Management report to Council

Agenda item 6.4

The City of Melbourne Startup Action Plan

Council

Presenter: Kate Vinot, Director City Strategy and Place

27 June 2017

Purpose and background

1. The purpose of this report is to seek endorsement of the City of Melbourne's Startup Action Plan 2017-21, as part of Council Plan Action 3.1.1 to 'Develop an action plan to support the Melbourne startup and entrepreneurial ecosystem for Council' (refer Attachment 2).

2. The Council has been supporting startups, innovators and entrepreneurs for many decades, and currently delivers or supports approximately 50 services for these businesses.

3. Startups lie at the heart of job creation, investment attraction and economic growth. Melbourne's startup community is vibrant and growing, and contributes to the City of Melbourne's 93,000 knowledge based jobs.

4. However Melbourne dropped out of the top 20 of the 'world's best startup ecosystems' in 2015, and is yet to regain its ground. This is because the stakeholders of other cities around the world are investing in their startup communities at a faster, more aggressive rate than Melbourne.

5. The Victorian State Government, LaunchVic, Council officers, our local universities and other stakeholders have significantly ramped up their focus and support for Melbourne's startup community in recent times, however the impact of this is yet to be reflected in Melbourne's global ranking.

Key issues

6. The Council officers engaged with more than 400 stakeholders in Melbourne's startup community over 2016-17 to tailor an action plan that will help more startups to 'start, grow and go global' from Melbourne over the next four years and beyond. This included working with startup service providers to avoid any potential duplication of actions.

7. Our community told us that as the city's custodian, they see the Council as a natural and neutral collaborator to lead this action plan, working in partnership with others including the Victorian state government (e.g. LaunchVic), local academic institutions and corporations.

8. The Startup Action Plan 2017-21 prioritises four themes and 12 action areas. Many of these action areas are based on enhancing and extending the Council's existing 50 services, often via partnerships.

9. Success measures for the plan will include the total number of startups in the municipality, the number of small businesses and startups supported through Council grants, and the number of co-working and incubator spaces for creative industry practitioners provided by the Council.

Recommendation from management

10. That Council:

    10.1 Approves the Startup Action Plan 2017-21.

    10.2 Authorises the Director City Strategy and Place, to make any further minor editorial changes to the Startup Action Plan 2017-21 prior to publication.

Attachments:

1. Supporting Attachment (page 2 of 72)
2. The City of Melbourne Startup Action Plan 2017-21 (page 3 of 72)

Supporting Attachment

Legal

1. There are no direct legal implications arising from the recommendations made in this report.

Finance

2. Implementation of the Startup Action Plan 2017-21 is subject to the annual budgeting process, including Capital Works, with some elements subject to separate business case. A number of actions have been proposed in Council's 2017-18 Annual Plan and Budget.

Conflict of interest

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

Stakeholder consultation

4. Extensive consultation with startup community members has been undertaken to seek input and feedback on the Startup Action Plan 2017-21, specifically:

    4.1 Startup roundtable hosted by the Council, November 2015 (15 participants)

    4.2 Startup experience workshop in CityLab, February 2015 (50+)

    4.3 Student workshop, March 2016 (25+)

    4.4 Co-working roundtable, April 2016 (25+)

    4.5 Seven community workshops held at seven co-working spaces across Melbourne, September 2016 (240+)

    4.6 LaunchVic – City of Melbourne workshop in CityLab, March 2017 (40+)

    4.7 Melbourne Knowledge Week – 16 events, May 2017 (1,000+)

Relation to Council policy

5. The Startup Action Plan 2017-21 sits within a broader policy framework and is designed to support the Prosperous City and Knowledge City goals of the City of Melbourne's Council Plan 2017-21.

6. There are also links between the Startup Action Plan 2017-21 and the following City of Melbourne strategies and frameworks: Knowledge City Strategy 2014-18; Retail and Hospitality Strategy 2013-17; and Melbourne for All People 2014-17. It also links to the community's aspirations for the city in Future Melbourne 2026.

Environmental sustainability

7. Environmental sustainability principles will be included wherever possible in implementing the Startup Action Plan 2017-21.

STARTUP ACTION PLAN

2017-21

DRAFT

CITY OF MELBOURNE

A PROSPEROUS CITY

We support and foster entrepreneurs and enterprises, small and large, helping them to compete in local, national and global markets. We ensure infrastructure and programs are in place to support their success and create a high standard of living for all.

Front cover image. Phil Ore (Marketing Entourage) Uppma Virdi (Chai Walli), Christina Canters (The C Method). Hub Southern Cross, Full details can be found in Appendix IV - Photo References

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Disclaimer

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

To find out how you can participate in the decision-making process for City of Melbourne's current and future initiatives, visit **melbourne.vic.gov.au/participate**

Image 1. Atlanta Daniel (Signal Ventures), Rohit Bhargava (Startup Playbook Podcast). Southbank, Melbourne,
Full details can be found in Appendix IV - Photo References

FOREWORD FROM THE LORD MAYOR OF MELBOURNE AND COUNCILLOR

T.B.C.

INTRODUCTION

Image 2. Phil Ore (Marketing Entourage) Uppma Virdi (Chai Walli), Christina Canters (The C Method). Hub Southern Cross, Full details can be found in Appendix IV - Photo References

Image 3. James Martelletti (Hava), Melina Chan (Kinyei Cafe and Soksabike Tours). Patricia Coffee Brewers.
Full details can be found in Appendix IV - Photo References

Melbourne, better for startups. Startups for a better Melbourne.

Melbourne is a great place to start an entrepreneurial business.

Melbourne is already home to a number of iconic, global businesses that grew out of the 'dot-com boom' of the late 1990s, such as Realestate.com.au, Seek.com.au and Carsales.com.au; now valued at more than $2 billion each. Recent startup success stories that may become our next international heroes include Redbubble, Tribe, Envato and Vinomofo, to name just a few; but the beauty of Melbourne's startup and entrepreneurial community is their motivations often lie beyond just creating the next $1 billion business. Our community is raw, collaborative and has a strong social purpose. We are home to Australia's largest collection of social enterprises, including Keep Cup, Thankyou Group and Movember, and our for-profit enterprises, in general, are equally committed to creating positive social outcomes. Melbourne's startup community is indeed hungry, ambitious and seeking global growth, but it doesn't always let profits get in the way of its social conscience. This is just one of the Melbourne startup community's unique points of distinction.

Startups lie at the heart of job creation, investment attraction and economic growth across the world's major economies, and Australia is no exception. Startups are amongst the largest contributors to job creation in Australia – between 2004 and 2011 they created more than 1.2 million new jobs, and contributed $164 billion to the Australian economy.[1] These are not just any jobs – startups contribute to the ideas, skills and jobs that cities will need to compete in the future as more and more traditional job roles face disruption from potential automation and a changing world of work.[2]

Melbourne's startup economy is vibrant and growing, as many indicators show. Knowledge-based jobs – of which startups are a key contributor – have grown by 25 per cent, or 60,000 jobs, across the inner city in the past decade.[3] Melbourne's central business district is now the coworking capital of Australia, with strong indicators of likely, continued demand.[4] Greater Melbourne recorded 960 per cent growth in the number of coworking spaces over 2013-16, with 24 new spaces being added in 2016 to make a total of 170 spaces across the city.[5] Fundraising levels for Australian venture capital funds reached a record level in 2016, with $78 million invested in 20 Victorian headquartered companies.[6]

Startups and entrepreneurs are attracted to Melbourne to access to our *local talent*, which includes the highly skilled students graduating from Melbourne's world class universities; our *diverse and inclusive culture*, which already sees people across social enterprise, academia and corporations openly working and partnering together on startup and entrepreneurial initiatives; and our *liveability*, which includes our city's high quality food and coffee, green spaces, arts and sports scenes, and convenient inner-city transport networks, all of which are attributes that make Melbourne a great place for people.

[1] Australian Innovation System Report, 2016

[2] Resilient Melbourne Strategy, 2016

[3] City of Melbourne, CLUE, 2016

[4] JLL The investor, 2017

[5] Knight Frank, 2017

[6] AVCAL yearbook, 2016, p22

Why are we creating a Startup Action Plan for Melbourne?

Melbourne is a great place to start an entrepreneurial business – but some might say that it's our city's best kept secret, and it's time to get the word out. Our local startup community is raw, passionate and growing in numbers every week, yet our startup ranking has been slipping on a global scale. Melbourne was rated as number 18 in the 'world's best startup ecosystems' in 2012, but dropped out of the top 20 in 2015 and we are yet to regain ground.[7] Why is this? This is because the stakeholders of other cities around the world (e.g. corporates, universities, accelerators, investors, government) have been investing in their startup communities at a faster, more aggressive rate.[8] As a result, on a relative basis, Melbourne is falling behind.

Global startup city rankings matter because they can influence the attention of potential founders, talent and investors. Recently, the Victorian State Government, LaunchVic, City of Melbourne, our local universities and other key stakeholders have significantly ramped up their focus and support for Melbourne's startups and entrepreneurs. The impact of this is yet to be reflected in our global ranking, but there is strong agreement across the community that we need to continue to partner together to address some key gaps and get ahead.

What does this plan address?

The City of Melbourne has worked with more than 400 local stakeholders to tailor an action plan that will propel more startups and entrepreneurs to 'start, grow and go global' from Melbourne over the next four years and beyond.

The City of Melbourne already offers more than 50 services that can support startups. Our startup community validated that, as the city's custodian, they see the City of Melbourne as a natural collaborator to build on our existing services and lead this action plan, working in partnership with others including LaunchVic and the Victorian State Government, local academic institutions and the private sector. In particular, the City of Melbourne can play a leading collaboration role to continue to better connect startups with some of Melbourne's greatest assets – our local students and research institutions.

Our vision is for Melbourne to be recognized as the number one destination for startups and entrepreneurs to 'start, grow and go global', across Australia and Asia.

Our mission is to be a city that:

- **Supports a bold, inspirational and sustainable startup community**
- **Creates participation opportunities that are open and accessible to all**
- **Helps all startups and entrepreneurs reach their full potential**

[7] Startup Genome, 2017

[8] Crossroads 2016 Report, StartupAUS

We have worked with our local startup community to prioritise four themes and 12 action areas for the City of Melbourne's Startup Action Plan 2017-21:

THEMES	ACTION AREA	TARGET OUTCOME	COM ROLE
A. Sustainable growth Support services to help attract talent, investment and customers across all life stages of a business.	**1. Business readiness support services**	Enhance and better promote City of Melbourne's business readiness support services for startups, e.g. training, master classes, grants and mentoring.	Provide Partner Facilitate
	2. Public events and learning	Continue to convene an annual program of events and learning, including Melbourne Knowledge Week and Melbourne Conversations, to connect startups with one another and with the broader community.	Provide Partner Facilitate
	3. Innovation and research programs	Support innovation competitions and research programs that connect students to startups, and help commercialise the intellectual property of our local research institutions.	Facilitate Partner Advocate
	4. International connections for startups	Continue to help connect local startups with international customers, investors and talent, particularly in Asia.	Provide Facilitate Advocate
B. Places for innovation Open and accessible places for community innovation.	**5. Innovation districts network**	Support a network of world class innovation districts, with high quality public and private realm, leading technology infrastructure and collaborative community programs.	Provide Partner Facilitate Advocate
	6. Community innovation labs	Expand the existing 'maker hubs' in City of Melbourne libraries by providing new equipment, technology and training that is accessible to all Melburnians.	Provide Partner Facilitate
	7. Affordable spaces	Support greater access to affordable and new forms of meeting and working spaces, labs, shop fronts and open spaces for startups, including Council-owned and private sector spaces (e.g. Town Hall meeting rooms, District Hall).	Provide Partner Facilitate Advocate
C. Inclusive & collaborative culture Programs that support our startup community's unique collaborative culture.	**8. Showcase Melbourne**	Build the reputation of Melbourne as a great city for startups by identifying and promoting Melbourne's startup success stories.	Provide Partner Facilitate Advocate
	9. Startup community programs	Provide skills-building programs that support our local startup community's values, e.g. diversity and inclusion, accessibility.	Provide Partner Facilitate
	10. Startup feedback channels	Connect with respected startup community members to provide ongoing feedback on the effectiveness of the City of Melbourne's startup actions and the community's evolving needs.	Partner Facilitate
D. Adaptive governance Access to key data, resources and business opportunities for local startups.	**11. Startup community information**	Help startup community members access key resources (e.g. Data and community events information) via an open and accessible digital platform.	Provide Partner Facilitate Advocate
	12. City of Melbourne procurement	Make it easier for City of Melbourne to appropriately engage startups as suppliers via procurement innovation to cut down on red tape, and advocate for other organisations to do the same.	Provide Facilitate Advocate

WHAT DOES MELBOURNE'S STARTUP COMMUNITY LOOK LIKE TODAY?

