

city of melbourne
**business
leaders'
consultation
program**

2005/2006

Business Melbourne
Australia





a message from the lord mayor

As a capital city it is vital that we understand global and local pressures on Melbourne businesses and implement new ways to support our top companies to consolidate and grow.

The Business Leaders' Consultation Program is designed to provide a forum for some of Melbourne's most experienced executives to talk openly about the key challenges and opportunities they face and to provide honest, constructive feedback to the City about its policies and initiatives.

The program aims to build stronger relationships between the Council and senior business executives to help position the city as an attractive business destination and a global business centre.

Melbourne stands out as a location of choice for many multinational companies, offering an excellent array of services at a very competitive price. The city has a thriving, sustainable economy and its lifestyle advantages are simply unmatched.

By seeking the views and opinions of Melbourne's senior business thinkers, the City of Melbourne is working to build on Melbourne's existing strengths.

The next step is to use these ideas to develop programs in business development, trade, strategic planning and service delivery to ensure Melbourne builds its business base, so the city as whole will continue to prosper.

A deeper understanding of the aspirations of the business community, and more effective relationships with senior executives, is essential to make Melbourne an even better place to do business.

I look forward to continuing our partnership.

**Cr John So,
Lord Mayor
City of Melbourne**

about the program

The Business Leaders' Consultation Program is a City of Melbourne initiative designed to build productive, two-way relationships between Council and some of Melbourne's most senior corporate executives.

The program invites executives from leading businesses to participate in an informal meeting with Council's Corporate Management Team to discuss key issues, challenges and opportunities facing their businesses and the municipality.

The program gives Council a better understanding of the aspirations of Melbourne businesses to help develop new policies and programs, improve existing services and support business growth.

The program aims to strengthen relationships between Council and senior executives, and to identify ways to support business expansion within the municipality and internationally.

The 2006 program began earlier this year with a series of interviews with key business leaders, where they discussed issues affecting business operations such as: relocation, investment and development.

Interviews were also an important opportunity to receive feedback about the City of Melbourne's performance and receive comment on its strategic priorities for 2005-09.

Senior executives from 30 leading businesses took part in the Business Leaders' Consultation Program. These businesses are among:

- the top 100 companies in Melbourne with an annual revenue of more than \$40 million;
- the top 100 employers in Melbourne;
- the top 50 ratepayers in Melbourne; or
- strategically important to Melbourne in some other way.

Participants

- AMP Capital Investors Pty Ltd
- Australian Football League
- Australia and New Zealand Banking Group Limited
- BHP Billiton Limited
- Bovis Lend Lease
- BP Regional Australasia Holdings Pty Ltd
- Central Equity Limited
- CITIC Australia Pty Ltd
- CKI/HEI Electricity Distribution Holdings (Australia) Pty Ltd
- Construction & Building Unions Superannuation
- Crown Limited
- David Jones Limited
- ExxonMobil Australia Pty Ltd
- Foster's Group Limited
- Grocon Constructors Pty Ltd
- Hawker de Havilland
- Herald & Weekly Times
- KPMG
- Kraft Foods (Australia) Limited
- Medibank Private Limited
- Myer Stores Limited
- Orica Limited
- Peter McCallum Cancer Centre
- Port of Melbourne Corporation
- Rio Tinto Limited
- Sensis Pty Ltd
- Spotless Group Limited
- Sussan Corporation (Aust) Pty Ltd
- UniSuper
- Victorian Urban Development Authority

Interviews took place between January and June 2006. All meetings were attended by one of the City of Melbourne's seven Directors, a member of Council's Business Melbourne branch, and in some cases, by the Chief Executive. The interviews focused on four key themes:

1. Impressions of the city;
2. Operating a business in the city;
3. Future location intentions; and
4. Feedback about Council.

1. impressions of the city

Senior executives were asked about their initial impressions of Melbourne, its advantages and disadvantages and what they believed were some of the key challenges facing the city as a business destination. Their responses were part of an informal discussion and should not be read as final or definitive.

Access to skills, education and business support

Access to professional people and world-class education facilities were the key reasons for being based in Melbourne, according to many respondents.

Some executives described Melbourne as a great place to recruit entry-level staff and skilled graduates, especially in engineering and information technology.

