

CONTRIBUTION TO 'PLAN MELBOURNE REFRESH'

VICTORIAN STATE GOVERNMENT 'PLAN MELBOURNE REFRESH: DISCUSSION PAPER SUBMISSION' – University of Melbourne's contribution

Submitted by the University of Melbourne

18 December 2015

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The University of Melbourne welcomes the State Government’s efforts to refresh Plan Melbourne. We welcome the opportunity to provide further input into the Plan Melbourne refresh and would like to extend our support to the Andrew’s government strong commitment to community consultation with regards to the refresh of the Metropolitan Planning Strategy.

We are committed to working with State Government Agencies and Council in both shaping the Metropolitan Planning Strategy and also delivering its intent and vision of establishing Melbourne as a world-renowned global city of opportunity and choice. We hope that our contribution to the State’s strategy as outlined in this paper is seen as the start of an ongoing dialogue, through which we can continue to share ideas and work collaboratively on specific initiatives that will secure this vision.

The Parkville Precinct has been recognised in the State Government strategy as a National Employment Cluster and a focal point for transformation and economic development. The University is seeking to build on this geography of designated geographic concentration of innovation through creating discipline and sector based precincts, and seeding these clusters with the appropriate tools to foster collaboration – co-location, incubators, accelerators, impact based funding – internally between faculties, as well as with external research and industry partners. In concert with our key stakeholders, our infrastructure platform will help deliver the government agenda for employment through coordinated R&D and commercialisation; translation research; and infrastructure needs for these areas enables the innovation economy.

Our contribution is based upon feedback gathered from a number of senior colleagues representing different perspectives across the institution. Collectively, this feedback is overwhelmingly positive and supportive of the State Government’s commitment to profiling Melbourne as distinctive and globally connected and competitive city.

1. UNIVERSITY CONTRIBUTION – KEY ELEMENTS

We in principle support the 47 recommendations and look forward to the release of Plan Melbourne in 2016. Our response will focus on Chapters 2, 5, and 7. Specifically the refresh of Plan Melbourne could consider the following critical issues:

1. Establishing Cluster Governance for the respective National Employment Clusters in partnership with government agencies to take an integrated and holistic approach to enabling the continued growth and development of these areas.
2. Updating planning tools to introduce controls and levers to help grow the knowledge and innovation economy.
3. Expansion of the emerging Werribee National Employment Cluster to include the Werribee Activity Centre and the Werribee Tourism Precinct.
4. Explore the role of urban manufacturing, creative spaces and places within the clusters as a driver to the innovation economy.
5. Explore methods of implementing value-capture in both urban renewal areas and Employment Clusters.

1.1 Chapter 2: Growth, challenges, fundamental principles and key concepts:

- 1.1.1 Q2. *The discussion paper includes the option (option 6, page 18) that the United Nations Sustainable Development Goals be included in Plan Melbourne 2016. Do you agree with this idea? If so, how should the goals be incorporated into Plan Melbourne 2016? Choose one option:*

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We strongly agree with the inclusion of The United Nations Sustainable Development Goals

- 1.1.1.1 Building healthy, prosperous communities requires an approach that understands the complexity of our cities, the people and cultures. It requires integrated-thinking across buildings and neighbourhoods, stages of development and systems; transport, utilities, business or social networks. Creating more productive places and communities involves thinking about our buildings and infrastructure and the importance to adopt this approach during early planning stages of inception or renewal.
- 1.1.1.2 The alignment of Plan Melbourne to the 17 United Nations Sustainable Development Goals, which will enable a whole-of-system approach to sustainable development – it is therefore crucial that actions within Plan Melbourne are mapped against the 17 Sustainable Development Goals.
- 1.1.1.3 The implementation of these goals is a right step to a whole-of-system integrated thinking.
- 1.1.2 *Q.5 The discussion paper includes the option to remove the concept of an Integrated Economic Triangle and replace it with a high-level 2050 concept map for Melbourne (i.e. a map that shows the Expanded Central City, National Employment Clusters, Metropolitan Activity Centres, State-Significant Industrial Precincts, Transport Gateways, Health and Education Precincts and Urban Renewal Precincts). What elements should be included in a 2050 concept map for Melbourne?*
- 1.1.3 The 2050 concept plan should include:
 - Mapping virtual networks; current, emerging and potential.
 - Current and emerging State Significant ‘tech-precincts’ - precincts that will deliver knowledge sector workers,
 - Value Capture Opportunities
 - Local Arts and Makers networks
 - Urban Renewal Areas that include: 1) Greyfield sites and 2) Brownfield sites.
 - Areas that present precinct-level energy capture, production and generation
- 1.1.4 *Q7. The discussion paper includes options (options 11-17, pages 23 to 27) that identify housing, climate change, people place and identity and partnerships with local government as key concepts that need to be incorporated into Plan Melbourne 2016. Do you support the inclusion of these as key concepts in Plan Melbourne 2016?*