Through this action plan the City of Melbourne will endeavour to support entrepreneurs and businesses from all sectors that:

- Exhibit an innovative and entrepreneurial mindset
- Enable positive change through creativity, technology and business model innovation
- Have ambitions to rapidly upscale in size or impact by solving problems that have global reach and enable access to large markets
- Aim to make positive and meaningful impact to local community and city challenges
- Commit to the values of diversity, openness and inclusion, collaboration and reciprocity, and supporting good health and wellbeing.

The City of Melbourne understands these points reach beyond what is commonly termed a 'tech startup' to include all kinds of innovative business, social enterprise and non-profits. We see this as a great opportunity to learn from the example of others and support the development of a city startup ecosystem that is uniquely 'Melbourne'.

Melbourne is home to some of Australia's most iconic startups that have already grown to become substantial, international businesses. Realestate.com.au, Seek.com.au and carsales.com.au emerged out of the 'dot-com boom' in Melbourne of the late 1990s, and today, each are valued at more than $2 billion. Two of these companies were included in the top 20 of the Forbes global list of 100 Most Innovative Growth Companies in 2016.[9]

Melbourne's more recent startup success stories include Redbubble, Tribe, Envato and Vinomofo (to name a few), most of which have experienced successful fund-raising in recent rounds.

Some of Melbourne's current startup success stories include:[10]

Redbubble

Redbubble (independent artist design platform) completed its US$288M Initial Public Offering (IPO) in 2016. Redbubble now has 160 employees and has enabled 1.25 million purchases through its platform.

Tribe

Tribe (social media platform) connects more than 2,000 brands with over 10,000 social media influencers. The business raised US$5.35M in venture capital during a Series A funding round, less than one year after its launch in Melbourne in 2015.

Envato

Envato's (group of digital marketplaces for web designers) Themeforest site is among the top 300 most visited websites in the world. Co-founder Cyan Ta'eed took home the Telstra Victorian Businesswoman of the Year prize in 2015. Envato now employs over 200 people mostly in Melbourne.[11]

Vinomofo

Vinomofo (boutique wine e-retailer) received $25 million funding from Blue Sky Ventures in 2016. According to the Australian Financial Review, it is the single biggest funding round raised by an Australian technology startup, without the assistance of an overseas investor, to date.[12]

[9] Forbes, Most Innovative Growth Companies, 2016

[10] Schwab in Smartcompany, 2016

[11] Stensholt in AFR, 2016

[12] Smith, in AFR, 2016

FOUND, FUND, GROW AND GO GLOBAL FROM MELBOURNE

KeepCup – Abigail Forsyth

From a simple idea to a global revolution

Former solicitor and passionate problem solver, Abigail Forsyth, has never been one to sit around or accept the status quo.

After moving into Melbourne's thriving café scene in the late 1990s she was alarmed by the huge quantity of packaging used in the hospitality industry and started searching for more sustainable options.

Passionate about innovation and finding sustainable solutions to complex problems, Abigail and her brother Jamie decided to design and manufacture their own reusable cup, with support from the City of Melbourne's Small Business Grants Program. The outcome was KeepCup, the world's first barista standard, BPA free and non-toxic reusable cup.

First sold in June 2009, eight years on the brand has developed into a global phenomenon. Over 5 million people now use KeepCup, which equates to around 3.5 billion disposable cups or 4000 tonnes of waste diverted from landfill.

With offices in Melbourne, London and most recently Los Angeles, Abigail now heads up a team of 40 employees and KeepCup is sold in 65 countries around the world including Australia, the United Kingdom, New Zealand, the USA, South Africa, Asia and Europe.

However, Abigail still believes Melbourne is the best place for her business to be based, partly because of its strong coffee culture. Most of KeepCup's manufacturing takes place in Melbourne which Abigail sees as an obligation to give back to her home town. "I'm passionate about local manufacturing in Melbourne."

By celebrating reuse, pushing behaviour change and shifting customer perceptions around what is possible, KeepCup is transforming people's consciousness about the impacts of the choices they make.

As Abigail told Anthill Magazine in early 2017, "We think of ourselves as a campaign supported by a product... Many small acts (can) make a phenomenal difference."

> **"We think of ourselves as a campaign supported by a product... Many small acts (can) make a phenomenal difference."**
>
> - Abigail Forsyth, KeepCup

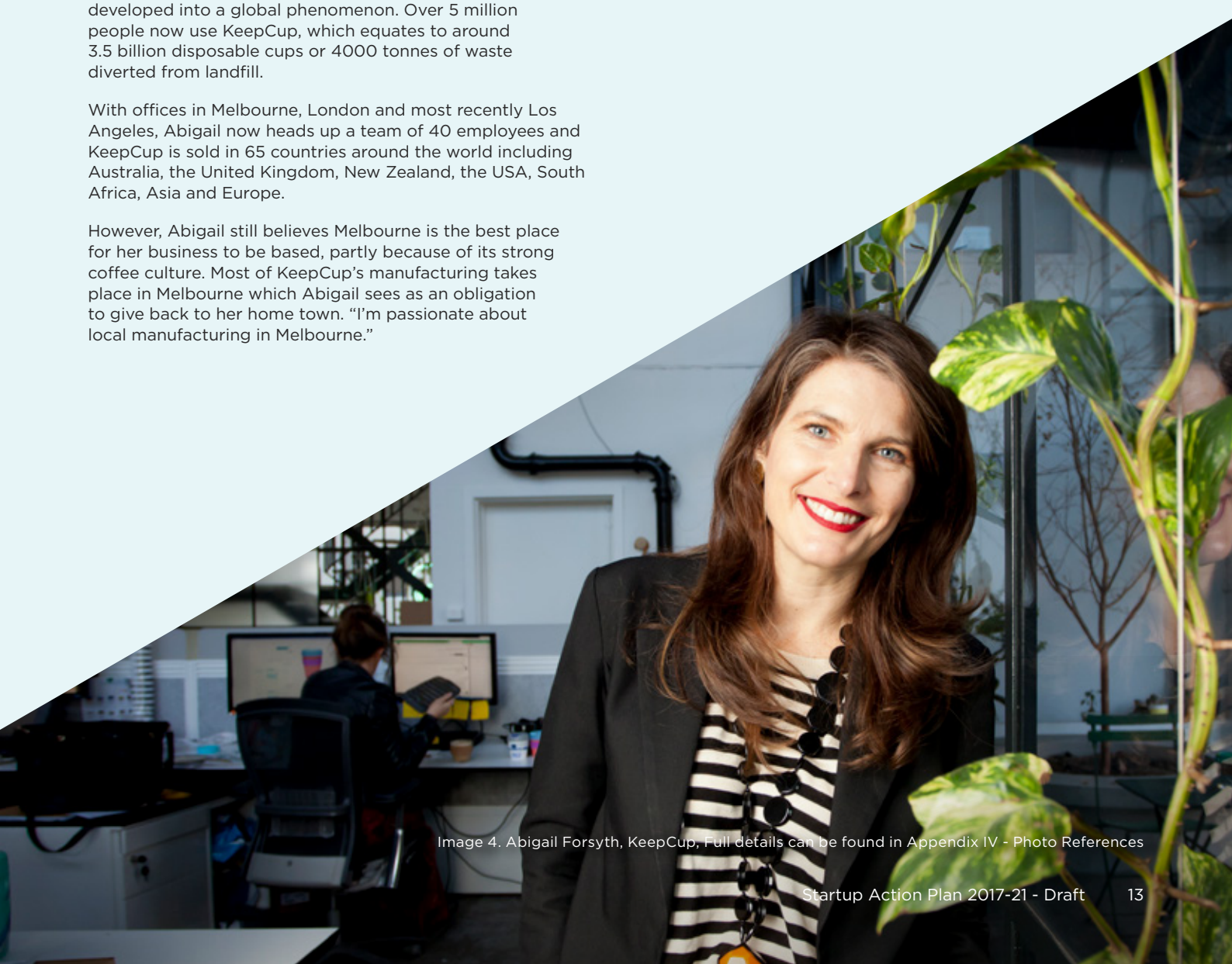

Image 4. Abigail Forsyth, KeepCup, Full details can be found in Appendix IV - Photo References

BUILD ON OUR STRENGTHS, AND MELBOURNE CAN BE A GLOBAL PLAYER

Culture Amp - Didier Elzinga

Successful tech startup chooses Melbourne as gateway to Asia

Employee feedback and analytics platform Culture Amp has recently opened its new headquarters in Melbourne to capitalise on the city's strong links with Asia.

After recently establishing offices in the US and Europe, CEO and co-founder of Culture Amp Didier Elzinga says being based in Melbourne makes sense for a global success story that was founded out of the coworking space Inspire9 in Richmond.

"The world is moving east towards Asia so Melbourne is perfectly placed to benefit from this," Didier says. "Being located in Australia forces you to think global from the outset."

Even though most of Culture Amp's customers are based in North America, Didier says Melbourne is a world class city to live and work and "a great place to bring people." "We want to build one of the world's best product teams here in Melbourne," he explains.

With its grass roots, indie startup scene, great social ventures, well established tech scene and world renowned retail and hospitality, Didier believes Melbourne is an ideal creative environment for startups.

Above all Didier feels Melbourne must prioritise and showcase global excellence. "We want to see world class people and world class teams solving problems," he says.

"If you're trying to create anything other than a global business in the tech startup space you've got rocks in your head."

This drive for excellence has helped Didier and his team build a company where culture comes first, as well as help other companies make better decisions about using data to support their people and build a great culture.

Didier believes a company's brand is its promise to a customer but its culture is how they deliver on that promise. So far this philosophy has worked well for Culture Amp, with many of its 800+ customers being the most innovative, fastest growing tech businesses in the world.

> **"Melbourne is a great city, it is big enough and cosmopolitan enough to work at a globally first tier level"**
>
> - Didier Elzinga, Culture Amp

Image 5. Didier Elzinga, (Culture Amp), Full details can be found in Appendix IV - Photo References

GLOBALLY IMPACTFUL STARTUPS COME IN ALL SHAPES AND SIZES

Movember

Global collaboration to improve men's health

Since its formation from a simple idea over a beer in Melbourne back in 2003, Movember has grown to become a global movement that has had a phenomenal impact on men's health.

Essentially a grass roots campaign founded by a group of Melburnians who realised that there was little in the way of fundraising for prostate cancer research and men's health awareness, Movember has raised over $850 million and invested in over 1,200 projects that have saved and improved men's lives worldwide.

The need for this work has never been greater. Men experience worse longer-term health than women, and die on average six years earlier. Prostate cancer rates are significantly on the rise. Testicular cancer rates have doubled in the last 50 years. Three quarters of suicides are men.

These alarming statistics are what continues to drive Movember to help make men take charge of, and feel more comfortable about, discussing their health. Their target is to reduce the number of men dying prematurely by 25 per cent, by 2030.

Although Movember started small and local, its impact has grown every year and has recently been accelerated via a strong focus on global collaborations and knowledge sharing. Through its Global Action Plan (GAP) initiative, Movember brings together researchers from Melbourne and around the world to work on specific projects concerning prostate and testicular cancer.

Director of Global Biomedical Research Programs, Dr Mark Buzza, said Movember began strategically targeting global collaborations in 2011. By bringing academics, industry and other NGOs together they found many clinicians and researchers were conducting very similar research but not sharing their knowledge. The initiative has brought many researchers out of their own national silos and allowed Movember and other organisations to get a better return on the funds they invest.

"We're starting to see the results of these collaborations, which are increasing synergies and efficiencies, avoiding duplication of research and having a greater impact of men's health around the world," said Mark.

Strategies such as these have propelled Movember into one of the world's top 100 NGOs (out of approximately 5 million) as well as receiving accolades such as the 2015 Innovation Index for most innovative not-for-profit organisation in Australia.

> **"We absolutely live and breathe collaboration, it's what we do!"**
>
> - Dr Mark Buzza, Movember

MELBOURNE'S STRENGTHS

Image 6. Michelle Mannering and James Murphy (Bajaboards). The Bajaboard Workshop, Full details can be found in Appendix IV - Photo References

As a city, Melbourne features three points of distinction that help attract and retain startup founders, talent and investors:

Talent

Melbourne's strong talent pool of knowledge workers is fuelled by our student population, which is the largest in Australia.

