Revolution'. The Melbourne 4.0 Taskforce aims to develop a clear understanding of the future economic environment and provide reliable and informed policy programs to help position Melbourne for these future challenges and opportunities.

Preparing our city for the challenges and opportunities of the 21st century, we collaborated with all sides of Parliament to establish the Victorian All-Party Parliamentary Group on Artificial Intelligence, leading the way in the Southern Hemisphere.

We have advocated strongly for a mass transit link to Melbourne Airport, submitting five guiding principles for the Victorian Government to consider as part of its Business Case, and endorsing the Sunshine route, pending the outcome of the Business Case.

We have encouraged the Federal Government to ensure policy certainty concerning Australia's skilled migration program, and will continue to advocate for a program that continues to position Australia as an open, attractive country for highly-skilled foreign talent.

Prioritising Infrastructure

The Committee has long advocated for an independent Infrastructure prioritisation entity. Our 2015 discussion paper *The case for an independent Infrastructure Victoria* outlined best practice principles for independence, accountability, and transparency. The Andrews Government delivered on its election commitment and established Infrastructure Victoria in September 2015. Key principles raised in our paper were reflected in its establishment as a source of independent, transparent advice on infrastructure projects and priorities.

The Committee and its members engage with Infrastructure Victoria and Infrastructure Australia on a range of strategic imperatives.

More recently, we have advocated for the design and implementation of an integrated transport system for Melbourne, and Victoria. In a 2019 member survey, 92% of the Committee's members indicated that this should be the major priority for the Victorian Government.

Metropolitan Collaboration

The development of Greater Melbourne as a planned and efficient city will require structures to ensure long-term strategic planning can be delivered across the Metropolitan area.

The Committee is currently working with government, both local and state, academia, the private sector and other stakeholders to test what Metropolitan Governance model could work for all parties involved.

This consultative process will be used to help inform possible opportunities for creating a model uniform and streamlined approach.

Melbourne as a skilled and life-long learning city

To stay competitive, Greater Melbourne will need access to the right skills and knowledge. This involves bringing in the right talent and fostering a culture of future-focused learning.

The Committee is advocating strongly for employers to have access to skilled migrants. In addition, we are exploring what future learning looks like in educational institutions and the workplace, to which we have, and will continue, to advocate through submissions and other means using our members' knowledge.

Melbourne Metro rail project and grade separation

The Committee called for the unlocking of the capacity of our public transport system by removing bottlenecks around the City Loop and inner core and removing level crossings.

Work on the Melbourne Metro is underway and grade separation has commenced on 50 level crossings with 29 removals completed. The Victorian Government intends to remove 75 congested level crossings in Melbourne by 2025.



Better Housing

With our city set to double in size to eight million people by mid-century, we must get smarter about urban development and delivery of housing as social infrastructure. This involves looking at a range of options to ensure an adequate supply of affordable housing, at volume, to promote the innovation economy and support key workers.

Under our Melbourne 4.0 Taskforce, the Committee is advocating for a multi-faceted approach to the issue of affordable housing with a simultaneous policy response in taxation, finance, built-to-rent, excess government land and planning. We are also fostering and encouraging further synergy between key stakeholders in affordable housing.

Moving Melbourne

Like every city growing in a fiscally constrained environment, innovative funding and financing mechanisms for infrastructure investment must be investigated. The Committee's *Moving Melbourne* report offered approaches for the government and private sector to lift productivity and urban value by planning for our future transport needs today.

Today's Melbourne has been shaped by Committee initiatives including:

- Creating a connected regional hub by growing our international flight capacity.
- Building a vibrant waterfront community at Docklands.
- Adding to our reputation as Australia's capital for arts and culture.
- Helping move people and freight across the city more efficiently with CityLink and the Western Ring Road.
- Introducing our architectural treasures to a new audience with Open House Melbourne.
- Progressing medical technology and health innovation through the BioMelbourne Network.
- Introducing the Free Tram Zone in Melbourne's Central Business District

We raise critical issues to influence the debate on Greater Melbourne's future development, in both place making and place management.