We strongly agree with the inclusion of the aforementioned key concepts in Plan Melbourne 2016.

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- 1.1.4.1 In the face of increasing global population and rapid urbanisation, the support systems for our large cities are contributing significantly to a variety of environmental pressures – climate change, water pollution, declining biodiversity, soil degradation and resource depletion to name but a few. There is now an imperative to reduce the environmental intensity of our cities and re-think how we produce, deploy and use energy, food, water, and waste.
- 1.1.4.2 How do we provide the services that sustain city life in ways that are more efficient and less wasteful? How do we ensure that the impact of changing interrelationships between infrastructure and system elements can be anticipated? For cities such as Melbourne, prepared to take the lead in enabling Green Growth, there are opportunities to develop and achieve solutions that can be taken to the world.
- 1.1.4.3 Planners and designers must be involved as well as business leaders and practitioners. The key is recognising and investing in an appropriate platform that embraces all of these elements and allows for compelling demonstration and commercial deployment.

1.2 **Chapter 3: Delivering jobs and investment**

1.2.1 *Q9. The discussion paper includes the option (option 20, page 30) to revise the Delivering Jobs and Investment chapter in Plan Melbourne 2014 to ensure the significance and roles of the National Employment Clusters as places of innovation and knowledge-based employment are clear. How can Plan Melbourne 2016 better articulate the significance and roles of the National Employment Clusters as places of innovation and knowledge-based employment?*

- 1.2.1.1 The plan could identify opportunities for government to look at some serious investment into enabling infrastructure, such as high speed internet and seamless connectivity. The ability for clients, stakeholders and residents to seamlessly traverse not only the physical but the virtual environment that makes up the PNEC is essential. Government agencies in conjunction with its stakeholders should consider exploring value-capture mechanisms for the PNEC to fund shared enabling infrastructure that benefits all cluster partners.
- 1.2.1.2 Victoria already has an exciting creative and cultural identity – this needs to be continually nurtured and developed. The University is keen to see the State Government, through Plan Melbourne, ensures that this element of the city’s character is explicitly recognised, harnessed, and continually nurtured. In this way the recommendations that are developed in this strategy will flow into other enabling areas of government policy that underpins the viability of creative industry growth, such as land use planning, business support, and infrastructure planning.
- 1.2.1.3 Another area that government could consider in revisiting the various clusters is to ensure the planning controls are conducive and facilitative of urban manufacturing. Urban Manufacturing will augment and further grow Melbourne’s reputation as the creative state and bring its cultural and economic benefits to more Victorians.
- 1.2.1.4 Specifically the plan should consider the following interventions to enable the further development of the cluster:
- Building resilience: An integrated approach to planning cities; businesses and government working together to transform neighborhoods,
 - Enhancing the user experience: Looking beyond traditional user engagement to boost performance of buildings and enhance the user experience to unlock new revenue,
 - Policy levers that support innovative construction methods,