According to Universities Australia, universities and their students are the driving force in Australia's startup economy.16 More than four out of five Australian startup founders are university graduates, and at some Australian universities, up to 40 per cent of students and recent alumni have either founded their own startup or are considering doing so.17

Melbourne's students are attracted to our world class universities, including the University of Melbourne, RMIT University, Monash University, Swinburne University of Technology and Deakin University. As the Australian Federal Government's National Innovation and Science Agenda recognises, in addition to connecting local startups with student talent, there is also a tremendous opportunity to better unlock and commercialise the vast intellectual property that resides in these institutions.

Diversity

The diversity of Melbourne's startup community clearly reflects the diversity of our city. The community welcomes new people and ideas with the notion that 'different is good' is embedded in the culture.

Melbourne's startup identity is also deeply connected to our social enterprise sector. Victoria is home to Australia's largest collection of social enterprises, with more than 5,000 organisations employing around 75,000 staff. Local Melbourne startups include STREAT, KeepCup, Thankyou Group, Movember and Pozible. Social purpose and values also lie at the heart of many of our startups working in other sectors, from fintech through to sportstech. There is a strong and positive culture of wanting to 'give back' and make a difference to society.

MELBOURNE IS A HOT SPOT FOR TALENT

Melbourne ranks as one of the world's

TOP 5
STUDENT CITIES GLOBALLY[13]

Home to Australia's largest population of students

225,000 students live, work and study in the municipality

35,000 of those are international students[14]

Victoria also produces the most technology graduates nationally

OVER 1/3

of Australia's Information, Communications and Technology post-graduate students come from Victorian universities.[15]

[13] QS Top Universities, 2017

[14] City of Melbourne, Tertiary Student and Education Profile, 2016 p.4 and p.14

[15] Invest Victoria, ICT

[16] Universities Australia, 2017

[17] Universities Australia, 2017

Liveability

The quality of Melbourne's food, coffee, arts and sports scenes, night-life, parks, inclusive culture, and relatively low crime rates - along with our city's relative compactness and convenient transport networks (including free trams and bicycle culture) - continue to help us attract and retain top talent who enjoy living and working in a city that is great for people.

Over the last three decades Melbourne has experienced significant change through a consistent transformation of streets, lanes and other spaces into public places that are culturally engaging and encourage people to stay, connect and collaborate. Much of this change is attributable to the city's strong strategic direction in planning and design since the mid-1980s.

Melbourne has achieved success in attracting more public life through physical improvements to existing public places, providing additional public space, and initiatives such as PostCode 3000, which facilitated the transformation of underutilised office building to residential living. The nature of public life has quite radically changed with more people choosing to stay for activities until late evening.

The result has been a reversal of the long downward trend in central business district commercial activity and employment of the 1980s. This has been supported by rediscovery of the city as a centre of culture and entertainment, a haven for small creative businesses, and a great place to live and learn.

Melbourne's unique features are attracting not just local startup stakeholders, but international businesses as well. International startups that have recently selected Melbourne as their Asia-Pacific base – with strong support from the Victorian State Government and LaunchVic - include Zendesk, Slack, Square, Hired, Stripe and GoPro.

WHAT'S ATTRACTING INTERNATIONAL STARTUPS TO MELBOURNE?[18]

ZENDESK (customer service software)	Access to rich tech talent: "The Melbourne engineering team proved to be strong, so we doubled down".
SLACK (team communication tool)	Access to significant customer base such as Seek, Realestate.com.au and Carsales.
SQUARE (credit card processing and merchant service)	Access to a higher concentration of small-medium sized businesses that form their main target customer.
HIRED (two-sided job search marketplace)	Government support: "The Victorian government is very progressive, proactive and showed a lot of support".
GOPRO (action cameras)	Cultural fit and liveability: "There's an energy, enthusiasm and work ethic to get stuff done. Melbourne also has a vibrancy in arts, culture and food".

[18] Lim in Forbes, 2016

Melbourne's startup community is growing and maturing in multiple areas. Some of the many participants in this community are listed in the following table.

SAMPLE OF MELBOURNE'S STARTUP COMMUNITY (MAY 2017)

AREA	EXAMPLES
Coworking spaces	York Butter Factory, The Cluster, Electron Workshop, CC Labs, Hub Southern Cross, Inspire9, FYA Hub, ACMI X, Gravity Coworking, Kensington Collective, Space & Co, Work Club, One Roof, Team Square, Open Hub, NAB Village, Melbourne Blockchain Centre, Agnes Health
Events	Startup Victoria Pitch Night, Fintech Meetup, Silicon Beach Melbourne, Pausefest, Future Assembly, Above All Human, Melbourne Knowledge Week, Peak 15
Institutions	ACMI, Melbourne Museum, State Library, Fed Square, STC Australia, Melbourne Convention and Exhibition Centre (MCEC)
Education	Wade Institute, TRAM, RMIT Activator, Melbourne Polytechnic, General Assembly, Peer Academy, William Angliss
Funding	BlueChilli, Adventure Capital, Scale, Squarepeg, Blackbird, Melbourne Angels
Accelerators	Melbourne Accelerator Program, Muru D, Melbourne Health Accelerator, Startmate, SproutX, Compass, BlueChilli, Young Social Pioneers, 500 Startups
Corporate	NAB Labs, IBM, Facebook, Salesforce, PWC, EY, Telstra, Australia Post
Government	LaunchVic, NBN Co., Data61, Austrade, Department of Economic Development, Jobs, Transport and Resources, Department of Environment, Land, Water and Planning, Bureau of Meteorology, Digital Transformation Agency, Invest Victoria
Non-profit	Foundation for Young Australians, Code for Australia, Code Like a Girl, STREAT, Movember, Girl Geek Academy, Startup Victoria
Founders	That Startup Show, Project Rockit, Onestack, Redbubble, Phoria, Envato, Vinomofo, Market Lane, Tribe
City of Melbourne	Small Business Grants, Local Food Launchpad, Creative Spaces, The Guild, Queen Victoria Market (QVM), Melbourne Knowledge Week, Library Services, International Trade Missions

Melbourne's startups are also performing particularly well in certain industries, often building on our city's long-standing areas of strength:

Biotech / Medtech - Victoria features two of the top ten biotech and medtech universities in the world, and greater Melbourne is home to half of the top 20 biotech companies listed on the Australian Stock Exchange.[19] Melbourne's biomedical precinct is located to the north of Melbourne's central business district, and features some 10,000 scientists, clinicians and technical staff. Melbourne is globally recognised as being the home of the Cochlear Implant and the Bionic Eye; new local startups include Global Kinetics, Healthkit and CliniCloud.[20]

Digital gaming - Melbourne is home to almost half of Australia's digital games industry participants, including game development studios and support services such as animation and motion capture. Victoria produces 1,000 games graduates a year from almost 30 games-related courses. The Arcade, Australia's first non-profit collaborative games coworking space, is home to 30 games companies employing over 120 staff in Melbourne.[21]

Sportstech - as Australia's leading sporting hub and home to the Australian Football League (AFL), Netball Australia, Cricket Australia, Swimming Australia, Athletics Australia and Tennis Australia, Melbourne is also the natural home for a number of startups that specialise in sportstech for data analytics, wearables, media and marketing, leisure centre and sports club management. Local startups include Catapult Sports and GuardLab.[22]

Food and hospitality - Melbourne's 'foodie' assets and capabilities are fuelling a wave of food, social food and logistics sector participants such as SproutX, Simplot's Slingshot Food Accelerator, City of Melbourne's Local Food Launchpad, the Social Food Project, Vinomofo and your grocer.

Creative industries and design - Melbourne is home to a vibrant and diverse design, maker and urban manufacturing community, building on our city's traditional manufacturing roots and well established education providers in this sector. Local design led startups include Aesop, Crumpler, Skin and Threads and Archiblox.

Cyber security - over recent years, a number of cyber security centres have been announced for Melbourne, including Data-61, NBN Co and Oxford University's Global Cyber Security Capacity Centre (GCSCC). The Victorian State Government is providing particular focus and support for this sector.[23]

Image 7. Melbourne Knowledge Week 2017, Melbourne Knowledge Week Festival Hub, State Library, Full details can be found in Appendix IV - Photo References

[19] City of Melbourne, Trends and Melbourne, 2016, p.15

[20] City of Melbourne, Trends and Melbourne, 2016, p.15

[21] Melbourne International Games Week, 2016

[22] Trade Victoria, 2017

[23] Invest Victoria, Cyber Security in Melbourne, 2016

Further opportunities will also likely emerge for startups via Melbourne's urban growth renewal precincts in the City of Melbourne, such as Fishermans Bend and Arden-Macaulay.

Melbourne's startup community is also performing well based on a range of additional indicators. Melbourne's central business district is now the coworking capital of Australia, with strong indicators of likely, continued demand.[24] Greater Melbourne recorded 960 per cent growth in the number of coworking spaces over 2013-16, with 24 new spaces being added in 2016 to make a total of 170 spaces across the city.[25] Venture capital funding across Australia also rose to a record level in 2016, with $78 million invested in 20 Victorian headquartered companies.[26]

However, on some international startup rankings, Melbourne has not fared so well recently. Melbourne ranked as #18 in the 'world's best startup ecosystems' in 2012, but slipped out of the top 20 in 2015 and is yet to regain its ground.[27] Fewer than 15 per cent of Australia's startup founders are based in greater Melbourne, which is less than half the number of other major Australian cities.[28] Furthermore, our rate of startups per 1000 people is also approximately 10 times lower than a comparable peer group of global 'tech cities'.[29]

Global startup city rankings matter because they can influence the attention of potential founders, talent and investors. Melbourne has many strengths, particularly in infrastructure, talent and international connection. There is some work to be done to connect and support our local startup community to help it be even better. Recently, the Victorian State Government, LaunchVic, City of Melbourne, our local universities and other key stakeholders have significantly ramped up their focus and support for Melbourne's startups and entrepreneurs. The impact of this is yet to be reflected in our global ranking, but there is strong agreement across the community that we need to continue to partner together to address some key gaps and get ahead.

[24] JLL The investor, 2017

[25] Knight Frank, 2017

[26] AVCAL yearbook, 2016, p.22

[27] Startup Genome, 2017

[28] Startup Muster Report, 2016

[29] Savills, 2017

Image 8. Joseph Ang (RMIT Student/Game Developer), Arun Ezekiel (RMIT Student/Game Developer), Kate Ficai (ACMI X). ACMI X, Full details can be found in Appendix IV - Photo References

ADDRESSING THE NEEDS OF THE FUTURE WORKFORCE

Girl Geek Academy – Sarah Moran

Celebrating women in tech

When asked about the importance of a diverse and inclusive startup ecosystem, Girl Geek Academy CEO and co-founder Sarah Moran couldn't be more direct, "It's 11 out of 10 important," Sarah says. "The benefits of diversity and inclusion are realised by everyone. The compound effect being that it makes every business better."

As Sarah explains the more diverse a business is, the more customers and talent it usually attracts, and the smarter business decisions it makes. "And any business who doesn't want to be part of that is going to be left behind."

Sarah is driven by seeing women get involved in building and expanding the digital marketplace. With four other female digital professionals she founded Girl Geek Academy, Australia's first organisation dedicated to boosting the number of women technology founders.

Their mission is to teach one million women to get into tech and launch their own startups by 2025. To achieve this they run bootcamps, hackathons and mentoring sessions to raise the profile of women in tech. "We're working with women in Melbourne to help them develop their ideas and increase the number of women tech founders," says Sarah.

After a global search that included potentially setting up the academy in San Francisco, Sarah said the decision was made to base the company in Melbourne because it was 'the best fit'.

"People in Australia want this change to happen and are happy to do the work to see more women involved in tech and startups," Sarah says. "In Melbourne there are successful, world class programs we can learn from and export globally," she explains.

Sarah also feels there is less friction in Melbourne than other cities and it's possible to do business in an accelerated way. "I've not experienced that in other cities," Sarah explains.