Melbourne 4.0 Taskforce

Thriving in 2030

The speed, breadth, and depth of the Fourth Industrial Revolution, which is characterised by a fusion of our physical, digital, and biological worlds, is transforming entire systems of production, management and governance. This technological and digital revolution is fundamentally altering the way we live, work, and relate to one another.

Identifying trends

The Committee established the Melbourne 4.0 Taskforce to proactively prepare for significant global developments arising through major geopolitical shifts and rapid technological advancements. Through the Taskforce, Committee members had the opportunity to connect with and learn from business, government, academic leaders, and some of Melbourne's brightest startups. Using a City Strategy Model, members identified external trends that are outside our control but critically impact on Greater Melbourne's economic future.

Strategic options

Employing a scenario planning process, a range of plausible futures for Melbourne's economy were identified. These provided an excellent platform to identify the nine Strategic Needs that Melbourne must address to ensure our city remains one of international significance. Aligning with the Committee's four pillars, these Strategic Needs will form the basis of the Committee's advocacy work for years to come.

1. Future skills

A workforce with a new, diverse range of skill sets and capabilities, to meet the demands of a continually changing economy.

2. Innovative ecosystem

The creation of a globally relevant innovative ecosystem, which increases the number of ideas that are successfully commercialised.

3. Housing mix

An appropriate metropolitan housing mix designed to ensure the city is affordable for all Melburnians.

4. Competitive internet

Cutting-edge internet capabilities that allow Melbourne-based firms to continue to compete in international markets.

5. Airport link

An efficient transit link to and from Melbourne Airport to meet demand and enhance Melbourne's brand.

6. Eastern seaboard transit link

An efficient transit link connecting cities and regions along Australia's eastern seaboard, which will form the basis of an east coast megaregion.

7. Metropolitan collaboration

A fit-for-purpose metropolitan governance structure that can meet new and evolving 21st century challenges and opportunities.

8. Eastern seaboard collaboration

Effective collaboration between cities and regions along Australia's eastern seaboard to boost our economic productivity and innovative capacity.

9. Digital capability

Greater understanding and implementation of digital technologies throughout Melbourne, to ensure our city thrives in the digital age.

Ongoing Taskforces

1. Transport

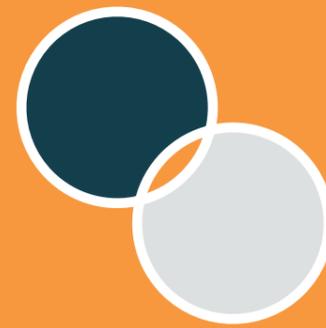
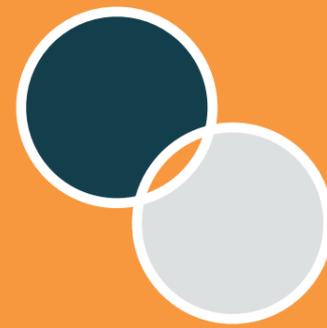
Facilitating an integrated transport vision for Melbourne that addresses the challenges of technology, population shifts, freight and mobility agenda's.

2. Not-for-Profit

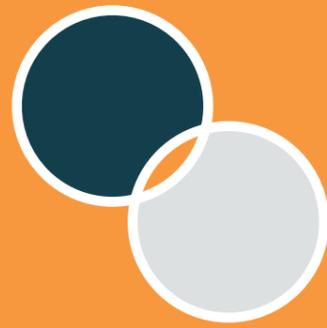
A forward looking Not-for-Profit strategy to strengthen the industry for the 21st century and facilitate a greater awareness of the 'for purpose' sector.

3. Arts & Culture

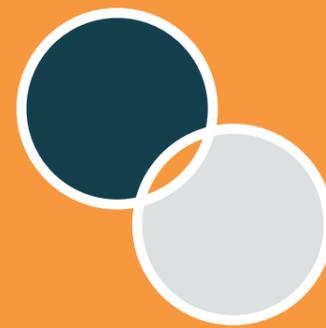
An integrated vision for Melbourne as a vibrant, globally recognised destination for arts culture and design.



