

MMHN Opportunity No. 1

MARITIME EXPERIENCE CENTRE (MEC)

Background to the MEC Concept

Unique amongst the large cities of Australia and all comparable coastal cities across the developed world, the City of Melbourne does not acknowledge its rich maritime heritage, nor its status as a major global port city. The Port of Melbourne, the basis for the economic prosperity of this city and this state, literally shifted, not only out of the CBD but out of the public mind. The consequence is significant cultural and social loss and squandered heritage assets.

The Problem

Across the globe, cities optimise the value of their maritime heritage, their major economic strength, and their future ambitions. Melbourne has NOT strategically nor sufficiently promoted its maritime success ‘story’. Melbourne’s attributes:

- The largest container and general cargo port in the nation
- Recognised as a home base for specialised shipping
- More navigable waterways than Sydney
- The site of 150 years of world-renown maritime heritage infrastructure
- Renowned for maritime industry sector innovation (e.g. shipping, logistics, aquaculture, blue water extractive industries and exploration)
- Enabling almost 200 years of prosperity in Melbourne and regional Victoria
- Facilitating global acclaim for liveability, intellectual clout, sport and food awareness, and culture.

Yet there is minimal acknowledgement that Melbourne’s status and economic strength should be attributed to maritime endeavour and capability. We continue to ignore this at our peril.

MMHN advocates to the State Government and relevant stakeholders (see Appendix B) to ‘showcase’ Melbourne’s maritime credentials – the strength and importance of maritime industry – past, present and future. As stakeholders succinctly observe: *Melbourne is the only*

maritime city in the developed world without a maritime museum (National Trust, Polly Woodside Volunteers, 21 August 2018).

Despite Melbourne's comparative wealth and culture, the State has not ambitiously invested in any internationally acclaimed construction in recent decades. Melbourne has thus far, in effect, turned its back on its waterfront and its maritime heritage. It is a major port city yet it has an undeveloped waterfront. It has heritage-listed maritime infrastructure assets, it has a rich maritime heritage. Australia obviously has the architectural expertise to create an iconic structure and Melbourne certainly has the need for an inspirational project.

Examples of iconic architectural responses to significant waterfront locations across the world and across the centuries are plentiful (see Appendix C). Not since the construction of Federation Square has Victoria invested in architecture capable of capturing the public imagination. An inspirational project on this undervalued yet iconic maritime site, focusing on maritime heritage and maritime industry, is an opportunity whose *time has come*.

The Solution: Maritime Experience Centre

The State Government has the opportunity to acknowledge and consolidate Melbourne's reputation as the key maritime city in the south of this island nation, in collaboration with relevant stakeholder partners, by investing in an iconic Maritime Experience Centre.

The Maritime Experience Centre will enable Melbourne and Victoria to showcase its rich maritime heritage, reflect the current strength of Victoria's maritime industry sector, as well as the marine-based science and innovative technologies which are shaping our future.

Rationale

Creating a Maritime Experience Centre will deliver multidimensional and multi-layered public benefit:

- **Cultural benefit:** celebrating maritime heritage, maritime industry, marine science, plus opportunities for public and private sector engagement.
- **Educational benefit:** 'instructive amusement' using creative technologies – heritage, innovation, information, experiential learning, careers.
- **Economic benefit:** tourism (local, interstate, and international), Docklands Precinct Activation and opportunities for maritime industry engagement.
- **Social benefit:** a post pandemic, iconic inspirational project showcasing Docklands Precinct, architectural and technological expertise, and the multifaceted maritime industry sector. The 2021 Infrastructure Australia Plan included, for the first time, cultural infrastructure. Quoting ANA, this represents "recognition of the significant value Australians place on access to arts and cultural experiences and the need to ensure all Australians can benefit from them, no matter where they live."
- **Reputational benefit:** the architectural design potential of the proposed Maritime Experience Centre presents an opportunity for Melbourne to not only generate excitement in such an iconic project by showcasing Melbourne strength in architecture and design, but also by tapping into the abundant local expertise in

creative technologies. It is an opportunity to deliver extrinsic and intrinsic public benefit – visual excitement as well as intellectual stimulation.