> **"I think Melbourne is already positioned to be the best place in the world to be a woman in tech and startups."**
>
> – Sarah Moran, Girl Geek Academy

Image 9. April Staines, Lisy Kane, Sarah Moran, Amanda Watts. Girl Geek Academy, Full details can be found in Appendix IV - Photo References

OUR VIBRANT FOOD AND COFFEE SCENE FEEDS MELBOURNE INNOVATION

Market Lane Coffee – Fleur Studd

Uncompromising dedication to quality

If there's one thing Melbourne is known for around the world it is its coffee culture. And a leading exponent of this culture is Melbourne entrepreneur Fleur Studd, founder of Melbourne Coffee Merchants and co-founder of Market Lane Coffee.

Over the last eight years Fleur has played a key role in pioneering a new way of thinking about and a new appreciation for good coffee.

After travelling widely to find out more about coffee production and sourcing, Fleur decided to bring back that knowledge to Australia and establish her own business in 2008.

Although Melbourne's café culture was well established and thriving by then, Fleur identified that access to high quality, fresh and traceable coffee beans was virtually non-existent.

With the help of a couple of key mentors, Fleur set up Melbourne Coffee Merchants as Australia's first importer of high quality coffees that are traceable, specialty grade and in season. And in 2009 she co-founded Market Lane Coffee with Jason Scheltus.

Market Lane Coffee now has five stores across Melbourne and a roastery at Prahran Market. Fleur's success is due to her uncompromising commitment to quality, an understanding of the importance of sustainable and socially responsible sourcing, and her passion for celebrating the provenance of where her coffee comes from. "The end goal is to make coffee accessible and exciting as well as easy to understand and appreciate," she says.

As part of achieving this goal Fleur and Jason have worked hard to challenge the status quo and invested heavily in a process of continuous improvement. Fleur says this is more achievable in a city like Melbourne with its incredibly vibrant food, wine and coffee culture.

"Unlike many other gastronomic capitals there are no rules or traditions that must be adhered to (in Melbourne); breeding a culture of innovation and excellence."

> **"Melbourne has an incredibly vibrant food, wine and coffee scene. Unlike many other gastronomic capitals there are no rules or traditions that must be adhered to; breeding a culture of innovation and excellence."**
>
> – Fleur Studd, Market Lane Coffee

Image 10. Fleur Studd, Jason Scheltus. Market Lane Coffee, Full details can be found in Appendix IV - Photo References

WHAT IS THE CITY OF MELBOURNE'S ROLE?

Image 11. Georgia Beattie and Mei Chan (Startup Victoria). Gravity Coworking Melbourne, Full details can be found in Appendix IV - Photo References

The City of Melbourne has been helping innovators and entrepreneurs to realise their dreams of starting, growing and going global with their small businesses for decades. The City of Melbourne already offers more than 50 services for startups and small businesses, both under the sole provision of council as well as in partnership with others. The intention of the Startup Action Plan is to enhance and extend these existing services, as well as consider potential new services, based on the feedback that has been collected for this plan.

The City of Melbourne met with more than 400 members of Melbourne's startup community. These community members validated that as the city's custodian, they see the City of Melbourne as a natural collaboration leader to build on our existing services and lead this action plan, working in partnership with others including LaunchVic and the Victorian State Government, our local academic institutions and corporations.

Although a municipal government operates very differently to a startup, the City of Melbourne can play a valuable role to help influence and shape startup and entrepreneurial activity. We understand that Melbourne's startup community extends well beyond one municipality, which is why our role as a capital city is key to shaping the support we can offer and why we are so happy to work with our neighbouring councils across Greater Melbourne and Victoria.

We recognise and support recent Federal and Victorian government policies and initiatives aimed at boosting the rate and quality of startup growth across a range of industries. We have sought input from the Victorian Government and LaunchVic throughout the creation of this plan, and hope to continue a close relationship throughout its implementation. Other organisations investing in this space include local universities, corporations and not-for-profits.

Around the world, many other municipal governments also play an active role in supporting local startups and innovative companies. Municipal government intervention is seen across cities demonstrating all levels of maturity in their startup sectors, to fill the gaps caused by market failure.[30]

"The city may need to push things in the beginning, find incentives for different groups to work together and then give space to let things evolve".[31]

- Katalin Gallyas, City of Amsterdam.

What we heard from the community about our role:

You are the natural and neutral convenors - You can help us be much greater than the sum of our parts. You are here for the good of the city, and can help to drive a collaborative culture based in reciprocity.

Step up and lead! Develop a voice for the city to help promote our successes and stories to the world (with a megaphone!).

We want to help - We love our city, and want to make meaningful contributions to help shape a better future. Invite us in.

Help us be better (but don't get in our way) - We welcome your involvement and support, but please understand that we have low tolerance for slow bureaucracy or complex politics.

Get connected - Municipal boundaries mean nothing to us - from a global perspective we are one Melbourne. Don't try to divide us with invisible lines.

[30] CITIE, 2015

[31] CITIE, 2015, p.37

How we see our role:

City custodians - Prepare our city and people for a sustainable and prosperous future by ensuring Melbourne has an inclusive and fertile environment for creative people, and innovative businesses to thrive. We recognise startups' ability to reshape the world. Let's work together to build the future city we want to live in.

Stewards of future prosperity - Ensure that Melbourne remains competitive in a rapidly changing world of work, and ensure that our city can support a high quality of life for all by working closely with our business community to showcase and connect opportunities.

Supporting our best and brightest - Support our most innovative, adventurous, and ambitious startup entrepreneurs to reach their full potential, and share their successes loudly and proudly.

Leave no-one behind – Empower and support the people that need it most, and ensure that access to opportunity is open to all Melburnians.

Collaborators - We are a natural convenor of municipalities, levels of government, institutions and community. We will embrace this role as a collaboration leader to ensure that information and opportunities flow freely and rapidly.

Image 12. Lewis White (Aptus Personnel), Mei Chan (Startup Victoria), Jose Maturana (Best Friends Forever), Miranda Unnerstall (Best Friends Forever). Gravity Coworking Melbourne, Full details can be found in Appendix IV - Photo References

Image 13. Daz Chandler (That Startup Show), Birrarung Marr, Full details can be found in Appendix IV - Photo References

Examples of the City of Melbourne's existing services for startups and small businesses include:

Helping small business take the next step

Since 1996 City of Melbourne has provided $8 million worth of grants to over 363 businesses through our Small **Business Grants Program**.

The program supports innovative businesses with market-ready products and services in a wide range of sectors, with many recipients achieving outstanding success including Skin and Threads, Halogenics, STREAT, Pharmaceutical Packaging Professionals, Bastion Cycles, Flexicar, Nexvet Biopharma Pty Ltd (NASDAQ listed), Sukin Organics, El Cielo Foods Pty Ltd and Vetco.

In 2016 new players in virtual reality and cutting edge technology were among the successful recipients including Infinity Technology for its smart watch keyboard and Chroma Coda for The Music Room, a collection of instruments that can be played in virtual reality. Other recent success stories include:

Innovative coworking spaces **York Butter Factory** and **Electron Workshop**

Mörk Chocolate, a speciality cafe and cacao roasting facility in North Melbourne

Kisa Phone, an accessible phone without a screen or keypad, designed for use by older people and those with disabilities

Ivory Coat Companion Goods, a natural, high quality Australian range of food and grooming products for animals.

Bringing Melbourne's future to life

A major highlight of Melbourne's calendar, **Melbourne Knowledge Week** is an annual festival where people can explore the creativity and technology shaping our city's future.

In 2017 more than 90 horizon-expanding events were held as part of the festival with a range of high calibre speakers discussing topics such as building startup ecosystems, fostering a culture of innovation, embracing the future of work and ensuring food security for our city.

One of the festival's most popular events is the innovation expo, which features a rotating selection of Melbourne's startups, product developers, coders, makers, social enterprises, and university programs. The space provides exhibitors with the opportunity to share their innovations and products with the wider community and generate business leads.

As one female participant and startup founder put it, "I'm here to meet my future staff."

In 2017, 13,000+ people attended Melbourne Knowledge Week events, while another 45,000+ people viewed events via livestream. 27 coworking spaces opened their doors to provide free tours, talks, desks for a day and networking opportunities.

Melbourne Knowledge Week is a major initiative of the City of Melbourne's Knowledge Strategy, which works towards a future where the knowledge sector has much greater visibility, and is better understood and valued.

Image 14. Melbourne Knowledge Week 2017. Melbourne Knowledge Week Festival Hub, State Library, Full details can be found in Appendix IV - Photo References

Demystifying new technology

The **Melbourne Library Service** is home to several maker spaces which include technology hardware like 3D printers, industrial sewing machines, a recording studio, and more. The libraries host a number of workshops and events that support startups and give people of all ages a range of practical skills.

The free workshops cover a range of technologies such as robotics, electronics, graphic design, video and audio production, and computer coding. They are split into three categories for beginners, advanced users and open hangout sessions where past attendees can practise their newfound skills or get advice for an upcoming project.

The library service also runs an annual community event called 'Mini Make Day', which showcases the work of local startups within the emerging technology sector such as video game production, 3D printing, robotics, internet of things (IoT) and virtual reality.

The library has also partnered with Code Club Australia, a volunteer not-for-profit network that aims to give every child in Australia the chance to learn to code.

Tackling city challenges

A key aim of the **Local Food Launchpad** is to provide more opportunities for city residents and visitors to buy local and regionally produced food.

In 2015 the City of Melbourne collaborated with Doing Something Good, Open Food Network and Food Alliance to develop the Local Food Launchpad, Australia's first design-led incubator for new local food projects.

The second Launchpad in 2016 looked at ways to increase food production in the City of Melbourne with 11 participants planning to startup social enterprises, workshop programs, mini-documentaries, food promotion campaigns, community growing projects and small-scale farming enterprises.

As part of the program, participants' ideas are developed to a stage where they can articulate the problem they are trying to solve, have a clear understanding of their target market and can create a financially viable food initiative. The Launchpad culminates in a 'pitch night' where participants sell their ideas to potential funders, partners and the general public.

As a participant in the program in 2016, Ben McMenamin found it was a great way to refine and develop his idea of connecting food producers with city consumers. He hosted several innovative events during the 2017 Melbourne Knowledge Week Festival, and today, his Farmer to Table concept is a reality, bringing food producers and home cooks together every month through fun, interactive cooking classes.

"The opportunity to work with experts and learn new business methodologies was invaluable", Ben says. He strongly believes that relationships forged through Launchpad will lead to positive change. He says the program is helping to build a community of skilled, empowered practitioners that will only get stronger in the years ahead.

Image 15. Andrew Yap (Medtasker). Melbourne Health Accelerator, Royal Melbourne Hospital, Full details can be found in Appendix IV - Photo References

Image 16. Thomas Pham (Shoji), Bonnie Borland (The One Social), Ian Willett (Aptus Personnel). Gravity Coworking Melbourne, Full details can be found in Appendix IV - Photo References

Helping startups network for success

Making the right contacts at the right time is critical to the success of any startup. That is why the City of Melbourne continues to support a range of business awards, networking events and pitch nights. Recent examples include:

- Support the **B3000+ Awards**, Melbourne's premier awards program for small businesses, which has been running since 2004. Managed by the Melbourne Business Network, these awards celebrate the best of Melbourne and often unlock new and exciting opportunities for the recipients.
- Hosting and supporting the first **Australia China Association of Scientists and Entrepreneurs (ACASE) pitch night**. Winners received cash prizes while finalists participated in a business coaching program and showcased their products to potential customers and investors in Chinese cities such as Guangzhou, Beijing, Suzhou and Melbourne's sister city Tianjin.
- Supported **Fintech Melbourne's first pitch night** at Melbourne Town Hall in 2015, which attracted 300 people.
- Partnered with **Federation Square** to curate a Smart City Breakfast for **Pausefest** in 2017 to showcase projects and connect members of the community.

The City of Melbourne's role in the Melbourne startup community is impactful and valued today, and with the community's input we can make this even better. The City of Melbourne is seen as a natural collaboration leader that can play a key role in providing focus and coordination across Melbourne's startup community, and help better attract startup founders, talent, customers and investors to our city. This will allow Melbourne to continue to create new jobs and grow overall economic prosperity.

A GREATER PROFILE FOR MELBOURNE STARTUPS AND 'DEMYSTIFYING' ENTREPRENEURSHIP

That Startup Show

Getting the word out to startups and entrepreneurs

Keeping up to date with what's going on in the fast paced startup community is vital for any aspiring entrepreneur. But thanks to Anna Reeves, Ahmed Salama and Sally Gatenby, founders of That Startup Show, it can also be highly entertaining.

Shot in downtown Melbourne the award winning online TV series focuses on the fast-growing entrepreneurial boom and the culture surrounding it.