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- Technology platforms to support industry data capture transforming the delivery and operation of buildings and infrastructure; rethinking cultural and industry behavior to capitalise on technology integration; evidence-based decision making replacing intuition,
- Alternative financing strategies to fund the shared infrastructure that ‘gels’ the clusters together, such as urban realm upgrades etc.; identifying innovative technology for the mapping, modelling, design, and operation of infrastructure
- Identifying the new capabilities of smart ICT to enhance the growth and functions of the National Employment Clusters; specifically how the use of smart ICT can be used in the design and planning of infrastructure and how this technology can increase economic productivity,
- Collaboration technologies that allow a range of synchronous communication between individuals in different offices and organisations - eg audio, video, instant messaging, screens sharing, and file sharing. In some cases these federated services will be agreed between organisations for use within the zone, but other technologies and services that are shared globally by specific disciplines must not be inhibited,
- Technologies to allow transfer and sharing of significant volumes of research and other data at high speed,
- Technologies and network access to allow meeting participants both internal and external to buildings to show and share information wherever they may be – from coffee shops to presentations in meeting rooms, and
- Participants in the clusters reaching agreements to co-develop or approach a provider for a system required by more than one of them.

Cluster Governance

- 1.2.1.5 Managing the complexity of established communities to achieve greater efficiencies requires going beyond design considerations. It is also imperative to have the right governance models to engage existing stakeholders.
- 1.2.1.6 The various clusters, particularly the PNEC would greatly benefit from the establishment of cluster-based-governance to guide the future development of the PNEC, address concerns of current and future cluster stakeholders with regard to transport, infrastructure, industry development, employment, and innovation and finally to need to coordinate stakeholder actions and responses to: government initiatives, industry challenges, and infrastructure issues. The benefits with the cluster governance model creates the following benefits:
- Take a whole-of-cluster and whole-of-government approach to enabling the continued growth of the Parkville National Employment Cluster in particular; ensuring the delivery of the Melbourne Metro Rail Project creates maximum value and benefit to key stakeholders and the broader community,
 - Opportunity to engage and build trust with a broad range of precinct stakeholders outside of the day-to-day research/institute partnership context,
 - Demonstrate leadership in representing the needs of stakeholders to government and other agencies,
 - Ability to achieve concrete outcomes for the precinct, for example ensuring the continued growth and development of highly skilled jobs, both existing and emerging, within the tech and creative industries,

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- Improve outcomes for the biomedical/biosciences sectors through coordinated planning, and
 - Potential to attract funding through demonstrated whole-of-precinct collaboration.
- 1.2.1.7 The Working Group could include the highest decision makers from 5 or 6 stakeholder organisations. Members would actively contribute toward the outputs or commit resources towards this.
- 1.2.1.8 In addition State Government representation should preferably include a central agency who owns the benefits, such as Economic Development, rather than one of the enabler agencies like DELWP and MPA. Local Government will be represented by the City of Melbourne and [redacted], [redacted], was the Council representative The Working Group Chair should be someone who can ‘rise above’ the interests of the various stakeholders in the long-term interests of the precinct, who has currency with the various organisations, and an understanding of innovation in economic development. The University, the City of Melbourne, and various State Government agencies could jointly resource the Secretariat.
- 1.2.1.9 To assist the Working Group with its decision-making processes, viewing the PNEC as its own community through the lens of resilience is essential. Specifically the following strategies should be undertaken in tandem to frame a whole-of-systems thinking to the PNEC governance:
- Urban Design Strategies that make the place attractive – place and people based approach, particularly the shared urban realm that connects the many institutions and buildings; Design for the people and the inhabitants. The Urban Design Strategy could focus on the urban realm; a shared asset amongst key PNEC stakeholders, this is critical given the network of roads crucial to the functioning of the cluster and its surrounds. This could be reconsidered in the context of MMRA, the trams, the cars, the pedestrians, and the bikes
 - Energy Strategies – opportunities for precinct level interventions, which could address issues such as supply, demand and green energy options.
 - Water Strategies – a precinct based approach to water management, particularly opportunities for WSUD.
 - Transportation Strategies – recognising how each organization, space and place functions then apply transportation strategies for the PNEC
 - Waste Strategies – Opportunities to consider waste management solution, particularly precinct level interventions.
 - Socio-cultural Strategies - Consideration of the culture of different organisations is required if we want people to be able to move flexibly. Negotiate successful structural adjustment to the knowledge economy and the skills required to fuel it. Energy strategies

The precinct can be an exemplar of how cultures of the various organisations help make that shift. It needs to be measurable and scalable. By knitting together the culture, goals, shared governance, incentives – the sum of all parts is greater than the whole.