Civic Pride

Melbourne needs a symbolic infrastructure project investment, a structure to announce a return to optimism. The State Government should grasp the opportunity to rekindle the civic pride from when Melbourne was known as *Marvellous Melbourne* and later, *Modern Melbourne*, by creating a modern cutting-edge ‘marvel’ beyond roads, tunnels, and overpasses. The Maritime Experience Centre comes as an inspirational endeavour to counter what has been a tumultuous and challenging period in our history.

Research is clear and is supported by the Australian Government’s 2021 Infrastructure Plan. Quoting the ANA in relation to public recovery and benefit post-COVID: “We know from our research with both middle Australians and young middle Australians that they believe arts and cultural experiences build communities and can help both individuals and communities recover from trauma like the COVID-19 pandemic.”

Inspiration can be drawn as to the effectiveness of such symbols. Cities comparable to Melbourne have celebrated, invested in, and promoted their maritime legacy by commissioning iconic infrastructure. The list is impressive – Tianjin, Belfast, Singapore, San Francisco, Genoa, Auckland, Kobe, Seattle to name a few. Ironically, Melbourne’s sister city Tianjin commissioned Australian talent, Cox Architects, to design its Maritime Centre (see Appendix C: Examples of Maritime Centres) Titanic, Belfast Tianjin, China Busselton, WA.

Location Options

There are several possible waterfront locations for consideration for the Maritime Experience Centre. However, whatever the waterfront location selected, a key consideration should be to extract optimal ‘heritage value’ and to reflect the inherent social and cultural value of Melbourne’s maritime heritage past, present and future.

Key maritime infrastructure assets remaining in the Docklands include Victoria Harbour, Central Pier and Collins Wharf. Victoria Harbour is a remarkably intact example of one of only two large excavated harbours in the world. Victoria Harbour and Central Pier heritage assets were technically advanced civil engineering projects at the time they were constructed; they were complex and complementary structures built to enable the great volume of maritime trade which generated prosperity for Melbourne and the hinterland. The ‘untold story’ underpinning these maritime structures – conception, design and construction – reveals that they deserve recognition, respect, preservation and celebration with the establishment of the Maritime Experience Centre.

Docklands Location – Around Victoria Harbour

Development Victoria Docklands Project 2009–2025 describing the various precincts nominated Victoria Harbour as “the main civic focus for visitors and locals to Docklands and

a major waterfront destination of regional importance. It provides a unique opportunity to create a public-focused place outside of the developer led initiatives.”

See: <https://www.development.vic.gov.au/projects/docklands?page=overview>

- **Heritage value**

It is important to note that Victoria Harbour is itself a heritage site.

See MMHN Opportunity 3: Victoria Harbour – recognition and activation of an undeveloped public asset. <https://mmhn.org.au/>

Victoria Harbour (formerly Victoria Port) is world-renowned as a nineteenth century civil engineering ‘marvel’ and largely hand excavated. Yet its remarkable genesis and evolution story is largely unknown. The plethora of responsible authorities has persistently, probably inadvertently, impeded optimum commercial activation. Its potential lies dormant. Its wharves and related rail infrastructure which enabled Victoria’s prosperity are in decline: neglected, degraded and in poor condition.

- **Activation value**

The Docklands location would address the widely acknowledged chronic serious absence of a permanent ‘attraction’ institution to draw the public to this Precinct. The Docklands Precinct



teeters on the edge of the CBD. Despite considerable strategic effort and decades of lacklustre development, the public has not embraced Docklands. The impact of the pandemic has exacerbated the sense of emptiness, with resident numbers in decline and empty office towers. Day workers and residents are unlikely to ever generate adequate precinct vitality. The wider public needs a reason to come to the Docklands Precinct regularly – and a reason to linger. The proposed Maritime Experience Centre will give them reason to do so. A permanent, quality attractor of this calibre and scope will certainly draw the young and the not so young. Currently, such experiences are missing in the Docklands Precinct. Covid-19 constraints have exacerbated this pre-existing problem.

The entire Docklands Precinct is languishing, in dire need of a destination to trigger visitation. A Maritime Experience Centre is not only an historically appropriate re-purposing of maritime heritage infrastructure in Docklands but, importantly, it is a concept which will generate permanent visitation – an actual destination in Docklands where there is currently little to stimulate or sustain public interest (note, for example the economic benefit flowing from MONA in Hobart (see also Appendix C international examples).