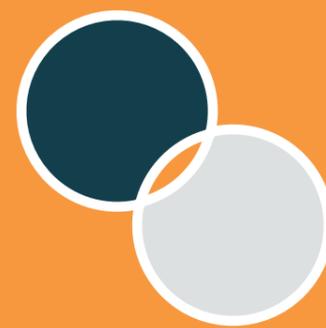
We cannot assume that our city's success will continue without preparing



for 'over the horizon' challenges and opportunities, which are approaching



with unprecedented speed from the fourth industrial revolution.



Collaboration

Events

The Committee delivers a range of events for our members to come together to contribute knowledge, share ideas, and build valuable connections. All our events take place in a confidential and productive environment under the Chatham House Rule. Targeted stakeholders and government representatives also participate in these events.

Leading Thinker Series

Our Leading Thinker Series provides thought-provoking insights into the important issues facing our city.

Covering current and long-term issues, the series focuses on the economy and deeper engagement with the dynamic Asia-Pacific region.

Recent Leading Thinkers have included:

Nicholas Davis

Head of Society & Innovation
World Economic Forum

Lyell Strambi

CEO and MD at Australian Pacific
Airports Corporation

Jo da Silva

Founder and Director of
International Development Arup

Arjan van Timmeren

Professor of Environmental
Technology & Design at the Faculty
of Architecture at TU Delft and
lead Principle Investigator of the
Amsterdam-based Institute for
Advanced Metropolitan Solutions
(AMS)

Daniel Raven-Ellison

Guerrilla Geographer
& Creative Explorer

Alicia Stephenson

Director of Generational Dynamics
Incorp

Meet the Minister Series

Our Meet the Minister Series provides our members access to State and Federal politicians to inform and influence the broader debate about Melbourne's future.

Recent Ministers have included:

Mr Tim Pallas MP

Treasurer of Victoria

The Hon. Jacinta Allan MP

Minister for Public Transport
Minister for Major Projects

The Hon. Gavin Jennings MLC

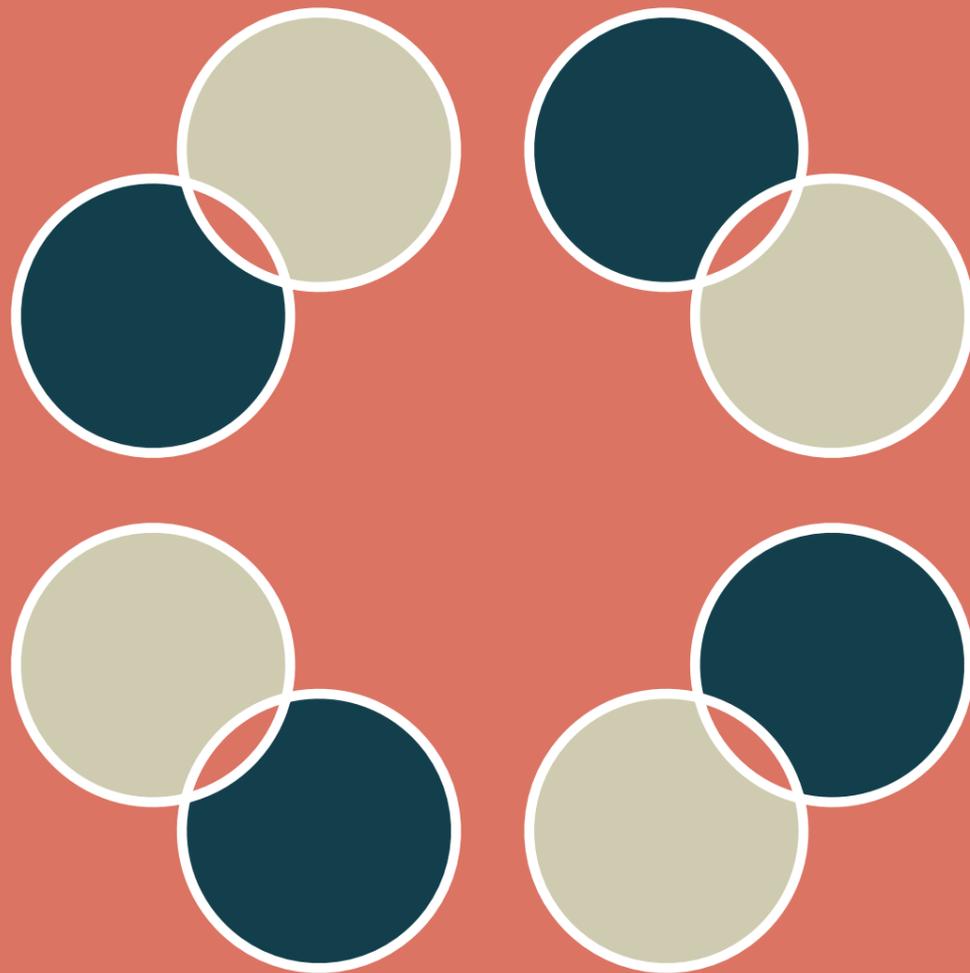
Special Minister of State

The Hon John Eren MP

Minister for Tourism and Major
Events; Sport and Veterans

The Hon Matthew Guy MP

Leader of the Opposition



The Committee delivers a range of events for our members to come together to contribute knowledge, share ideas, and build valuable connections.

Transport Series

Our Transport Series, which aims to foster a greater understanding of Melbourne's transport challenges, identifies key priorities for action and advocates for change.

At recent discussions focusing on roads, public transport and intelligent transport, key players in Melbourne's transport sector contributing to the conversation have included:

The Hon John Brumby AO

René Lalande
CEO
Transdev

Jarrett Walker
President
Jarrett Walker + Associates

Nathalie Sassen
Head of Customer Experience and Network Design
Keolis Downer (Yarra Trams)

Open Mind Forums

Our Open Mind Forums bring together the heads of government agencies and statutory authorities with industry leaders and our members to explore the issues influencing government policies, priorities and decision making processes.

Recent government representatives have included:

Richard Bolt
Former Secretary
Department of Economic Development, Jobs, Transport and Resources

Dr Gillian Miles
Former Head of Transport for Victoria

Dr Gary Johns
Commissioner
Australian Charities and Not-for-profit Commission (ACNC)

Mr John Alexander MP
Chair, House of Representatives Standing Committee on Infrastructure, Transport and Cities

Roundtables and Taskforces

Regular roundtable discussions facilitate collaboration and allow members to contribute to the Committee's position on city shaping issues. Members are invited to participate in taskforces on major initiatives, providing specialist knowledge and expertise to help develop factual and forward-looking policy platforms.

Recent roundtables have included:

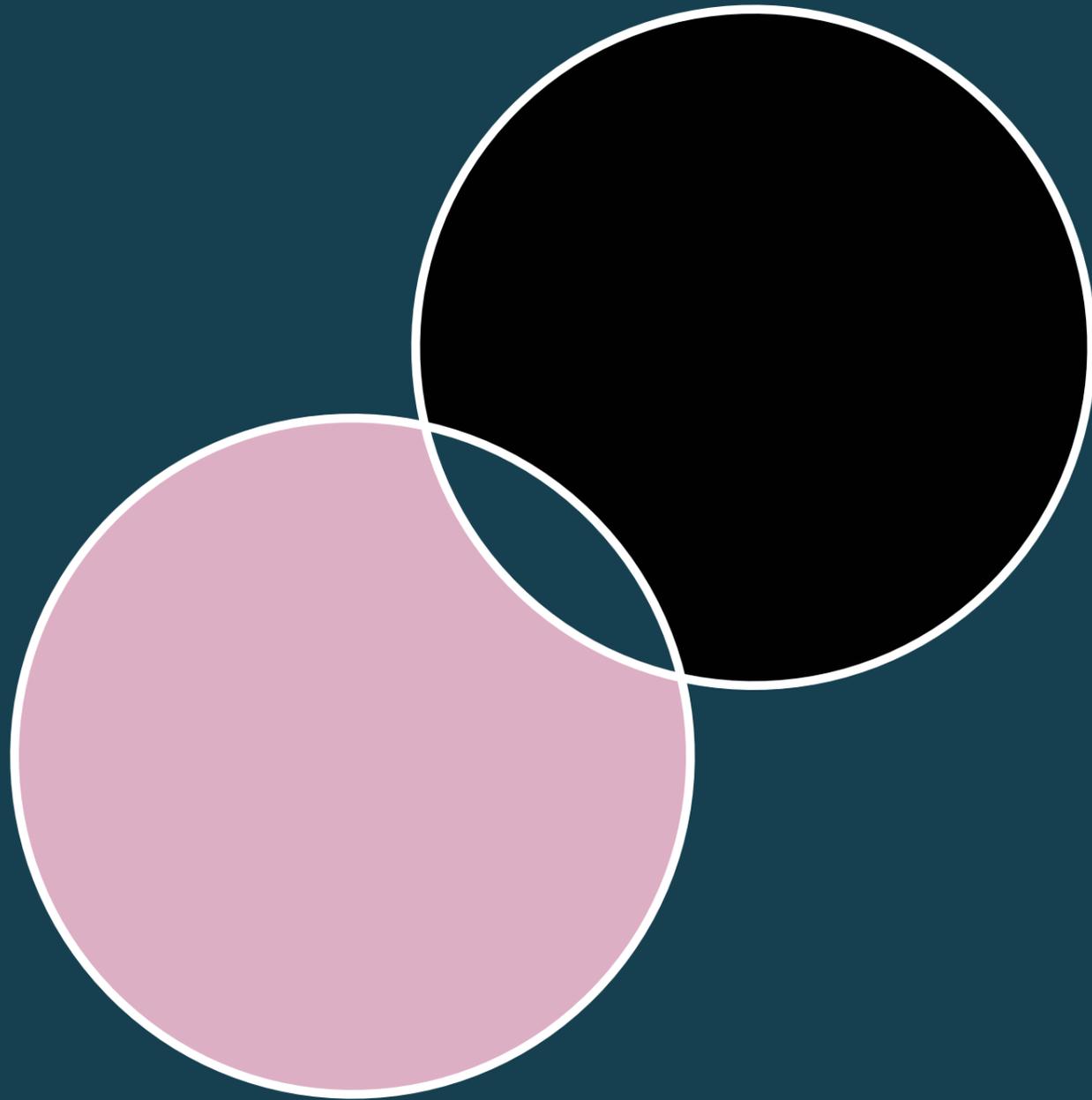
- Developing an integrated vision and strategy for the city as a vibrant, globally recognised centre for arts and culture, with our Arts and Culture Roundtable.

Recent taskforces have included:

- Preparing our city for the forces of disruption and innovation brought about by the Fourth Industrial Revolution, with our flagship Melbourne 4.0 Taskforce.
- The Strategic Needs for Melbourne identified through the Taskforce are being addressed with a current focus on Airport Link for our city, a sound framework around Artificial Intelligence and a diverse housing mix.
- Addressing the relevant challenges to the Not-for-Profit sector, with our recently established Not-for-Profit Taskforce.



The Committee's Annual Dinner is Melbourne's premier black tie business networking event.



Connecting

Annual Dinner

The Committee's Annual Dinner is Melbourne's premier black tie business networking event. Held in some of the city's most iconic venues, the Committee hosts more than 500 members, guests, and dignitaries for a spectacular evening celebrating our great city.

Recent venues which have been showcased have included the new Goldfields Theatre at the Melbourne Convention and Exhibition Centre, Forum Melbourne, Melbourne Museum, the playing surface of Margaret Court Arena, and the stage of Arts Centre Melbourne's State Theatre.