Building on our competitive advantage:

- 1.2.1.10 Without a major mining sector, Victoria can position itself to deliver prosperity by building on its competitive advantage in higher education, to establish a

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knowledge-based economy, particularly by accelerating the commercialisation of research. This is the path to an abundant source of high-skill, high-pay jobs and thus there is a significant opportunity to further marketing Victoria as ‘Australia’s University State’. The State Government and Universities could work together to better market Melbourne as ‘Australia’s University City’ or Victoria as ‘Australia’s University State’. Education is Victoria’s top export sector (\$4.5 billion) and there is scope to double these exports in the next two decades as Asia’s middle class grows rapidly.

- 1.2.1.11 The Plan could explicitly look at ways to further grow the many universities that characterise the clusters.

Enhancing the user experience:

- 1.2.1.1 In today’s complex and accelerated marketplace, the functionality of places is based not just on the initial capital investment but it is also focussed on how the spaces are used and enjoyed by those who live, work or play in them. In an age of increasing competition, particularly the internationalisation of cities and universities, owners who focus on user experience and enjoyment can unlock untapped value embedded in their assets. Better use of our spaces will rely on assets evolving with the changing needs and requirements of the respective communities they serve. Buildings and spaces need to work in unison with their surrounding area, particularly as urban development and the resulting gentrification of those places means space comes at a greater premium.
- 1.2.1.2 The PNEC is made up of a rich network of spaces, people, places and assets; there is an opportunity to build on the existing assets to further enhance the physical and virtual environment to enrich and enhance the user experience.
- 1.2.1.3 The critical role international visitors play in strengthening the profile of Melbourne, particularly the various clusters as a knowledge destination. We believe there is great potential for State government to consider how it may provide an outstanding visitor experience such that we cultivate multiple voluntary ambassadors for the city internationally.
- 1.2.1.4 Resources that help visitors familiarise themselves with the City and highlight its key knowledge assets, are critical to achieving this objective. The University would welcome the opportunity to discuss ways in which we can jointly develop such resource, and also share ideas on how best to provide visual markers for the City’s identity as a home to great thinkers/researchers, and research institutions.
- 1.2.1.5 Make PNEC an attractive place – attractions that are complementary to the core functions of the cluster to inject life after the business hours.

Harnessing the opportunities of digital technology to create a seamless working environment

- 1.2.1.6 An emerging trend with the globalisation of economies is the taking to virtual rather than physical presence. The effective use of technology and collaboration tools is enabling a new era where 24-hour work cycles are becoming part of the productivity suite. If we want to be competitive and think globally we need to think 24-hour work cycles and seamless connectivity, information sharing and networking with cluster partners.
- 1.2.1.7 The plan could identify opportunities for government to look at some serious investment into enabling infrastructure, such as high speed internet and seamless connectivity. The ability for clients, stakeholders and residents to seamlessly

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traverse the not only the physical but the virtual environment that makes up the PNEC is essential.

Developing our Brand as Knowledge and Creative Destination:

- 1.2.1.8 Building on the State’s reputation as a knowledge state and developing a branding strategy to celebrate the various clusters that underpin this reputation. Melbourne is a known brand and well recognised internationally; the PNEC is a lively and rich precinct with over 25,000 people – of which 10,000 are researchers. The question is – how do we make it bigger than the sum of its parts.
- 1.2.1.9 Developing a profile for the clusters, particularly PNEC that resonates with the broader community, stabling the platforms for collaboration with government, academia, industry and the general community to make it a key destination of choice for workers, companies and visitors. A place that is known for its disruptive innovation.
- 1.2.1.10 Draw on the expertise of existing institutions that make up the clusters, and their ambitions, because it puts the focus back on people and providing them with an inspiring environment; the cluster is a big place-making exercise – stakeholders within the PNEC are critical important place-maker.