Option 1: Central Pier – Harbour Esplanade

In 2021, the State Government recognised the activation opportunities flowing from redevelopment of Central Pier by investing \$3 million, for the Docklands responsible authority, Development Victoria, to undertake consultations. This redevelopment opportunity will enable Melbourne to capitalise on the value of its waterways and maritime heritage infrastructure and, at the same time, to revitalise Docklands Precinct post-COVID.

• Heritage significance

The current state of dilapidation and abandonment distorts the true value of Central Pier, specifically the key role it has played in the economic evolution of Melbourne. It is a compelling story and one that should be told. It is the only existing wooden pier structure of its kind in Australia. With the advent of containerisation, the working port of Melbourne at Victoria Harbour and Central Pier moved to the west. Nevertheless, the heritage infrastructure that remains renders this a unique maritime heritage site in a unique geographical aquatic amphitheatre – with Central Pier at the heart.

This redevelopment opportunity will be a catalyst enabling Melbourne to capitalise on the value of its waterways and maritime heritage infrastructure and, at the same time, to revitalise the Docklands precinct, post Covid-19. As a heritage listed public asset, Central Pier is an ideal site on which to locate the Maritime Experience Centre.

• Visibility

Central pier inevitably draws the eye from all around Victoria Harbour. Its prominent position calls for an imaginative architectural response to optimise the value of the unique site. Iconic architecture has the capacity to inspire – especially on a highly visually prominent site as Central Pier which also, so eloquently and prominently, serves to reflect Melbourne’s prosperous past flowing from maritime trade, industry and innovation. What is required is repurposing, of all or part of, this heritage-listed maritime infrastructure by establishing an iconic maritime focused structure. This will transform a sad and degraded pier into an exciting iconic building with public spaces. An arresting structure specifically designed to bring economic, social, psychological, educational and entertainment benefits to Melbourne. Maritime endeavour has been and still is, the foundation of Melbourne’s economic prosperity.

Option 2: Collins Wharf – South Side of Victoria Harbour

• Developer contribution

Large-scale developments in the City of Melbourne are obliged to make public benefit contributions. This opens up a suitable site opportunity at the southern arm of Victoria Harbour along Collins Wharf. Lendlease had ministerial approval to commence work on residential towers along Collins Wharf in 2019, but have a permitted two year delay due to COVID. Lendlease view a ‘maritime heritage presence’ as good for the promotion of this residential development. Consequently, Lendlease is open to discussing options. The community benefit component of any such large-scale development can be applied in a range

of ways—even a Maritime Experience Centre. In response to discussions with MMHN in 2019, Lendlease prepared exploratory concept designs for a Maritime Museum along Collins Wharf facing Victoria Harbour in place of the gym and boat workshop originally planned.

Update May 2024: Lendlease state they are proceeding with plans dated 2017. Management has changed and Lendlease have withdrawn from discussions with MMHN about an MEC.

- **Heritage Commitment**

Update May 2024: Lendlease is open to incorporating the historic Shipping Control Tower into their plan although the site is owned by Development Victoria who are commencing stabilization works on the degenerating Shipping Control Tower.

Lendlease have already demonstrated a capacity to design and construct excellent community infrastructure nearby in Docklands (Library at the Dock and the Community Hub). MMHN is aware that plans to restore the Shipping Control Tower on the tip of Collins Wharf are problematic (asbestos and concrete cancer). This significant tower, initially known as Shipping Control Tower, was designed by C.J. Smith and completed in 1966. It is ruined internally but externally it remains intact, although non-compliant. Development Victoria is required to both restore and make the tower accessible. Lendlease continues to support the Heritage Fleet on the wharf.

Lendlease has also committed to retain other maritime infrastructure, such as the redundant rail lines extending along Collins Wharf which facilitated the delivery of cargo from the dock to the rail yards. Lendlease has already restored the Australian Wharf closer to the CBD on the Yarra and installed informational signage on its heritage significance.

- **Accessible activation**

Collins Wharf is readily accessible by public transport and adjacent to the Ferry Terminal. MMHN’s proposed *Birrarung to the Blue Lake Trail* will incorporate a ‘spur’ pedestrian and cycle trail along Collins Wharf to the proposed park at the tip of the wharf.