Many respondents believed Melbourne's business environment was a good stepping stone for their staff into international careers. In addition, inexpensive office costs and high-quality business support services were seen as important strengths for Melbourne.

"Melbourne is an easy city from which to run a global business as it has the support services and lifestyle necessary to attract and retain businesses and people."

"Melbourne provides us with a successful global business location because it provides access to smart people."

"High-quality graduates give Melbourne a competitive edge."

Excellent transport infrastructure

Good access to transport infrastructure was a critical reason for being based in central Melbourne, according to many respondents.

They pointed to Melbourne's well-maintained road and rail network and large container port as key advantages over other Australian cities. Several respondents reported that easy access to Melbourne's curfew-free, 24-hour airport was an important consideration for their businesses.

"Melbourne is unparalleled in terms of its connections and links."

"Melbourne Airport is better than Sydney airport but we don't exploit the advantage. It's curfew free and single terminal, which are both big pluses."

Quality of life

Melbourne's outstanding quality of life was one of its major strengths, according to many senior executives. They believed the city's vibrancy, great shopping and food, well-maintained parks and gardens and superb sports and cultural facilities offered many benefits for their businesses.

Some respondents believed the city's liveability made it highly attractive for staff from interstate and overseas, and easier to recruit good people.

Melbourne's cleanliness and overall safety were also appreciated by many respondents. In addition, large-scale public infrastructure such as Docklands, Federation Square and Southern Cross Station were singled out as vibrant city assets that added to Melbourne's existing character.

"Melbourne's laneway development is sensational and great to have a coffee or drink after work."

"The quality of life in Melbourne and more economical rental accommodation are advantages. The restaurants, Melbourne theatre, culture are all good and the arts precinct and sports events are a huge draw. Public infrastructure such as Birrarung Marr and Federation Square are fantastic."

Parking and traffic congestion

Impediments to business in Melbourne were car parking and traffic congestion, according to many respondents. They reported a lack of parking for staff and customers was a significant problem in the city.

Some respondents also believed the Victorian Government's new long-stay parking levy, supported by the City of Melbourne, was a major cost on business for very little reduction in traffic levels.

However, a small group of respondents passionately believed more should be done to minimise car access to Melbourne's CBD. They did not support additional car parking in the city and claimed more could be done to improve Melbourne's public transport system.

"Our biggest operational problem is parking. Customers should have access to reasonable priced parking – need better accessibility to city."

"The next big issue for Melbourne is to get cars off the road. Provide free public transport. Need to get traffic out of the city..."

Access to Melbourne Airport and lack of direct international flights

Nearly all respondents believed access to Melbourne Airport could be improved. The lack of a direct public transport link from the airport to the city was seen by some executives as a barrier to business.

Many respondents were also concerned about the lack of direct international flights to and from Melbourne, which added to their business costs by having to fly people in a day early for important meetings.

"Access to and from the airport is no good. Still need the fast train rail link running every 15 minutes from the city centre."

"Overseas visitors love Melbourne but it is very difficult to get to. Need to make executive life easier by having more direct flights."

"Not enough direct flights to Melbourne and we need to consider how to get more international flights in and out of Melbourne. Provide subsidies and attract alternative carriers."

Quality and safety of public transport

Many respondents believed more frequent public transport services were needed to get workers to and from the city efficiently.

Some senior executives felt more funding was needed upgrade public transport infrastructure and improve safety. Others reported that their employees did not feel safe on public transport at night.

"Transport infrastructure is of utmost importance and (it is) important that correct long-term planning takes place, and with a progressive attitude."

Need to position Melbourne internationally

Staging major business events was seen by many respondents as a vital part of positioning Melbourne internationally.

Some of those interviewed suggested Melbourne's existing reputation as a major events city and destination should be further leveraged and promoted.

Other respondents felt Melbourne was slowly building its reputation as a hub for business and investment, but that further effort should be directed in positioning Melbourne as a global business destination.

"Melbourne has a highly attractive lifestyle, especially for expatriates from the US, China and Korea. However, Australia's position geographically is very distant so liveability is not enough on its own. There is a need for the business environment to be more competitive in order to attract business and investment."