With six episodes airing to date, the show has already been seen in 60 countries around the world, shining a light on the best of startup culture, technology and innovation through a mix of comedy, competition and storytelling.

Critical to the show's success, says co-founder Anna Reeves, is the incredible support they have received from the Melbourne community, which has been extremely "open, friendly and collaborative". "Insanely good coffee" is also a factor, she says.

Anna says by creating more awareness of the startup community through engaging, entertaining content, she and her fellow co-creators wanted to 'demystify entrepreneurship' and make it more accessible for those aspiring to break through from any gender or background. She also sees the show as a platform to educate people in the mainstream about the kinds of companies, innovations and technology that will affect their lives in the future.

However, Anna feels more can be done to elevate Melbourne's profile and celebrate our successes. "We have the broader problem of the 'tall poppy' syndrome in Australia and this needs to change if we are to become an inclusive, thriving ecosystem. We also need a collective vision to help make Melbourne one of the world's best startup destinations."

Anna believes that realising this vision will create opportunities for everyone to plug into it, see where they fit and work out how they can contribute and be part of something great.

> **"Melbourne's startup community is extremely open, friendly and collaborative."**
>
> - Anna Reeves, That Startup Show

Image 17. Dan Ilic, Dominique Spanos, Sally Gatenby, Andy Matthews, Anna Reeves, Ahmed Salama. That Startup Show, Full details can be found in Appendix IV - Photo References

MASSCHALLENGE

MyGolgi – Mitch Finlayson

Sticking to your convictions

Starting a business is never easy as Mitch Finlayson, co-founder of med-tech startup MyGolgi, knows only too well – but it definitely has its rewards.

Motivated by a curious mind and a background in biomedical science, Mitch juggles the responsibilities of getting his wearable sensor technology business off the ground, with a full-time role at the Royal Children's Hospital managing simulation equipment.

Working with medical equipment on the front line has given Mitch the experience and confidence to tackle the common medical condition of back pain. A sufferer himself, he says the research shows around 84 per cent of Australians have some form of back pain but four out of five patients don't know the cause.

A wearable device consisting of a sensor placed on the body, MyGolgi will aim to transform the rehabilitation and prevention of back pain. The device provides live feedback about a patient's movements to determine what is causing the pain in real time, such as poor posture while running, so that treatment can be devised accordingly.

After two years of testing and prototyping in their own time with little money and dealing with people who said their idea wouldn't work, Mitch and his two co-founders have stuck to their convictions and plan to launch MyGolgi in mid-2018. "You have to be passionate and believe the impossible is possible."

Reinforcing this conviction was MyGolgi's recent participation in the MassChallenge Accelerator Program where they made it all the way to Boston for a bootcamp Mitch says was invaluable.

The experience has allowed Mitch to reflect on the opportunities available in Melbourne for startups and how our education and healthcare spaces could be used to support medtech entrepreneurs. It has also strengthened his belief in the importance of advisors and mentors. "Having advisors embedded from the beginning has helped us steer a successful course and connected us to the people and networks we needed to accelerate our idea."

> **"You have to be passionate and believe that the impossible is possible"**
>
> - Mitch Finlayson, MyGolgi

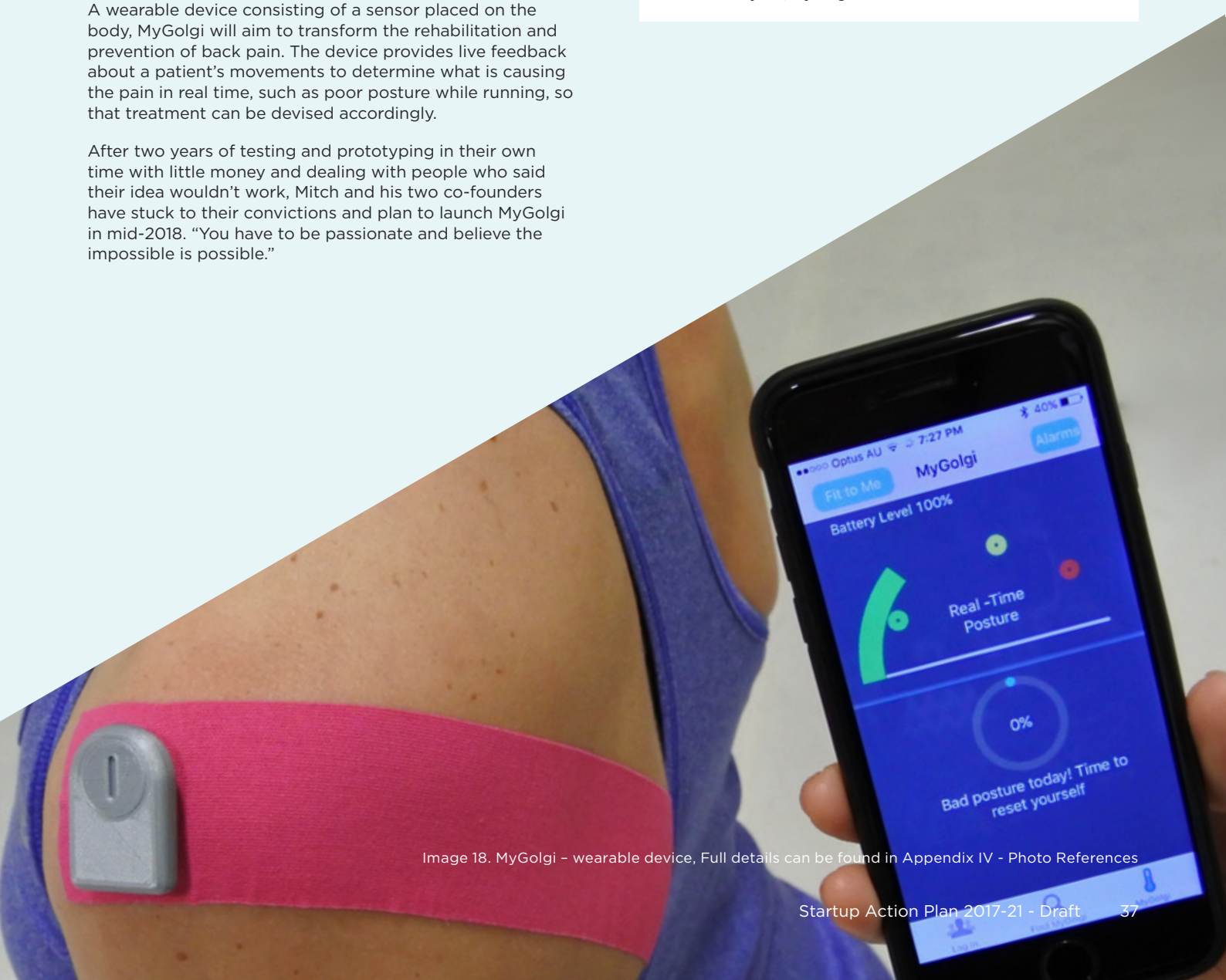

Image 18. MyGolgi – wearable device, Full details can be found in Appendix IV - Photo References

WHAT'S THE EXPERIENCE OF MELBOURNE'S STARTUPS TODAY?

Image 19. Ruqi Nazeer and Omer Nazeer (Cabaro). Melbourne Accelerator Program, Full details can be found in Appendix IV - Photo References

Over 2016-17, the City of Melbourne undertook deeply consultative, user focused research to help develop this action plan with input from more than 400 stakeholders across Melbourne's startup community via interviews, workshops and events. These stakeholders represented a cross-section of early, mid and mature startups; students, academics and educators; corporate staff; investors; accelerators; and event and festival representatives.

Together, we identified five critical life stages of starting and growing a business in Melbourne, and some of the key activities for each stage:

Image 20. Athula Bogoda (Silicon Beach Melbourne). Degraves Street, Melbourne, Full details can be found in Appendix IV - Photo References

LIFE STAGES OF STARTING AND GROWING A BUSINESS IN MELBOURNE

WELCOME	FOUND	FUND	GROW	GLOBAL
"I'm new to the Melbourne startup community – how do I find my place and my people?"	*"What do I need to know and do to bring my business idea to life?"*	*"What do I need to know and do to access capital and investment to grow my business?"*	*"What do I need to know and do to support business growth and scale?"*	*"What do I need to know and do to expand my business into global markets?"*
Key Activities				
Ideas - Find inspiration through the media, attending hackathons and events and via word of mouth. **Orientation** – seek more information to orientate and support the journey, via reading and personal research. **Talent** - Do a course to access new skills, networks, collaborators, resources, mentors and inspiration. **Networks** - Attend events, meetups, etc. to find people and make connections. **Infrastructure** - Test out free space such as libraries to keep costs down or start working out of a coworking space. Leverage university research labs, manufacturing spaces. **Purpose** - Volunteer or intern at startups or events to gain experience, network. **Culture** - Coffee dates, read up on local heroes, find mentors.	**Ideas** - Test ideas with the market - customer acquisition and proof of concept. **Orientation** - Find information and data – what's needed to set up a company and find customers, sometimes with a view to future global expansion. **Talent** - Find the right cofounder/s, staff, board members. **Networks** - Attend/ participate in startup events and meetups. **Resources** - Enter pitch nights, approach accelerators for funding and mentoring support, apply for grants. **Infrastructure** - Use free space to keep costs down or start to work out of a coworking space. **Purpose** – Define company values and commitments. **Culture** - Coffee dates. Rely on friends and family to listen and support.	**Ideas** – Inspiration for creative ways of accessing funding and investment. **Orientation** – Find information and data –connect to the right investors, structure a deal, etc. **Talent** – Build team and board to ensure access to the right talent, advice and customers. **Networks** – Participate in and speak at events and meetups. **Resources** – Find early stage seed or angel funding, Apply for grants, Run a crowd funding campaign. Engage investors – local and international. **Purpose** – align values with funding targets and proposals. **Culture** - Coffee dates, media and mentoring.	**Ideas** - Inspiration for creative and proven ways to grow a business. **Orientation** - Find information – how to recruit the right talent, find office space, expand the business. **Talent** - Recruit for specialist skills and more experienced staff, often from a global talent pool. Take on interns. **Networks** - Speak at, sponsor and fund Melbourne events, travel and speak internationally. **Resources** – Funding rounds, apply for grants, support, trade missions, prepare for Initial Public Offering (IPO). **Infrastructure** - Workplace/ office expansion. **Purpose** – leverage values for talent acquisition and culture fit. **Culture** - Coffee dates, media and mentoring.	**Ideas** - Inspiration for creative and proven ways to expand globally. **Orientation** - Find information on global expansion. **Talent** - Recruit for local specialists and leaders globally. **Networks** – Access to potential customers, suppliers, talent and / or investment. **Resources** - Apply for grants and support, seek investment, trade missions, etc. **Infrastructure** - Set up international office, but stay grounded in Melbourne. **Purpose** - Invest back into the Melbourne community. **Culture** - Coffee dates, share stories and knowledge, mentor next generation of Melbourne leaders, office hours.

"As a capital city government, the City of Melbourne is leading the way. Their focus on collaboration – and generous approach to sharing their data, skills and experience – means that the benefits of the Startup Action Plan will reach beyond central Melbourne, delivering tangible support to our vibrant and growing Victorian startup community."

Dr. Kate Cornick, CEO, Launch Vic

We then sought and tested community needs and draft actions via seven workshops in coworking and accelerator spaces across the municipality:

Startup Community Consultation

In September 2016, the City of Melbourne engaged with 240 startup community stakeholders in seven workshops at coworking and accelerator spaces across Melbourne:

- **General Assembly**: A technology learning and development provider.
- **BlueChilli**: Partners with entrepreneurs to help build, grow and invest in their new tech startup businesses and develop corporate innovation acceleration.
- **Inspire9**: Melbourne's original community led coworking space.
- **RMIT University**: A globally recognised university of technology and design, and Australia's largest tertiary institution.
- **Agnes Health**: A health innovation collaborative with a focus on digital health.
- **ACMI X**: A coworking space dedicated to the creative industries.
- **Melbourne Accelerator Program**: An entrepreneurship program and startup accelerator connected to the University of Melbourne.

The participants shared their views on our city's strengths and needs, from the perspective of someone trying to 'start, grow and go global' with a startup in Melbourne.