Other interventions the plan should consider are:

- Identification of development facilitation mechanisms and tools for state significant projects or transformational projects within National Employment Clusters for example the establishment of a major projects advisory panel-comprising key funding agents, decision makers and government authorities. The networking and information sharing gained is incalculable to project success.
- Recognise the uncelebrated identities of the Melbourne – as a knowledge destination, a cultural hub and a student city,
- local place-making.
- The critical interdependency between Melbourne’s identity as a vibrant cultural destination and its ability to attract and retain national and international knowledge sector workers.
- Explicitly recognizing the importance of infrastructure - institutions, precincts, and people - in enabling the continued growth of Melbourne as a knowledge city.
- The importance of ensuring that international visitors leave as brand ambassadors for the Melbourne having received an outstanding welcome and enjoyed an enriching experience.
- Acknowledging the capacity, capability and role of existing knowledge sector institutions in promoting the city’s profile as a knowledge city and the opportunity to further enhance this through effective research collaboration.
- Identify key collaborative initiatives to grow and develop Melbourne’s shared assets that can be rolled across the sectors and monitor their implementation.
- Map the strengths, identify the opportunities and networks.
- Recognising major companies and innovative SMEs are key parts of successful clusters as they: co-design the research agenda, helping to ensure it focuses on issues with lucrative potential; and can commercialise research outcomes.

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1.2.2 Q10. The discussion paper includes two options (page 30) relating to National Employment Clusters, being:

Option 21A: Focus planning for National Employment Clusters on core institutions and businesses; or

Option 21B: Take a broader approach to planning for National Employment Clusters that looks beyond the core institutions and businesses.

We don’t have the luxury of single focus – we need to make it happen through collaboration. The clusters need profile, become destination points with platforms for inter-organisational engagement that enables the sort of disruptive innovation required to propel Melbourne on the global stage.

The focus should therefore remain on core institutions and businesses but supportive of emerging SME’s, start-ups and creative hubs; employment-generating uses should remain the focus of the National Employment Clusters.

In the context of the Parkville National Employment Cluster:

- 1.2.2.1 The research into economic geography and innovation has identified place-based clustering of industry as an enabler for innovation. The University of Melbourne is seeking to build on this geography of innovation through creating discipline and sector based precincts, and seeding these clusters with the appropriate tools to foster collaboration – co-location, incubators, accelerators, impact based funding – internally between faculties, as well as with external research and industry partners.
- 1.2.2.2 The Parkville precinct is Australia’s premier bio-medical precinct, with 10,000 researchers doing around \$1.3 billion in research annually. It has lifted standard of health care in Victoria through its training and research. The other clusters (both existing and developing) are critical for the delivery of highly skilled jobs confluent to their respective geographies. The broadening of the remit and scope of these clusters beyond areas that specifically focus on employment generation carries the risk of being economically priced out due to highest and best use.
- 1.2.2.3 The existing cultural pulse and the new industries borne out of the innovation economy are both intrinsically linked and reinforce each other. We need to be able to attract world-class professionals, specialists, artists, researchers, teachers and entrepreneurs and therefore provide for a quality of life that is enriching and culturally stimulating. The Plan could specifically identify the ingredients that can make the NEC’s flourish, specifically Economic Assets, Physical Assets and Networking Assets¹ and articulate how to leverage off these existing capabilities.
- 1.2.2.4 The cluster has been largely created by public institutions – what is missing is the SME sector. We need to attract non-public sector entities – co-location, shared vision, proximity. The startup rate and percentage of successful startups in this area, in fact Melbourne more broadly is very poor. We need to create the right ecosystem to foster and grow these emerging industries.