Parliamentary Drinks

The Committee's annual event at Parliament House is an informal opportunity for Foundation members to network with members of Parliament from all political parties. The Hon. Shaun Leane MLC (President of the Legislative Council), Ms Cindy Mcleish MP (Deputy Leader of the Liberal Party), and Ms Ellen Sandall MP (Deputy Leader of the Victorian Greens) were joined at the 2018 event by over 30 other Ministers, Shadow Ministers and MPs for an evening of conversation and networking.

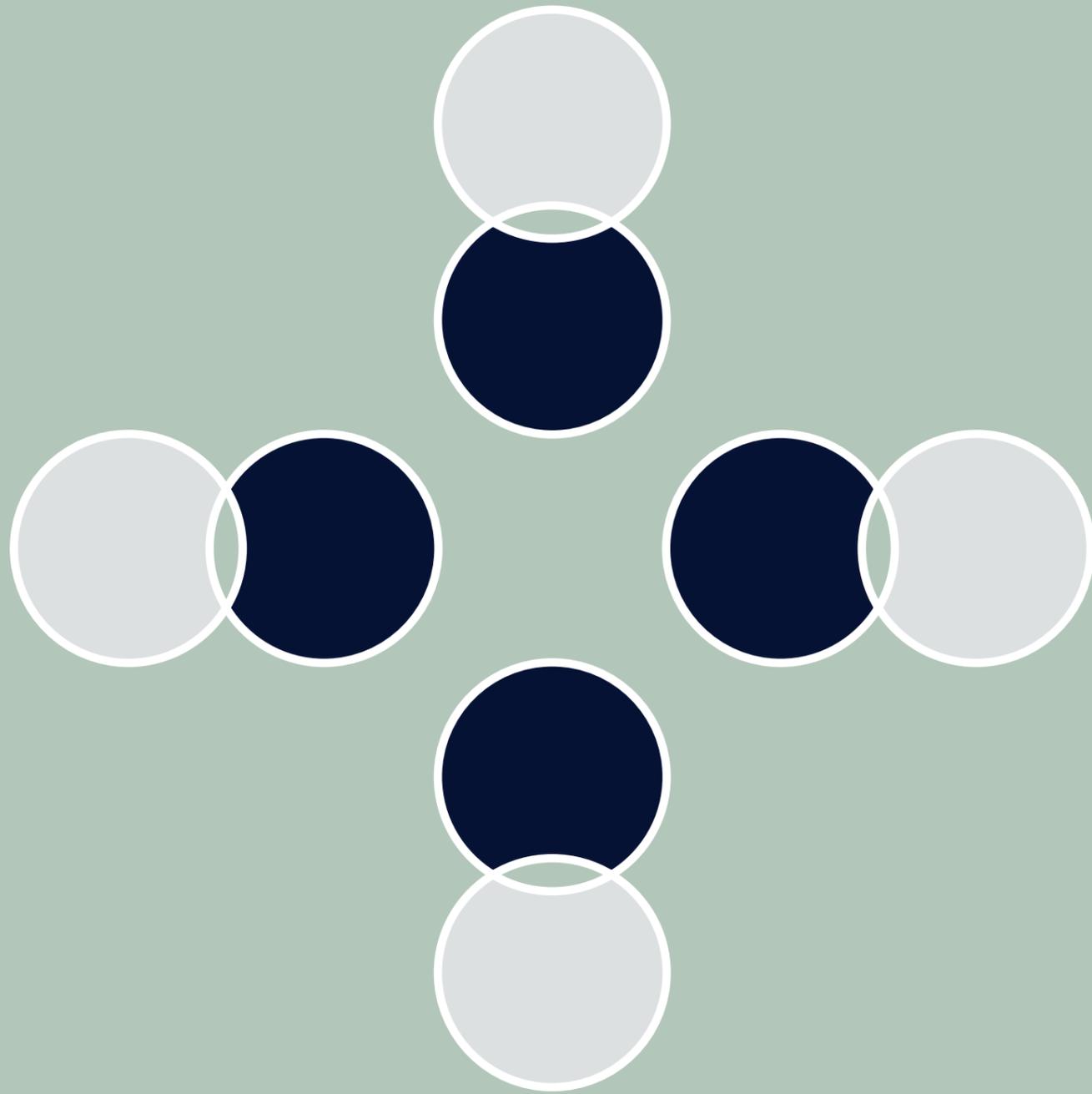
Hosting

As part of the Committee for Melbourne's benefits, we provide our members with the opportunity to host events. Members are approached to host events to showcase their organisation to our broad membership base and provide a platform for the topics of discussion and guest speakers.