"We don't market Melbourne's 'liveability' factor enough such as promoting the temperate climate, lack of pollution, logical transport and having one of the most sophisticated societies in Australia."

city of melbourne: next steps

Traffic and transport

The City of Melbourne acknowledges the impact of traffic congestion in the CBD and recognises the need for short and long-term planning to reduce its impact and recently asked the state Government to not increase the levy above \$400 for at least two more years.

Roads in the CBD are managed dynamically to prioritise access for a variety of users. Pedestrians have first priority while tram and bus movement, cyclists, short-term parking, loading and off-street car parking all share access. For this reason, road allocations sometimes vary in response to changing needs.

There are approximately 65,000 car parking spaces in the City of Melbourne, more than any other Australian capital city. Most are privately owned and very few provide affordable, short-term access unlike those owned by Council. Most are taken up by all-day commuters, rather than shoppers, customers or business clients.

Council's policy is to support short-term, affordable car parking and encourage as many commuters as possible to use public transport. The Victorian Government's long-stay parking levy has the same objectives although Council is committed to monitoring its impact.

Council is also planning to investigate the feasibility of bicycle stations in the CBD to provide places where large numbers of bicycles can be securely parked and cyclists have access to end-of-trip facilities such as showers and lockers

Residential occupancy in the City of Melbourne and daily travel to the CBD are both expected to grow by 40 per cent over the next 20 years. More than 640,000 people currently visit Melbourne's CBD every week day, with this figure forecast to reach one million people by 2016.

In September 2006, Council finalised its 20-year transport strategy 'Moving People and Freight', which plans to accommodate this growth by encouraging more walking, cycling and public transport use, thereby freeing up roads for short-term business and shopping trips and freight.

Moving People and Freight contains long-term policy statements and short-term actions. The latter will be funded from a combination of Council's capital program and its share of the Victorian Government's long-stay parking levy.

In 2007/08 the Victorian Government plans to build a new road connection for trucks between Williamstown Road and the Westgate Freeway. This road will provide direct access between the Port of Melbourne and the freeway and is expected to divert up to 50 per cent of truck travel from residential areas in Port Melbourne.

Melbourne Airport

As part of the Metropolitan Mayors' Forum, Mayors across metropolitan Melbourne recently agreed to lobby State and Federal governments on critical transport issues such as increasing direct flights to Melbourne and freeing up air rights for new foreign carriers.

Despite the lack of flights to Melbourne, international demand remains strong. The latest figures from Tourism Research Australia show an of average 5.5 per cent growth per annum for international visitors to Melbourne, with the number of nights spent in the city increasing from 100,000 per year in December 1999 to 160,000 in December 2005.

However, during the last financial year, the inbound international seating capacity coming to Melbourne fell by more than half a million seats. Overall, growth in international passenger traffic to and from Melbourne has dropped to 2 per cent, well below the average annual growth of 7.9 per cent since 1997.

The City of Melbourne is leading the Metropolitan Mayors' Forum in lobbying the Federal Government to facilitate increased seat capacity for existing and new carriers to Melbourne.

Positioning Melbourne internationally

The City of Melbourne delivers a suite of business development programs to facilitate international business opportunities, provide access to new markets and encourage inward investment into the city.

The City is a member of the Business Partner City (BPC) Network, which links 13 key Asia Pacific cities through regular business exchanges and missions.

Council operates a business office in Tianjin, China, which provides on-ground business matching and facilitation services for Melbourne businesses wishing to enter Tianjin and other markets in China. It also leads several overseas business missions to facilitate access to key international markets for Melbourne businesses.

Each year the City of Melbourne hosts the Melbourne Awards to recognise people and organisations that have made a significant contribution to the city. Council also showcases Melbourne's business community during its annual Business Festival, held in October.

For more information, visit the City of Melbourne's business promotion and investment website www.businessmelbourne.com.au

An Events Capital

With more than 70 major events hosted annually in the City of Melbourne, our expertise in attracting and hosting international events confirms Melbourne's position as Australia's premier Events Capital.

The City of Melbourne exports its event management expertise and continues to develop business-to-business opportunities in order to extend Melbourne's world-class event offering. Melbourne's extensive events calendar also boosts business for local service providers.