¹ Katz and Wagner, ‘The Rise of Innovation Districts: A New Geography of Innovation in America’, Brookings Institute May 2014

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Value Capture Opportunities:

- 1.2.2.5 Make the urban realm an attractive place – the network of roads whilst crucial to the functioning of the cluster and its surrounds could be rethought in the context of MMRA, the trams, the cars, the pedestrians and the bikes, wi-fi, knowledge management, access rights in different buildings and an agile governance structure to get things done without the need to bureaucratise the process. Consider the culture of different organisations if we want people to be able to move flexibly. ICT connectivity needs to be of international standard. What is the capacity of our infrastructure – power, IT, water – what are the future needs for the precinct development?
- 1.2.2.6 Funding joint infrastructure programs to enhance and further grow the PNEC is essential; and requires a more innovative approach to funding infrastructure that supports the operations and growth of PNEC stakeholders.
- 1.2.2.7 There is considerable value locked away in PNEC which could be used to fund shared infrastructure programs; The land value capture programs could also be used to fund urban renewal programs.
- 1.2.3 *Q11. The discussion paper includes the option (option 22, page 30) to broaden the East Werribee National Employment Cluster to call it the Werribee National Employment Cluster in order to encompass the full range of activities and employment activities that make up Werribee. This could include the Werribee Activity Centre and the Werribee Park Tourism Precinct. Do you agree with broadening the East Werribee Cluster? Choose one option:*

The University of Melbourne agrees with the inclusion of the Werribee Activity Centre and the Werribee Park Tourism Precinct within the Werribee National Employment Cluster.

- 1.2.3.1 The University is the only Victorian provider of an accredited veterinary science course. The primary course offered; the Bachelor of Veterinary Science course which permits graduates to practice as veterinarians, is accredited both national and internationally (UK, Europe and USA). To further support and grow this offering, the University of Melbourne plans to invest a significant amount of capital to expand the current facilities. The presence of the University and its continued expansion program for Werribee will continue to create significant contribution to the local community, both as an employer and as a financial contributor to the local economy. The inclusion of the Werribee Activity Centre and Werribee Park Tourism Precinct will enhance the cluster as a great place to work, visit and live – a destination point for Melbourne’s west.
- 1.3 Chapter 5: Housing**
- 1.3.1 *Q23. The discussion paper includes the option (option 36C, page 46) to focus metropolitan planning on unlocking housing supply in established areas, particularly within areas specifically targeted for growth and intensification. Do you agree with this idea? Choose one option:*

The University strongly agrees with this idea.

There are many areas within Metropolitan Melbourne that fall within a walkable catchment to existing services and infrastructure. The University acknowledges the Andrew’s government commitment to addressing housing affordability issues and therefore we would like to articulate the importance of student housing for our local and international students – most of which will experience housing affordability issues during their time studying. The established areas of

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Melbourne could benefit from policy interventions that support student accommodation, which if designed properly and located in walkable catchments to services and infrastructure, could address ongoing housing affordability issues.

- 1.3.1.1 In order to remain competitive, the University is developing a Student Accommodation program that can be rolled out in stages to meet the growing need for affordable housing for students. Such provision needs to also provide a level of pastoral care not currently available in the private market. The program seeks to leverage our existing land holdings as well as creating 24-7 activity in and around our campuses.
- 1.3.1.2 Significant demand for student accommodation; whilst the University is doing its part to ensure its students have access to affordable and high-quality accommodation, the plan could outline ways in which (via joint government approach) additional student accommodation could be facilitated – for example; development facilitation programs between proponents and government agencies and/or investigation into air-rights.
- 1.3.1.3 It is important for our staff and student cohort, and our partner colleges, to get the full value of an expanded network of accommodation options– connectivity ensures that we do not create regional silos. Again, as we develop our thinking around this provision we would like to engage local Councils and state government agencies and draw on the collective pool of expertise.

1.4 Chapter 7: New planning tools

- 1.4.1 Q42. The discussion paper includes options (options 58A and 58B, page 84) to evaluate whether new or existing planning tools (zones and overlays) could be applied to National Employment Clusters and urban renewal areas. Do you have any comments on the planning tools (zones and overlays) needed for National Employment Clusters and urban renewal areas?