STRENGTHS IN STARTING AND GROWING A BUSINESS IN MELBOURNE

WELCOME	FOUND	FUND	GROW	GLOBAL
"I'm new to the Melbourne startup community – how do I find my place and my people?"	*"What do I need to know and do to bring my business idea to life?"*	*" What do I need to know and do to access capital and investment to grow my business"*	*"What do I need to know and do to support business growth and scale?"*	*"What do I need to know and do to expand my business into global markets?"*
Strength: A wide variety and diversity of events, targeting both entry level and mature entrepreneurs. **Strength:** A very welcoming, willing and supportive community. **Strength:** The intellectual property generated by our local universities and research institutes. **Strength:** A strong "give first, ask later" mentality. **Strength:** Free wifi in the city, makes it easy to work anywhere. **Strength:** Melbourne has a strong small business culture, with a lot of people transitioning from corporates, and some university programs funnelling students into startups. **Strength:** Lots of coffee shops! Coffee fuels the startup sector. **Strength:** Melbourne has one of the largest groups of highly skilled students in the world – including international students. **Strength:** A diverse community, with a broad and accessible range of skills and experiences.	**Strength:** There are a lot of networking events to meet people. **Strength:** A 'for purpose' mission is common for Melbourne startups. B-corp provides support and recognition. **Strength:** There is a broad range of local courses and skills-building sessions available. **Strength:** Libraries provide great work spaces with free wifi, training courses, and some tech/hardware. **Strength:** There are lots of coworking spaces to choose from.	**Strength:** Melbourne has a strong culture of 'bootstrapping' and keeping costs low. **Strength:** City of Melbourne provides a wide range of support services and grants for startups.	**Strength:** Melbourne has a stable economy, strong existing sectors and a wealth of talent in corporates, students and graduates. **Strength:** Melbourne has a strong pool of talent to draw from.	**Strength:** World's most liveable status helps strengthen Melbourne startup brands overseas. **Strength:** The accessibility of resources to help local business "go global" eg. Trade Victoria, Austrade, City of Melbourne. **Strength:** Melbourne has existing international city relationships and resources. **Strength:** Our startup community is increasingly connected to corporates, non-profits, universities with international connections – though this could be improved.

NEEDS IN STARTING AND GROWING A BUSINESS IN MELBOURNE

WELCOME	FOUND	FUND	GROW	GLOBAL
"I'm new to the Melbourne startup community – how do I find my place and my people?"	*"What do I need to know and do to bring my business idea to life?"*	*" What do I need to know and do to access capital and investment to grow my business?"*	*"What do I need to know and do to support business growth and scale?"*	*"What do I need to know and do to expand my business into global markets?"*
Need: Our local universities are strong in research and patents, and there is opportunity to better commercialise research. **Need:** A formal Melbourne startup precinct, or focal point for the community. **Need:** A centralised place to access information about the startup community, support services, opportunities, events. **Need:** More pathways for students to gain relevant 'on the job' experience with startups, e.g. student placements. **Need:** Open access and clear pathways for all Melburnians to join and participate into the startup ecosystem, to maintain a diverse and inclusive community. **Need:** All that coffee gets expensive, and rents are high! Melbourne has a high **cost of living**.	**Need:** Access to digital and city infrastructure, e.g. sensors, high speed wifi. **Need:** Permissions and resources to perform experiments and test and trial products. **Need:** Targeted support for high priority sectors, e.g. food, retail, health. **Need:** Access to a universal set of indicators to assess the performance of the Melbourne startup community. **Need:** Ability to attract talent and investment in a globally competitive market. **Need:** Open access to support services for startups, e.g. grants, master classes, mentoring, business incubator programs. **Need:** Founders can feel isolated and highly stressed. **Need:** Access to affordable work and meeting spaces, shop fronts and open spaces.	**Need:** A centralised place to access information about investors and funding support services. **Need:** Small cash prizes or in-kind support to help startups get started – a little bit goes a long way! **Need:** Support to identify and recruit an appropriate and diverse board. **Need:** Clear pathways and access to volunteering and pro-bono opportunities (giving and receiving).	**Need:** Less red tape to enable more startups to do business with City of Melbourne – be a better customer. **Need:** More flexibility in allowing Melbourne startups to access international talent. **Need:** More pathways for students to gain relevant 'on the job' experience with startups, e.g. coordinated student placements.	**Need:** A stronger startup brand for Melbourne internationally, to help attract founders, talent and investment. **Need:** Improved access to international connections particularly in Asia, e.g. customers, suppliers, talent, investment.

Startup Community Consultation

The City of Melbourne tested some of the actions that were recommended by the startup community, to help inform this plan.

Melbourne Knowledge Week – Accessibility and Diversity

The Melbourne Knowledge Week festival prioritises Accessibility and Diversity. During the 2017 event, which was held in the first week of May:

- Acknowledgement of the country on which each event was held was included in all event listings
- Acknowledgement of country training was offered to all event partners and hosts
- Auslan interpretation services were offered for key events
- Livestream over Facebook was offered for all keynotes
- Wheelchair accessible venues were highlighted throughout festival program.

In 2016, Melbourne Knowledge Week was awarded a Diversity Award for its commitment to ensuring a diverse representation of the community.

Startup Photo Library
An initial need for photos to include in this Startup Action Plan, transformed into the development of an open source photo library showcasing Melbourne's Startup community.

That Startup Show (a local, Melbourne based startup) was engaged by the City of Melbourne to curate a series of photo shoots in partnership with the community, the results of which will be tagged with the company names of the participants, and made available as open source assets with creative commons licensing (non-commercial, non-derivative, attribution required). The result is a resource for the featured companies for marketing and promotion, and a way to promote Melbourne startups to the world. To see the full library of photos, visit Melbourne.vic.gov.au

City of Melbourne Startups Advisor – Melina Chan
During the design phase of the Startup Action Plan, the City of Melbourne engaged local entrepreneur Melina Chan to work in the project team as a Startups Advisor. Co-founder of three social enterprises in Cambodia and former General Manager of Melbourne's original community-led coworking space Inspire9, Mel has strong connections with many local and international startups.

Mel is passionate about driving change by helping communities create a sense of shared purpose that fosters empathy, collaboration and momentum. Mel believes startups are an important part of our future as they play a crucial role in discovering solutions to the problems facing society. They also push existing boundaries and forge new territory. "It's a really exciting space (to work in) and feels like an advanced screening of the future," Mel says.

Mel's experience and understanding of Melbourne's startup ecosystem was invaluable to help co-design this action plan with the community.

Mel believes startups are a highly effective tool for enabling access and inclusion. "Melbourne is a wonderfully diverse city and as we grow we want to be able to ensure Melbourne's liveability is accessible to all," she explains.

Bringing the community together to co-design the action plan was an important step and provided invaluable insights, as reflected in this plan. "As with any community development, a participatory approach is crucial to instil a sense of shared purpose and investment," Mel explains.

Throughout this process Mel has found there is an incredible amount of energy, passion and goodwill in Melbourne's startup community, but also a level of disconnect, as highlighted in the next section of this report.

"We have the opportunity to present a unique startup ecosystem - one that celebrates diversity, prioritises social and environment challenges, and leads the rest of the world by example"

– Melina Chan, Startups Advisor

The community's needs point to four key themes where more support is required

These themes and related actions are explored in more detail in the following sections.

A.

SUSTAINABLE GROWTH

Support services to help attract talent, investment and customers across all life stages of a business.

B.

PLACES FOR INNOVATION

Open and accessible places for community innovation.

C.

INCLUSIVE & COLLABORATIVE CULTURE

Programs that support our startup community's unique collaborative culture.

D.

ADAPTIVE GOVERNANCE

Access to key data, resources and business opportunities for local startups.

Image 21. Gravity Coworking Melbourne, Full details can be found in Appendix IV - Photo References

WHAT DOES THIS ACTION PLAN ADDRESS?

Image 22. Jack Welsh (Mit Wed) and Dr Cher Coad. ACMI X, Full details can be found in Appendix IV - Photo References

The City of Melbourne's mission is to help shape and support a startup environment that is bold, inspirational and sustainable - where all types of innovative businesses, and people, can thrive.

Our community told us that they have four key areas of need, and identified particular gaps that need to be addressed to help more of them 'start, grow and go global' from Melbourne. These four themes form the basis for the 12 action areas in the City of Melbourne's Startup Action Plan, as outlined in the next section.

The Startup Action Plan identifies a broad set of needs and gaps experienced by the Melbourne community, not all of which could or should be addressed by the City of Melbourne.

The City of Melbourne's 12 action areas have been prioritised based on the following criteria, as informed via extensive workshops and consultation with startup community participants and City of Melbourne representatives to ensure that they:

- Address priority startup community needs
- Meet the startup community's view on where the City of Melbourne should be playing a role, i.e. improve connections and collaboration across the community (refer to prior section)
- Build on existing City of Melbourne assets, capabilities and resources.

The City of Melbourne's role for each of the actions has also been defined as follows:

- **Provide** – where the City of Melbourne leads the delivery of work;
- **Partner** – where we partner with other strategic stakeholders and/ or community groups to deliver work;
- **Facilitate** – where we assist others to lead delivery by bringing interested parties together; and
- **Advocate** – where we actively lobby and promote the community's interests to other responsible decision makers and delivery agents.

The plan indicates current and potential future partners who may also play a role in implementing each action item.

It is worth noting that this Startup Action Plan has been designed to be iterative and adaptive. It is intended that multiple projects will be operating at various phases throughout the delivery of the plan over 2017-21. This is a deliberate design to help balance resource availability, and to allow time for feedback loops to filter between the various projects.

The Startup Action Plan will also be implemented in a staged way, based on two phases:

- **Now** –implement as soon as possible, based on existing resources and budgets
- **Next** – propose separate business cases and seek formal endorsement for new and/ or extended programs.

Image 23. Charles "Charlie" Schwartz (Startup Victoria). Gravity Coworking Melbourne
Full details can be found in Appendix IV - Photo References

A. SUSTAINABLE GROWTH

Support services to help attract talent, investment and customers across all life stages of a business.

ACTIONS AND STAGED IMPLEMENTATION PLAN:

ACTION AREA	NEEDS	COM'S ROLE	DELIVERY PARTNERS	IMPLEMENTATION PROCESS	NOW	NEXT	BUSINESS IMPACT
1. Business readiness support services Enhance and better promote City of Melbourne's business readiness support services for startups, e.g. training, master classes, grants and mentoring.	Open access to support services for startups.	Provide Partner Facilitate	Startup community	1.1 Provide a high level evaluation of existing CoM Business Readiness Support Services for startups based on feedback, including support for under-represented groups	✓		Business as usual budgets
				1.2 Provide and partner to enhance and connect selected, existing CoM services based on feedback	✓	✓	Business as usual budgets Subject to annual plan and budget
				1.3 Improve communications to make it easier for startups to be aware of and access relevant CoM services	✓	✓ ✓	Business as usual budgets Subject to annual plan and budget
				1.4 Facilitate periodic reviews to ensure that the business readiness priorities of Melbourne's startup community are addressed on an ongoing basis		✓	Subject to annual plan and budget
2. Public events and learning Continue to convene an annual program of events and learning, including Melbourne Knowledge Week and Melbourne Conversations, to connect startups with one another and with the broader community.	Broader community awareness and literacy about the Melbourne startup sector, e.g. how to get involved, skills development Opportunity to connect startups with one another, e.g. access mentoring, customers, suppliers	Provide Partner Facilitate	LaunchVic Events Institutions Education Startup community	2.1 Provide a review to determine the future direction of, and partnership and delivery model for, Melbourne Conversations, Melbourne Knowledge Week, and other public programming	✓		Business as usual budgets
				2.2 Partner to evolve the Melbourne Knowledge Week format into a globally recognised Premier Event		✓	Subject to business case
				2.3 Partner to create a Startups & Innovation stream for Melbourne Conversations events programming to showcase local activity and businesses	✓		Business as usual budgets
				2.4 Continue to adapt public programming and events to community needs		✓ ✓	Business as usual budgets Subject to annual plan and budget

ACTION AREA	NEEDS	COM'S ROLE	DELIVERY PARTNERS	IMPLEMENTATION PROCESS	NOW	NEXT	BUSINESS IMPACT
3. Innovation competitions and research programs Support innovation competitions and research programs that connect students to startups, and help commercialise the intellectual property of our local research institutions.	More pathways for students to gain relevant 'on the job' experience with startups, e.g. student placements More pathways for startups to connect and collaborate with university research programs	Facilitate Partner Advocate	Institutions Education Funding Government Corporates Startup community	3.1 Facilitate and advocate for the design of city innovation challenges and competitions with partners	✓		Business as usual budgets
				3.2 Facilitate and advocate for collaborative programs that connect students with startups, and help commercialise intellectual property	✓		Subject to business case
				3.3 Facilitate prized competitions and programs for city challenges, to match startups, students, researchers, corporates and government	✓		Business as usual budgets
						✓	Subject to business case
4. International connections for startups Continue to help connect local startups with international customers, investors and talent, particularly in Asia.	Introductions to potential international customers and investors More flexibility in allowing Melbourne startups to access international talent in Melbourne	Provide Facilitate Advocate	LaunchVic Government Founders	4.1 Continue to provide connections in major international markets including China and India, including use of our existing CoM office in China	✓	✓	Business as usual budgets
				4.2 Provide and promote curated CoM services for Melbourne startups that are considering international growth, based on CoM's existing small business services	✓	✓	Business as usual budgets
				4.3 Continue to enhance CoM's international support services for high growth sectors, e.g. clean tech, life sciences, smart city		✓	Subject to business case
				4.4 Advocate for easier ways for startups to employ international talent and students		✓	Business as usual budgets

B. PLACES FOR COMMUNITY INNOVATION

Open and accessible places for community innovation.