It is Melbourne's wide-ranging variety of more than 8,000 events held in a calendar year, from local community barbecues through to major events such as the FORMULA 1™ Australian Grand Prix and Australian Tennis Open that makes the city a vibrant and engaging city and an attractive destination for residents, visitors, workers and businesses.

A Melbourne icon

Unlike Sydney's Opera House, Melbourne does not have a distinct structural icon. Overall, the view was that one icon would not represent or could undermine the significant cultural diversity that Melbourne celebrates and promotes as part of its marketing and tourism programs.

Vice Chancellors' Forum

Melbourne is positioned with New York and London as one of the top three locations for international students. Recognising the significance of higher education to Melbourne, the Lord Mayor invited the Vice Chancellors of metropolitan Melbourne's universities to form the Melbourne Vice Chancellors' Forum.

The Forum is about to complete its first project – a study that identifies the contributions made by universities to the economic, social and cultural life of our city. The results of this study will inform future initiatives in order to highlight the important role that universities have in the success, prosperity and skill development of Melbourne's workforce.

2. operating a business in the city

Senior executives were asked about the benefits of operating a business in central Melbourne, and some of the issues and challenges they faced. Their responses were part of an informal discussion and should not be read as final or definitive.

Good location and support

Many respondents said that being based in Melbourne's CBD offered a number of distinct advantages over an outer metropolitan location, including excellent access to public transport, major roads, the airport and the Port of Melbourne.

Some of those interviewed also valued the ability to liaise with the City of Melbourne on a range of issues including planning, business development and trade, and environmental issues.

"We (have) already conducted enough research to be convinced that there is a lot of advantage in being in the city transport loop..."

"We started our operations in Melbourne after having made a major investment in Victoria and have no intention of relocating elsewhere. Our company will look to do more in Victoria."

Melbourne Docklands

Several respondents identified Melbourne Docklands as a superior location for their business headquarters because of excellent access to public transport, freeways, airports and ports infrastructure. A number of respondents were confident about recent decisions to consolidate their operations and relocate to Docklands.

Some respondents looked forward to Council taking a greater role in the development of Docklands after it returned to the City in July 2007, especially in relation to planning and consultation on development.

"We took the opportunity to gain freehold land in Docklands and current location there is not only better economically but also very convenient for good freeway access – logistically extraordinarily beneficial."

"(The) proximity to transport is important (and) our current position in Docklands is considered to be an excellent move."

"We look forward to Council taking a greater role in the development of Docklands...a single voice would be easier to deal with especially in regard to planning procedures."

Access for commercial vehicles

A number of respondents were concerned about the inability of commercial vehicles to move freely throughout central Melbourne, and about limited access to their premises for deliveries due to traffic congestion and road closures.

Some executives pointed to specific access problems around Fisherman's Bend in Port Melbourne while others were worried about the impact of Melbourne's growing residential population on their commercial operations.

"We're concerned about traffic access in and around the area of Fisherman's Bend. There are high levels of congestion around peak times especially around the roundabouts at Williamstown Road."

"One of our operational concerns is related to the ability to move trucks around if there was considerable population growth and the impacts of residential growth."

Welcome for new executives

Developing a program to welcome new executives to Melbourne was seen by several respondents as a key role of the City of Melbourne. They suggested Council could develop more networking opportunities for new executives, and facilitate introductions at a senior management level.

“We do a poor job with new international arrivals to the city – and should look at some kind of welcoming service. Why not develop and issue ‘Day of Sports’ daily ticket or ‘Arts Melbourne’ daily ticket as an introduction to the city...”

Limited child care facilities

Limited access to child care in Melbourne’s CBD was a major problem for city businesses, according many respondents. A couple of executives said they were willing to work with Council to address the problem, including having access to premises that could be converted into child care facilities.

“Immediate issues that need to be addressed in Docklands and the city include child care facilities, schools, age and wellness services.”

“Council should also consider, as a promotional tool, marketing great Melburnians (such as) great artists, great sportsman (and) great achievers.”

“Need better communication with regard to letting the public know about transport problems and construction works being carried out at stations and stops.”

city of melbourne : next steps

Keeping Melbourne cost effective

Council recognises the need to keep business costs down in order to strengthen the City of Melbourne’s reputation as a business location.

For many years Council has contained growth in rates to near or less than the Consumer Price Index while at the same time expanding its services and programs. The City of Melbourne also supports recent Victorian Government reductions in land tax.