See MMHN Opportunity 2: <https://mmhn.org.au/maritime-melbourne/>

Option 3: Fisherman’s Bend

The State Government plans to redevelop several of the brown field sites at Fishermen’s Bend in collaboration with institutions, including Melbourne University and RMIT, focussing on engineering. Although such spaces and collaborations may, to an extent, be appropriate for a Maritime Experience Centre, waterways and public transport access may prove to be problematic. The relationship with the maritime industry is tenuous.

The Maritime Experience Centre Concept

By way of clarification: the Maritime Experience Centre will NOT be a Maritime Museum, it will NOT include floating vessels and it will feature minimal conventional exhibits. The Melbourne Maritime Experience Centre will offer a clear point of differentiation from ALL existing maritime museums in Australia.

In broad terms, the Maritime Experience Centre will:

- Comprehensively reflect our multi-layered maritime heritage, incorporating Indigenous, and 19th and 20th century industries.
- Point to the maritime industries of the future – innovation, environment, extraction, sustainability, etc.
- Deliver an architectural icon to the Docklands precinct and, at the same time, enhance Melbourne's brand as a major port city, valuing culture and innovation.
- Deliver high-tech, futurist, stimulating and educational experiences to the public realm, both above and below (virtually) the water. This could include visibly accessible and engaging 'Living Labs' and workshops designed to showcase and inform on all relevant activities, including relevant specialist or 'lost' heritage skills.
- Constitute a new public sector asset and an architectural icon, incorporating spaces for exhibitions, lectures, projections, workshops and events involving cutting edge technological delivery modes.
- Catalyse optimal collaboration between relevant State agencies and authorities, (see Appendix B, Listing potential collaboration/support).

Experiential Learning Concept – Engagement Focus and Programming

Engagement Focus

The Maritime Experience Centre focus will be on using creative technologies to attract, engage and educate the public, incite curiosity, and at the same time activate the Docklands Precinct. The programming and mode of delivery will reflect and comprehensively inform the wider community on diverse aspects of maritime heritage and marine industry – past present and future.

- Provide education, information instructive amusement and entertainment – on, above and below the pier, or parts thereof.
- Focus on the multifaceted maritime industry sector; commerce and trade, specialist shipping, marine research, energy generation (wind and wave), offshore extractive industries, stevedoring, logistics, ports management, innovation, new propulsion, aquaculture, marine archaeology, oceanography, marine environmental sustainability, shipping company and people stories. All maritime matters above and below the waterline.
- Facilitate public engagement with marine research, wrecks/archaeology, propulsion, wind and wave energy generation, logistics, bio/environmental science, aquaculture – harvesting and extraction, Australian Antarctic Division, Australia's vast Exclusive

Economic Zone (EEZ) in the waters of the Southern and Indian Oceans and Antarctica. The emphasis will be on public access to knowledge transfer and engagement.

- Recognising that the wider public rarely sees fascinating work being undertaken by professionals within the public sector, the Maritime Experience Centre will enable a range of government authorities and agencies to showcase the relevant and cutting edge work they do, including, but not confined to Heritage Victoria, PROV, Fisheries, Melbourne Water, Parks Victoria, Environment Victoria, AMSA, CSIRO, safety, various universities – a plethora of data collection and monitoring.

Programming Content and Delivery Modes

The range of available experiential learning tools or methodologies using creative technologies is immense: e.g. virtual and augmented reality, simulations and experiences above and below the water, internal and external projections. Experiential can be divided into two categories: virtual and actual.

Examples of Virtual Experiential Engagement:

- Victoria’s coastal marine environment (e.g. research into sustainable aquaculture, climate, tides, coastal geography, etc).
- Victoria’s fishing industry and recreational boating industries.
- Victoria’s new offshore maritime energy extractive industries – wave and wind, aquaculture, kelp farming etc.
- Australia’s vast Exclusive Economic Zone (EEZ) in the waters and landmass of Antarctica the Southern Ocean.
- Presenting Melbourne’s comprehensive maritime heritage story from Indigenous times and the ‘Blue Swamp’ to the straightening of the Yarra and Coode Canal, the creation of Victoria Harbour, the advent of containerisation and refrigeration, and urban renewal in Docklands Precinct.
- Exploring the history of maritime trade – trade is the continuous thread in the evolution of Melbourne and regional Victoria.
- Interpreting human relationships with waterways, coastal, riverine and ocean for over 60,000 years – both bountiful and yet perilous. Diverse geographic and social relationships, seafarer livelihoods, conservationists, nefarious activities like smuggling and warfare, etc.
- Showcasing maritime research and innovation – past, present and future.
- Envisioning Melbourne’s physical or geographic future in relation to waterways in the next 50 years (e.g. sea level, climate change).
- Presenting seafarers storytelling – faces, voices, sounds interspersed with images relevant to their stories.
- Presenting maritime soundscapes – the sea, the wind in sails, keening of many masts.
- Using the external surfaces of the Centre as giant screens to project maritime images.