ACTIONS AND STAGED IMPLEMENTATION PLAN:

ACTION AREA	NEEDS	COM'S ROLE	DELIVERY PARTNERS	IMPLEMENTATION PROCESS	NOW	NEXT	BUSINESS IMPACT
5. Innovation districts network Support a network of world class innovation districts, with high quality public and private realm, leading technology infrastructure and collaborative community programs.	A formal Melbourne startup precinct, or focal point for the community Access to digital infrastructure, e.g. sensors, high speed wifi Programming and events to connect startups with potential talent, investors and support (links to Action Area 2)	Provide Partner Facilitate Advocate	Institutions Education Funding Government Corporates Startup community	**City North District**			
				5.1 Design public realm action plan	✓		Business as usual budgets
				5.2 Partner to deliver public realm activities	✓	✓	Business as usual budgets
						✓	Subject to annual plan and budget
						✓	Subject to business case
				5.3 Advocate for appropriate private realm investments	✓	✓	Business as usual budgets
				5.4 Connect local community members via public programming, events, challenges, research and course work, e.g. Melbourne Knowledge Week, Melbourne Conversations	✓	✓	Subject to annual plan and budget
						✓	Subject to business case
				5.5 Partner and advocate to enable access to shared digital infrastructure in the Districts, e.g. sensors, high speed wifi, open data	✓	✓	Subject to business case
				5.6 Advocate for an appropriate regulatory environment that encourages public innovation and experimentation, data and knowledge sharing in the Districts	✓	✓	Subject to annual plan and budget
				Other districts			
				5.7 Partner to identify and invest in future innovation districts across the municipality		✓	Subject to business case

ACTION AREA	PARTNER	COM'S ROLE	DELIVERY PARTNERS	IMPLEMENTATION PROCESS	NOW	NEXT	BUSINESS IMPACT
6. Community Innovation Labs Expand the existing 'maker hubs' in City of Melbourne libraries with new equipment, technology and training that is accessible to all Melburnians.	Open access for all Melburnians to join and actively participate in the startup community	Provide Partner Facilitate	Institutions Education Startup community	6.1 Identify and review options to upgrade existing library maker spaces, infrastructure and programming	✓	✓	Business as usual budgets Subject to annual plan and budget
				6.2 Partner to enhance the existing library workshop series to include new technologies, e.g. sensor-building	✓	✓	Business as usual budgets
				6.3 Undertake selective investments in upgrading library maker spaces	✓	✓	Subject to annual plan and budget
				6.4 Connect the Labs programs with other CoM startup services, e.g. Innovation Competitions, Public Programs	✓		Business as usual budgets
7. Affordable spaces Support greater access to affordable and new forms of meeting and working spaces, labs, shop fronts and open spaces for startups, including Council-owned and private sector spaces (e.g. Town Hall meeting rooms, District Hall)	Lower cost of doing business	Provide Partner Facilitate Advocate	Startup community Institutions Education Other partners	7.1 Identify priority sectors and community groups	✓		Business as usual budgets
				7.2 Define support options based on existing CoM and partner programs, (e.g. Creative Spaces, Town Hall meeting rooms, private sector spaces) and potential new programs (e.g. Fab Labs, District Hall)	✓	✓	Business as usual budgets Subject to annual plan and budget
				7.3 Design a staged implementation approach with ongoing feedback and reviews		✓	Subject to annual plan and budget
				7.4 Provide, partner, facilitate and/or advocate to deliver new, affordable spaces across Melbourne		✓	Subject to business case

C. INCLUSIVE & COLLABORATIVE CULTURE

Programs that support our startup community's unique collaborative culture.

ACTIONS AND STAGED IMPLEMENTATION PLAN:

ACTION AREA	NEEDS	COM'S ROLE	DELIVERY PARTNERS	IMPLEMENTATION PROCESS	NOW	NEXT	BUSINESS IMPACT
8. Showcase Melbourne Build the reputation of Melbourne as a great city for startups by identifying and promoting Melbourne's startup success stories.	Startup brand for Melbourne, to help attract founders, talent and investment	Provide Partner Facilitate Advocate	Startup community Government Education Institutions LaunchVic	8.1 Provide and advocate for ongoing marketing and promotion of Melbourne as a great place to start a business, via media, public dialogue and events	✓	✓	Business as usual budgets Subject to annual plan and budget
				8.2 Facilitate the collection and curation of stories and content (photographs, video, data) that showcase the character, diversity, talent, key assets and successes of Melbourne's startup community	✓	✓	Business as usual budgets Subject to annual plan and budget
				8.3 Make content openly available as a community asset via a digital platform	✓		Business as usual budgets
9. Community Programs Provide skills-building programs that support our local startup community's values, e.g. Diversity and inclusion, accessibility.	A shared startup community vision to rally around and promote Greater support for under-represented groups, e.g. aboriginals, women, mature workers, youth, long term unemployed, refugees	Provide Partner Facilitate	Startup community LaunchVic Government Education Institutions	9.1 Embed community values in CoM startup training, public programming, governance activities as appropriate. e g. Diversity Training program that reinforces community values, acknowledging traditional owners, recognising bias	✓		Business as usual budgets
				9.2 Provide and advocate for opportunities for members of under-represented groups to gain new skills via CoM and partner public programs, e.g. professional development activities such as public speaking	✓	✓	Business as usual budgets

ACTION AREA	NEEDS	COM'S ROLE	DELIVERY PARTNERS	IMPLEMENTATION PROCESS	NOW	NEXT	BUSINESS IMPACT
				9.3 Provide and advocate for increased accessibility of CoM and partners' public events eg. digital livestreaming and social media	✓		Business as usual budgets
10. Startup feedback channels Connect with respected startup community members to provide ongoing feedback on the effectiveness of the City of Melbourne's startup actions and the community's evolving needs.	Insights in to the evolving needs of Melbourne's startup community and feedback on CoM's impact	Partner Facilitate	Startup community	10.1 Determine selection criteria for representatives of the startup community to participate in regular meetings, mentoring and events, and delivery of key projects	✓		Business as usual budgets
				10.2 Meet representatives from the startup community on a quarterly basis to collect feedback and inform the delivery of the Startup Action Plan		✓	Business as usual budgets
				10.3 Equip startup community representatives to promote Melbourne as a great city for startups, as well as CoM's role		✓	Business as usual budgets

D. ADAPTIVE GOVERNANCE

Access to key data, resources and business opportunities for local startups.

ACTIONS AND STAGED IMPLEMENTATION PLAN:

ACTION AREA	NEEDS	COM'S ROLE	DELIVERY PARTNERS	IMPLEMENTATION PROCESS	NOW	NEXT	BUSINESS IMPACT
11. Startup community information Help startup community members access key resources (e.g. Data, community events and resources) via an open and accessible digital platform.	Access to a universal set of indicators to assess the performance of the Melbourne startup community One reliable, centralised online platform containing information on Melbourne's startup community participants, events and resources	Provide Partner Facilitate Advocate	LaunchVic Institutions Education Funding Government Corporates Startup community	11.1 Facilitate the development of comprehensive baseline data for the Melbourne startup community, including quantitative and qualitative indicators	✓	✓ ✓	Business as usual budgets Subject to annual plan and budget
				11.2 Review CoM's Census of Land Use and Employment (CLUE) to identify opportunities to integrate startup data collection into the program	✓		Business as usual budgets
				11.3 Advocate for structured and transparent, annual reporting of Melbourne startup indicators	✓	✓	Business as usual budgets
				11.4 Advocate for shared data and a common platform		✓	Subject to annual plan and budget
				11.5 Provide event and resource information for the platform		✓	Subject to annual plan and budget
12. City of Melbourne procurement Make it easier for City of Melbourne to appropriately engage startups as suppliers via procurement innovation to cut down on red tape, and advocate for other organisations to do the same.	Less red tape, and more startups doing business with CoM	Provide Facilitate Advocate	Government Startup community	12.1 Continue to advocate for Melbourne startups to join the Federal Government's Digital Marketplace	✓	✓	Business as usual budgets Subject to annual plan and budget
				12.2 Lead a review of CoM procurement practices and provide a targeted, simplified process for startup procurement		✓	Subject to annual plan and budget

ACTION AREA	PARTNER	COM'S ROLE	DELIVERY PARTNERS	IMPLEMENTATION PROCESS	NOW	NEXT	BUSINESS IMPACT
				12.3 Advocate for other organisations, including government, universities and the private sector, to cut procurement red tape for startups		✔	Subject to annual plan and budget

PERFORMANCE EVALUATION AND MONITORING

Image 24. Miranda Unnerstall (Best Friends Forever). Gravity Coworking Melbourne, Full details can be found in Appendix IV - Photo References

The evaluation and monitoring of the performance of this plan will need to take into account the following factors:

- The first step will be to create an initial performance baseline for Melbourne's startup community. This is one of the key needs that have been identified in the development of this action plan, as articulated in Action 11 – Startup community information.
- The City of Melbourne has already committed to a range of measurable outcomes in the recent Council Plan 2017-21, some of which overlap with the target outcomes for this Startup Action Plan 2017-21, as indicated below
- The City of Melbourne is just one of many stakeholders that will be influencing the performance of Melbourne's startup community over the next four years and beyond, and it must be noted that the City of Melbourne will not have full control over some outcomes.

Action 11 – Startup community platform

Facilitate the development of comprehensive baseline data for the Melbourne startup community, including quantitative and qualitative indicators (underlined indicators overlap with the City of Melbourne Council Plan 2017-21). This may include a combination of:

Quantitative

- Total number of startups in the municipality (CLUE)
- Number of coworking spaces
- Venture capital investment
- Melbourne's startup brand strength
- The average number of dataset views on the City of Melbourne's open data platform each month.
- The total number of datasets available on the City of Melbourne's open data platform - CoM owned and owned by other organisations
- The number of small businesses and startups supported through CoM grants
- The number of coworking and incubator spaces for creative industry practitioners provided by the CoM.

Qualitative

- Insights in to why startups succeed and fail in Melbourne
- Participation by minority groups
- Feedback from startups on the value of the City of Melbourne's support

Please Note: Data sets that are specific to the City of Melbourne municipality will be sought, where possible, to measure the performance outcomes of this plan. Where this data is unavailable, Greater Melbourne data may be used as a proxy.

In addition, the success of this plan will be demonstrated by an ecosystem that:

- Encourages and supports the creation of innovative and globally successful businesses to start, grow and go global in Melbourne
- Proudly celebrates and shares knowledge and success stories
- Harnesses emerging technology and prepares people with the appropriate mindset, skills and tools to adapt and thrive in a rapidly changing world of work
- Supports a high quality of life for entrepreneurs including physical and mental wellbeing, affordable housing and cost effective office space
- Demonstrates connectivity and collaboration across sectors, institutions and the world
- Develops, attracts and retains top talent with a highly engaged university and learning sector aligned with community needs
- Cares about solving problems that matter, and rewards collaboration, reciprocity and civic engagement
- Is open and supportive, committed to ensuring diversity and inclusion, and welcoming to all.