Formal requests or proposals from businesses to upgrade CBD infrastructure will be considered by Council for future capital works allocations.

Future of Melbourne Docklands

Planning is under way for the transfer of municipal authority of Melbourne Docklands from VicUrban back to the City of Melbourne. A significant milestone was reached recently, with the Transition Legislation passing through the Legislative Council on Tuesday, 3 October, paving the way for the transfer.

Under the Legislation, the Victorian Government has formally committed to return the Docklands area to the governance of the City of Melbourne in time for the November 2008 Victorian Local Government elections.

The official transfer date is expected to be 1 July 2007.

Over the coming months, the City of Melbourne will continue to work closely with the State Government and VicUrban to:

- ensure smooth transfer of all services;
- maintain the momentum of developing Melbourne Docklands; and to
- promote and activate Melbourne Docklands so that the waterfront precinct will complement and enhance Melbourne’s position as one of the world’s most liveable cities.

As a result of the transfer, businesses in Docklands will be able to access a full range of municipal services while services will be maintained for other City businesses. Rates will not rise due to the transfer and business owners will be able to vote in the next local government elections in November 2008.

At present the population of Melbourne Docklands comprises 6,000 residents, 7,000 workers and 6,000 daily visitors.

To oversee the transition, the Docklands Coordination Committee has been established comprising City of Melbourne and VicUrban representatives with an independent chair. This partnership will enable the City of Melbourne to gain a better understanding of Melbourne Docklands and the services it requires.

Council is also finalising arrangements with the Victorian Government about the transition of statutory planning powers for Melbourne Docklands to the City of Melbourne.

All matters raised about Melbourne Docklands during the Business Leaders' Consultation Program have been passed on to the responsible agencies. However, once the transfer of responsibility is complete the City will have the authority to pursue matters first hand.

Child care facilities

The City of Melbourne recognises more child care places are needed to meet the needs of Melbourne businesses and workers. Council recently committed to providing an extra 200 child care places in the CBD by 2008 and is actively encouraging the development of commercial child care facilities throughout the city.

The City of Melbourne has committed up to \$6.75 million on a new child care facility in Melbourne Docklands. The development will provide up to 150 child care places and is scheduled for completed in 2008.

Welcoming new arrivals

The City of Melbourne will investigate the possibility of developing a welcoming program for new executives to Melbourne.

Senior executives are encouraged to visit the City of Melbourne's 'That's Melbourne City' website, which has a wealth of information about business networking opportunities: www.thatsmelbourne.com.au.

3. future location intentions

Senior executives were asked about the current and future location of their company. Their responses were part of an informal discussion and should not be read as final or definitive.

Melbourne business location intentions

Of the 30 respondents interviewed as part of the Business Leaders' Consultation Program, 25 reported their company had no intention of relocating from central Melbourne in the foreseeable future. Of the remaining five organisations:

- one organisation advised it had no reason to stay in Melbourne's CBD, and may review its location when and upon expiration of the lease;
- one organisation reported it was planning to move its head office outside central Melbourne but would continue its operations; and
- three organisations said they were considering relocating and consolidating their offices to a Melbourne CBD fringe location such as Melbourne Docklands.

Staying put

The main reasons cited by many respondents for choosing to remain in central Melbourne were organisational history in the CBD, practicality and good access to public transport.

Despite some companies having operations in other states, several respondents said Melbourne was a great place for their regional headquarters and provided all of the support services and infrastructure they needed.

"Melbourne provides the essential support services needed to run a global operation. Global companies need, and are attracted to centres of excellence that provide these services."

"We were headquartered in the suburbs for 30 years and after moving to the CBD (we) wouldn't trade (our) city location for anything."

Considering relocation

For those respondents considering relocation, some of the factors influencing their deliberations were traffic congestion, expansion and consolidating operations into the one site. Some of those interviewed were investigating campus style offices on the fringe of Melbourne's CBD as a future accommodation option rather than CBD office towers.

"We will be relocating our head office out of the municipality but are looking at expansion into larger city stores."

"Relocation is an issue for our CEO mainly because of traffic congestion."