Highest and best use:

- 1.4.1.1 In an area like Parkville/South Carlton, special provisions are required that would protect land from the as-of-right residential use of the Capital City Zone. With residential presenting as the 'highest and best' use in commercial terms, emerging innovation partnerships as well as potential international collaborations, will struggle to find the right space. In some instances, the untapped value in the land is critical for landowners and businesses to secure capital and third party streams of funding to mobilise major redevelopment. A benefit of certain zoning provisions that allow residential uses to eventuate is the value generated in the land however by virtue of such land-use provisions, highest and best use (residential) land uses will continue to dominate and ‘price out’ non-residential uses. The planning scheme could update the land use nesting diagram and schedule of land uses to require developers, if the proposed development is a majority residential, to provide ground floor land uses that are conducive to growing the knowledge and innovation economy. The University would like to work with the relevant agencies to ensure that initiatives designed to deliver jobs and investment takes into consideration the special requirements of innovation clusters, perhaps with a “high tech zone”.
- 1.4.1.2 The cluster has been largely created by public institutions – what is missing is the SME sector. We need to attract non-public sector entities – co-location, shared vision, proximity. The start-up rate and percentage of successful start-ups in this area, in fact Melbourne more broadly is very poor. We need to create the right ecosystem to foster and grow these emerging industries. A planning system that is

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agile yet robust enough to create a hotbed for SME development serves as one of the many ingredients required for the PNEC to further grow.

- 1.4.1.3 To ensure we don’t end up with mixed use development models that are devoid of a sense of place and reflective of the locale, developers could be incentivised to provide affordable accommodation for artists, makers, SME’s etc., The planning system and those responsible for implementation can not only take a facilitative approach but also think beyond the planning frameworks and identify opportunities for networking with the assistance of the local economic development branch.
- 1.4.1.4 With residential housing offering the best commercial returns, emerging start-ups as well as potential international collaborations, will struggle to find the right space within the City. The growth of research-oriented, cluster-based industries cannot be guaranteed unless commensurate land use protections are in place that enable start-ups and SME’s to germinate while taking advantage of the high-tech platforms available at the established institutions. Start-ups, the future lifeblood of clusters such as the PNEC, will flourish in areas that are cheap and vibrant and cool - start-ups are essential to the long-term sustainability of the cluster.
- 1.4.1.5 The communications between industry and university need to focus on the benefits of collaboration – and we need to be mindful of the scale and nature of partners. We need to have a shared vision and shared planning.

Navigating complexity of construction:

- 1.4.1.6 Staging, early design interventions, and rigorous modeling of scenarios can improve project efficiency, creating better outcomes for the community. These methods are becoming more important as project teams deal with existing urban structures and systems, while striving to minimize delays and keep local neighborhoods in action. This requires coordination, connections and collaboration with key players who are critical for the start-up of a project, which unfortunately is not always accessible – a major projects panel or advisory group could provide the guidance and the networking assets to help facilitate a project through the rigours associated with project start-up and initiation.
- 1.4.1.7 A suit of planning tools or policies to enable and facilitate innovation in design and delivery; what may appear unattractive in the first instance may mask considerable benefits.
- 1.4.1.8 Major Projects Panel that includes key state government agencies – a lot of times big projects gain traction when there are right people at the right place at the right time – the time and energy it takes to build this momentum could be streamlined and/or fast-tracked by having a panel of senior personnel meet monthly to discuss key projects from various stakeholders, identify constraints, outline resources required. Including a facilitation mechanism, which could be championed by the MPA, as a key initiative to ensure a whole-of-government approach to consideration of major projects.
- 1.4.1.9 Planning tools are needed around health and education precincts to support maximum flexibility and SME’s, innovation spin-offs. For example; rapid permit approvals for SME’s and start-ups.
- 1.4.1.10 Supporting 24-hour operations of the precincts.