Image 25. Alex Lynch (Daily Care), Andrew Yap (Medtasker). Melbourne Health Accelerator, Royal Melbourne Hospital, Full details can be found in Appendix IV - Photo References

APPENDICES

Image 26. Simon Wilkins (Carlton Connect Initiative), Maxine Lee (Melbourne Accelerator Program). Melbourne Accelerator Program, Full details can be found in Appendix IV - Photo References

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APPENDIX II - GLOSSARY OF TERMS

Community Co-Creation: is a management initiative, or form of economic strategy, that brings different parties together (for instance, a company and a group of customers), in order to jointly produce a mutually valued outcome.

https://en.wikipedia.org/wiki/Co-creation

Human Centred Design: is a design and management framework that develops solutions to problems by involving the human perspective in all steps of the problem-solving process.

https://en.wikipedia.org/wiki/Human-centered_design

Innovation Challenge: An innovation competition is a method or process of the industrial process, product or business development. It is a form of social engineering, which focuses to the creation and elaboration of the best and sustainable ideas, coming from the best innovators.

https://en.wikipedia.org/wiki/Innovation_competition

Innovation District: Innovation districts constitute the ultimate mash up of entrepreneurs and educational institutions, startups and schools, mixed-use development and medical innovations, bike-sharing and bankable investments—all connected by transit, powered by clean energy, wired for digital technology, and fuelled by caffeine.

https://www.brookings.edu/essay/rise-of-innovation-districts/

Startup ecosystem: the network of support services and organisations that contribute to the development and success of a founder or startup business. Examples of support services and organisations are: Governments at all levels, coworking spaces, education providers, venture capital investment, media, accelerator programs, incubators, early stage or angel investment, and events.

https://en.wikipedia.org/wiki/Startup_ecosystem

Maker hub: a Maker Hub is a creative space connecting community members, researchers, makers and entrepreneurs from across the city with specialised equipment and a collaborative atmosphere to design, solve problems, experiment and innovate.

https://en.wikipedia.org/wiki/Maker_culture

APPENDIX III – ACKNOWLEDGEMENTS

The City of Melbourne would like to acknowledge and thank the following people who contributed to this plan:

Andrew Chin	Future Assembly/Two Bulls	Sandra Arico	RMIT
Dr Anne Lane	Mindhive	Anna Figueiredo	MassChallenge
Bruce Johnstone	Mindhive	Deborah Chemke	Department of Economic Development, Jobs, Transport, Victorian State Government
Candy Goodison	RMIT	Alan Dee	Innovation in the Wild
Cerasela Tanasescu	RMIT	Jennifer Ziegner	Impact Asia Pacific
Chethan Rangaswamy	Deliveroo	Katie Liddicoat	Melbourne Accelerator Program
Christy Lim	RMIT	Rory McNeice	Carlton Connect Initiative
Danny Hills	Mindhive	Renzo Scacco	RMIT
David Gilbert	RMIT	Justin Bokor	Discover M World
David Noble	Mindhive	Gaby D'Souza	RMIT
Ed Bernacki	Mindhive	Helen Whitehead	RMIT
Josh Lee	RMIT	Adam Murray	Code for Australia
Elissa Gu	Female Founders	Jeanette Cheah	ANZ
Emily Alexandra	Inspire9	Ana Kresina	Redbubble
Graham Wise	Mindhive	Andrew Erskine	Hired
Grant Spork	Mindhive	Atlanta Daniel	LaunchVic
Irantha Rajakaruna	RMIT	David Cox	IE Digital
Jacob Lindsay	Code for Australia	Bridget Dunne	RMIT
Anna Reeves	That Startup show	Glenn Blair	RMIT
Michael Fairbairn	RMIT	Brianne Johstone	RMIT
Mike Ebinum	SEED Digital	Will Dayble	Fitzroy Academy
Christopher Bartlett	SEED Digital	Etienne Zwiebel	Sogilis Australia
Caroline Sanz	The Difference Incubator	Kurt Falkenstein	General Standard
John Riccio	PwC	Glenn Gillan	Various
Jonathon Belotti	RMIT	Frank Fu	Australia-China Association of Scientists and Entrepreneurs
Jonathon Jeffries	Onestack and Muru-d	Julian Waters-Lynch	RMIT
Trevor Townsend	Startupbootcamp IoT and Data	Di Bambra	Wade Institute
Michael Vitale	Wade Institute	Clare Harding	Melbourne Accelerator Program
Joshua Graf	University of Melbourne	Maxine Lee	Melbourne Accelerator Program
Joshua Lee	RMIT	Lisian Teh	Melbourne Accelerator Program
Julian Wise	RMIT	Rachel Bui	Aires
Laura Kayes	RMIT	Emmanuel Goutallier	AirActive
Levi Aron	Deliveroo	Sarah Gundlach	Melbourne Accelerator Program

Mark Mansilla	RMIT
Martin Astbury	Prevyou Victoria
Martin Stewart-Weeks	
Matt Allen	Founder Institute
Matt Low	ARUP
Matthew Race	RMIT
Melina Chan	Inspire9
Nagarajan Venkatachalam	Mindhive
Garry Williams	General Assembly
Rogan	Silicon Beach Melbourne
Rohan Irvine	REA Group
Ren Butler	BlueChilli
Phil Ore	Marketing Entourage
Dylan Smith	Rubix
Brad Churchmichael	Accessable Australia
Chris Camilleri	Accessable Australia
Suzanne Disher	Accessable Australia
Thomas Dittmar	Accessable Australia
Carly Hammond	Impact Investing Australia
Josh Simmons	ResponSight
Alec Sloman	Founder Institute
Alex Gray	NAB - The Village
Cameron Rambert	Freelance Australia
Brendan White	Future Assembly and PwC
Alexandra Lawrence	RMIT
Alicia Darvall	Bcorp
Alix O'Hara	Mindhive
Alvaro Maz	Code for Australia
Stefan Knight	Muru-D
Daniel Mumby	Startup Foundation
Aiman Hamdouna	Hatch Quarter
Grant Downie	Innovacation
Sarah Moran	Girl Geek Academy
Calum Lindsay	Foundation for Young Australians

Xue Qian	Melbourne Accelerator Program
Abena	Compass
Chris Kommatas	AmplifyHealth Pty Ltd
Jenni Dore	AmplifyHealth Pty Ltd
Joe Anthony	TelstraHeatlh
Sally McArthur	Swinburne
Patricio Sepulvada	Melbourne Health
Andrew Yap	Medtasker
Evelyn Hovenga	GECHO
Alex Bean	Clarendon Lawyers
Kunal Kalro	Eugene
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Alex Fearnside	The Goods Shed Tarradale
Bree Trevena	Creative Victoria
Frank Arrigo	Telstra
Kate Eriksson	PwC

APPENDIX III – ACKNOWLEDGMENTS

Natalia Agus	RMIT
Lawrence Cavedon	RMIT
Pierre Proske	Sensory Empire
Richard Ferrers	Mindhive
Sam Kurikawa	GiveGet
Samantha Kong	RMIT
Scott Handsaker	Startup Vic
Sergio Brodsky	SMG
Robert Wickham	Salesforce
Shona Leitch	RMIT
Somano Seems Khumalo	RMIT
James Kyd	Launch Vic
Tanya Brooks-Cooper	Mindhive
Vicki Sterling	Redbubble
Vishaal Kishore	LaunchVic
Taylor Tran	Innovation Melbourne
Sean Qian	Collective Campus
Adam Milgrom	Giant Leap Fund
Kirsteene Phelan	Rome2rio
Hans Cheng	Protoworks
Andrew Smith	Andrew Smith design
Trang Du	Two Square Pegs
Darren Sharp	Social Surplus
Gavin Appel	Onestack
Alicja Cwierz	CoderDojo Melbourne
Mark Balla	Inspire9
Emma Shearman	ACMI-X
Dan Koerner	Sandpit
John Shone	The Goods Shed Tarradale
Kylie Long	Peer Academy
Simon Goodrich	Portable
Kylie Eddy	Lean Filmmaking
Holly Tattersall	Women in Digital
Piers Mussared	Jumpgate VR
Rod Cuthbert	Rome2rio
Rod Glover	LaunchVic
Fleur Studd	Market Lane Coffee
Selim Ahmed	Bourne Digital
Michael Stevens-Jones	IBM startup support
Thomas Anbeek	Startup Victoria/Above All Human
Heico Wesselius	RMIT AMP Accelerator
Hayley Mackay	Facebook
Shelley Laslett	York Butter Factory
Kelly Brough	Ernst & Young
Dave Curtis	Strategic Advisor
Jane Nguyen	Redbubble
Matt Stewart	University of Melbourne
Ben Richardson	Future Assembly and PwC
Rohit Bhargava	Startup Victoria
Pradeep Philip	Launch Vic
Swee Mak	RMIT AMP Accelerator
Jacyl Shaw	Carlton Connect
Andrew Brough	Foundation for Young Australians
Kate Dinon	Abbotsford Convent Accelerator
Josh Lipscombe	Inspire9
Fiona Slocombe	Experience Designer
Tim Wark	Data 61
Dean Delia	Hexoskin
Buzz Palmer	STC Australia
George Hedon	Pause Fest
Rosie Thomas	Project Rockit
Mitch Finlayson	MyGolgi
Andrew Hyde	Startup Weekend
Mark Buzza	Movember
Didier Elzinga	Culture Amp
Troy Westley	CareMonkey
Daniel Jarrett	Car Cloud
Kym Huynh	We Teach Me

and many more...

APPENDIX IV – PHOTO REFERENCES

Most of the photos in this plan come from the Melbourne Startup Photo Library, a collaboration between the City of Melbourne, and That Startup Show to showcase the talent and diversity of the Melbourne startup community. The photos feature some of Melbournes established and emerging entreprenurs, and members of the startup community, and were shot in several of the hot spots for conducting business. These images are available for use via a Creative Commons License (Non-commercial, Non-derivative, Atribution required), and the full gallery can be found at: melbourne.vic.gov.au

Front cover image. Phil Ore (Marketing Entourage) Uppma Virdi (Chai Walli), Christina Canters (The C Method). Hub Southern Cross.

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Image 3. James Martelletti (Hava), Melina Chan (Kinyei Cafe and Soksabike Tours). Patricia Coffee Brewers.

Image 4. Abigail Forsyth, KeepCup.

Image 5. Didier Elzinga, (Culture Amp).

Image 6. Michelle Mannering and James Murphy (Bajaboards). The Bajaboard Workshop.

Image 7. Melbourne Knowledge Week 2017, Melbourne Knowledge Week Festival Hub, State Library.

Image 8. Joseph Ang (RMIT Student/Game Developer), Arun Ezekiel (RMIT Student/Game Developer), Kate Ficai (ACMI X). ACMI X.

Image 9. April Staines, Lisy Kane, Sarah Moran, Amanda Watts. Girl Geek Academy.

Image 10. Fleur Studd, Jason Scheltus. Market Lane Coffee.

Image 11. Georgia Beattie and Mei Chan (Startup Victoria). Gravity Coworking Melbourne.

Image 12. Lewis White (Aptus Personnel), Mei Chan (Startup Victoria), Jose Maturana (Best Friends Forever), Miranda Unnerstall (Best Friends Forever). Gravity Coworking Melbourne.

Image 13. Daz Chandler (That Startup Show), Birrarung Marr.

Image 14. Melbourne Knowledge Week 2017. Melbourne Knowledge Week Festival Hub, State Library,
Full details can be found in Appendix IV - Photo References

Image 15. Andrew Yap (Medtasker). Melbourne Health Accelerator, Royal Melbourne Hospital.

Image 16. Thomas Pham (Shoji), Bonnie Borland (The One Social), Ian Willett (Aptus Personnel). Gravity Coworking Melbourne.

Image 17. Dan Ilic, Dominique Spanos, Sally Gatenby, Andy Matthews, Anna Reeves, Ahmed Salama. That Startup Show.

Image 18. MyGolgi – wearable device.

Image 19. Ruqi Nazeer and Omer Nazeer (Cabaro). Melbourne Accelerator Program.

Image 20. Athula Bogoda (Silicon Beach Melbourne). Degraves Street, Melbourne.

Image 21. Gravity Coworking Melbourne.

Image 22. Jack Welsh (Mit Wed) and Dr Cher Coad. ACMI X.

Image 23. Charles "Charlie" Schwartz (Startup Victoria). Gravity Coworking Melbourne.

Image 24. Miranda Unnerstall (Best Friends Forever). Gravity Coworking Melbourne.

Image 25. Alex Lynch (Daily Care), Andrew Yap (Medtasker). Melbourne Health Accelerator, Royal Melbourne Hospital.

Image 26. Simon Wilkins (Carlton Connect Initiative), Maxine Lee (Melbourne Accelerator Program). Melbourne Accelerator Program.

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