Presenting Partnerships

The Committee partners with identified events, such as conferences and exhibitions, that are relevant to its agenda of shaping Melbourne's future. In exchange for showcasing our brand and our work, we provide assistance with event and strategy development as well as access to our networks.





Melbourne's future depends on inspired, informed, and experienced leadership.

Future Focus Group

“The future focus group program has been effective in allowing participants to build external networks and to work across sectors on a project that offers a broader canvas. The tailored mentoring opportunities included in the program are a particular strength”.

Professor Linda Kristjanson AO, Vice Chancellor, Swinburne University

Melbourne's future depends on inspired, informed, experienced and networked leadership. To create the next generation of civic-minded leaders, the Committee established the Future Focus Group business and civic leadership program in 1996.

The Future Focus Group is Melbourne's only dedicated leadership development program for emerging leaders from business, government, academia, not-for-profit and public sectors. The program runs for 21 months, with a new group of participants starting each February.

The program attracts participants from every sector of the Committee's membership base. The combination of participants creates an incubator of ideas and builds networks that will secure Melbourne's future success.

For over 20 years, this unique program has fostered practical leadership skills by providing project-based, real-life learning experiences and unique access to senior business and community leaders.

Our 400 strong alumni remain involved with the Committee's activities via the Alumni Network.

They are a new generation of leaders making a contribution to our city.

“In furtherance of the committee's vision, amongst its greatest assets must surely be the alumni and participants of the future focus group. Nowhere is that clearer than in the projects spawned by this group since its inception”.

Her excellency the Honourable Linda Dessau AC, Governor of Victoria, Future Focus Group patron.



Contribute to shaping a better future for Melbourne

Committee for Melbourne's three membership categories have been tailored to suit different types of organisations

Foundation Membership

For major national and international organisations
\$15,000 (plus GST)

Corporate Membership

For small and medium sized organisations
\$7,500 (plus GST)

Not-for-Profit Membership

For small organisations with deductible gift recipient status or charitable status
\$3,800 (plus GST)

Membership Benefits	Foundation	Corporate	Not-for-Profit
Shape the Committee's priorities, strategy and agenda through regular discussions with the Committee CEO and Secretariat	•	-	-
Engage with MPs at the Committee's annual parliamentary drinks	•	-	-
Attend a Foundation Members only State Budget briefing with the Treasurer	•	-	-
Display your logo on the Committee's website	•	-	-
Contribute to governance through voting rights	•	-	-
Receive priority invitations to Committee events	•	-	-
Attend the Committee's corporate functions and events throughout the year, free of charge	•	•	•
Attend ministerial lunches and briefings	•	•	•
Participate in our Roundtables and Taskforces	•	•	•
Host events to showcase your organisation and work	•	•	•
List your organisation on the Committee's website	•	•	•
Subscribe to our regular eNewsletter	•	•	•
Nominate participants for the Future Focus Group leadership program	•	•	•
Purchase tickets to the Committee's Annual Black Tie Dinner	•	•	•

Get in touch

- Discuss membership
- Get involved with Taskforces
- Contribute to the Committee's thought leadership
- Build your network and profile

Committee for Melbourne

ANZAC House
Level 4, 4 Collins Street
Melbourne VIC 3000, Australia
+61 (03) 9650 8800
melbourne.org.au

- @Committee4Melb
- @CommitteeforMelbourne
- Committee for Melbourne
- @committeeformelbourne