Examples of Experiential Engagement

- Casual or programmed public exposure to and engagement with marine-focused ‘Living Labs’, citizens science investigations.
- Casual or programmed public exposure to skills in action, made visible behind glass-walled workshops for observing real time restoration, preservation and maintenance

of artefacts (vessel, dockside cranes, buoys, etc.); not only to engage the public but also provide a potential source of income (e.g. to assist Seaworks, heritage fleet) and; provide training on lost skills through collaboration with heritage fleet; professional work on restoration and preservation.

- Curating Pop-Up spaces for temporary maritime and marine exhibitions to promote regional Maritime Museums of Victoria exposure and interpretation training.
- Showcasing Victorian seafood – conventional and new foods – in the café and restaurant located at the Centre.
- A range of theatres or presentation suites for lectures, zooming or mini-conferencing.

Architectural Design

Exciting design and stimulating programming will draw new visitation from interstate and international tourism and will attract repeat domestic visits to the Docklands Precinct. This traffic to the Docklands Precinct will stimulate existing established businesses in Docklands Precinct. Even during the construction phase the project should excite interest through innovative engagement activities.

Broad-based Support for Maritime Experience Centre

Since its establishment, MMHN has reflected the sentiments of members and other stakeholders. The MMHN's primary advocacy 'opportunity' has been, and remains, the establishment of a Maritime Experience Centre at Docklands. We have consistently encountered:

- Dismay that such a Maritime Centre does not exist in Victoria's State Capital – a major maritime port city in the south of a vast Island nation and;
- Overwhelming enthusiasm for such an initiative.

Consequently, MMHN can confidently anticipate endorsement and support from many relevant organisations. It is important to note that since its establishment, MMHN already has forged productive relationships with diverse stakeholder groups and is confident that this will evolve into collaborative partnerships as the proposal progresses (see Appendix B – relevant organisations).

It is also important to acknowledge that the self-evident merit in this proposal for a Maritime Experience Centre has been recognised and consistently endorsed for a decade by the community and industry, as well as government (local and state). Appendix A lists relevant policy and planning documents, including:

The Australian Government's 2021 Infrastructure Plan follows the 2016 Plan and is intended to support our national recovery from the COVID-19 pandemic and other events that have impacted Australia in recent years such as the bushfires, floods and drought.

Summary – Public Benefit

The Maritime Experience Centre proposed by MMHN in Docklands will:

- Ensure that optimum public benefit will flow from currently ‘dormant’ maritime assets, including but obviously not limited to those in Victoria Harbour looking to celebrate the past, the present and the future of matters maritime.
- Showcase and celebrate Melbourne’s rich maritime heritage.
- Build reputation and recognition that Melbourne is Australia’s largest southern port city.
- Showcase and celebrate Victoria’s marine environment.
- Showcase Victoria’s marine science and research endeavours.
- Look to the future and interpret transformational change in all matters maritime – environmental, social and industry sectors.
- Activate the languishing Docklands Precinct by giving the public a reason to visit.



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Appendix A

Relevant policy & planning documents (indicative only)

- **2021:** Australian Infrastructure Plan.
- **2019–2020:** The City of Melbourne Annual Plan proposed and has since funded a *Greenline* Trail along the North bank of the Yarra from Birrarung Marr to Docklands.
- **2019–2020:** City of Melbourne Annual Plan Initiative includes adopting a leadership and advocacy role with key stakeholders with the objective of securing a collaborative co-funding partnership agreement to deliver maritime legacy outcomes in the municipality, including interpretative heritage signage and a maritime museum.
- **2019–2020:** City of Melbourne Annual Plan advocates to Development Victoria to ensure that Melbourne’s Maritime heritage is considered as part of the development of Harbour Esplanade and Victoria Harbour.
- **2018–2019:** City of Melbourne 2018–2019 Annual Plan item: *Partner with Development Victoria and the AFL to develop a Stadium Precinct Master Plan to deliver exemplary connected public spaces in Harbour Esplanade, Bourke and La Trobe Streets, integrated with the future direction of Etihad Stadium, Southern Cross Station and Central Pier.*