4. feedback about council

Senior executives were asked to comment on their relationship with the City of Melbourne, and on the recent performance of Council on a range of strategic issues. Their responses were part of an informal discussion and should not be read as final or definitive.

Good relationships with Council

The overall feedback from respondents on the City of Melbourne's performance was positive, indicating strong and effective working relationships between Council and the business community.

Several respondents were satisfied they were being heard on a wide range of issues including transport, strategic planning, business development and trade.

"Relationship with the City (of Melbourne) is very good, particularly in relation to the Lord Mayor and Chief Executive."

"(Our) partnership with Melbourne City Council is the strongest of any relationship in all (of our) Australian locations."

Praise for City planning, sustainability and marketing

Many respondents described the City of Melbourne as progressive and well run, especially in relation to strategic planning, sustainability and marketing. Several senior executives pointed to recent development and rejuvenation in central Melbourne as an important step towards building the city's reputation as a business destination.

Some respondents encouraged Council to lead the charge on the issue of city sustainability to other government and corporate organisations as well as to continue to promote Melbourne as a 'knowledge city'.

"The promotion of the City through the Lord Mayor and Livinia (Nixon) has been fantastic and the more that can be done along these lines the better. These promotions are building pride and making people more aware of Melbourne."

"The promotion and spirit of place is run well by Council."

Improving government coordination

Several respondents suggested greater government coordination at all levels was an important priority. A few respondents urged Council to lobby State and Federal Government on issues such as transport infrastructure.

"Council's position in relation to transport infrastructure and lobbying with State and Federal governments is important."

Direct access to Councillors

Several respondents praised the passion and dedication of Lord Mayor, John So. Some respondents explained they could not easily identify a process with which to engage Councillors on issues or policies affecting their businesses.

"We want assistance in engaging with Councillors".

city of melbourne : next steps

A knowledge City

The City of Melbourne is revising its Knowledge City Strategy to promote and build upon the intellectual wealth of our city. As part of this development, the City of Melbourne is working together with RMIT University and the Melbourne Vice Chancellor's Forum to identify opportunities to extend Melbourne's capacity as a knowledge city.

Boosting retail activity

In July 2006 the City of Melbourne released a retail strategy for the City, developed with the support of retailers and the Victorian Government.

The Melbourne Retail Strategy provides an integrated approach to making Melbourne Australia's leading retail city by 2012.

With an annual retail turnover of approximately \$2.4 billion, the city's retail sector is prospering. The City of Melbourne is committed to ensuring the retail sector continues to grow. The sector has experienced outstanding performance in recent years, and developments such as QV, Galleria, Melbourne Central, Waterfront City and the GPO have strengthened Melbourne's appeal as a shopping mecca.

Almost 3km of laneways have been redeveloped since 1994, housing some of the most innovative retailers in the country. Seats in kerbside cafes have risen 177 per cent since 1994, and the number of bars has almost quadrupled from 95 to 356.

Council has committed \$20 million over three years to make Melbourne an international retail destination. The City has already established a dedicated Retail Development Unit, the only local government in Australia to put such an emphasis on the retail sector.

Consultation and advocacy

The City of Melbourne always welcomes feedback on its policies, programs and services. It is hoped the Business Leaders' Consultation Program will foster more open, productive dialogue between Council and its major business partners.

The City of Melbourne is also aware of its responsibility to represent important capital city issues to the metropolitan, Victorian and Australian communities.

Earlier this year, the Lord Mayor established the Metropolitan Mayors Forum, which comprises the Mayors of the 31 Councils of Melbourne's greater metropolitan area. The forum focuses on critical issues and is presently working on metropolitan transport and tourism issues.

Similarly, the Council of Capital City Lord Mayors (CCCLM) was revitalised to advocate capital city issues to the Australian Government. The CCCLM provides a national corporate entity for the effective coordination and representation of capital cities interests to other levels of government.

While the CCCLM was established in the 1960s, a full-time secretariat was formed in 2005 to help coordinate policy issues such as transport and infrastructure; sustainable cities; human capital; tourism; and national security and city safety.





Do you have a question for the Melbourne City Council? Call and speak to us.

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9280 0717	廣東話
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9280 0722	Somali
9280 0723	Español
9280 0724	Türkçe
9280 0725	Việt Ngữ
9280 0726	All other languages
9280 0727	English

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