- **October 2018:** The Victorian State Government *Fisherman's Bend Final Framework and Planning Controls*.
- **2017:** City of Melbourne *Ministerial Planning Referral: TPM-2017-7 194-206 Lorimer Street, Docklands*.
- **November 2015:** *The Melbourne Heritage Fleet – Keeping Melbourne's Heritage Maritime Past Alive*.
- **2014** September Parliament of Victoria. Parliamentary Paper No.353. *Heritage Tourism and Ecotourism in Victoria*.
- **2013** Yarra's Edge *Bolte Precinct Development Plan*.
- **2013** Precinct Development Plan Addendum for the *Bolte Precinct West*.
- **2012** State government development authority VicUrban (2012).
- **2012** Victoria Harbour Conservation Management Plan.

See: https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.com-participate.files/8614/1221/3715/Victoria_Harbour_Conservation_Management_Plan_CMP.pdf

- **(INSERT YEAR):** Predecessor of Development Victoria invited *The Sorrento Steam and Bay Steamers Group* to submit Maritime Heritage Proposal.
- **2011:** The Maritime Museums of Victoria (17 groups) and Maritime Heritage Association of Victoria made a submission to the State Government for a *Docklands Maritime Centre*. A detailed design was submitted to complement existing dispersed maritime attractions around the coast.
- **2009–2018:** City of Melbourne Docklands Waterways Strategic Plan.
- **2009:** The City of Melbourne Parks, Property and Waterways Branch Strategic Plan of *Docklands*.
- **2009–2025:** Development Victoria Docklands Project 2009–2025.

See: <https://www.development.vic.gov.au/projects/docklands?page=overview>

MMHN Board, 21 Sept 2021, revised 25 Nov 2022

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Appendix B

Relevant organisations (indicative only)

• Maritime Sector

BIAVIC, Star of the South, Port of Melbourne, MIAL, Port Phillip Sea Pilots Assn., DP World, Patricks, Port Phillip Ferries, Searoad Ferries, OSSA, International Transport Federation, MUA now part of CFMEU, The Institute of Marine Engineering Science and Technology, Durham Association of Master Mariners, Association of Bayside Municipalities, Better Boating Victoria, Fishing Victoria, Victorian Wooden Boat Centre, Sea Scouts, Yacht and Fishing Clubs.

• Historical Organisations

Nautical Association of Australia, Nautical Institute, Navy League, Heritage Fleet, Australian National Maritime Museum, History Council of Victoria, National Trust, Royal Historical Society of Victoria, Maritime Museums of Victoria, ANARE, Merchant Navy, Numerous local coastal history groups, International Council of Maritime Museums.
And, of course, Melbourne Maritime Heritage Network members.

Indigenous Stakeholders: Aboriginal Branch (City of Melbourne), Koori Heritage Trust, Birrarung Council.

Local Stakeholders: City of Melbourne, Docklands Chamber of Commerce, Yarra Traders Group.

Academic Institutions: Monash MU, RMIT, Deakin, VU.

• State Government

Relevant Ministries: Ports, Freight & Fisheries, Planning, Education and Tertiary Education (TAFE), Science, Industry, Economic Development, Tourism, Sport & Major Events, Premier & Cabinet, Treasury, Creative Industries, Jobs Innovation Trade & Small Business, Transport Roads Infrastructure & Public Transport.

Relevant Agencies: Heritage Victoria, MCEC, Melbourne Water, Development Victoria, Parks Victoria, Victorian Coastal Council, Fisherman's Bend Development Board.

• Federal Government

Royal Australian Navy, CSIRO, Royal Society, AMSA, Antarctic Division.

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Appendix C Maritime Centres

There are numerous examples of maritime centres in the UK, USA, Europe, Asia and Australia. Unsurprisingly, many of take advantage of Docklands Precincts and waterside locations.

Worldwide

Docklands Museum, London

Like several other major world cities, London has two maritime museums to celebrate its rich maritime heritage. The London Docklands Museum clearly provides a very useful model for Melbourne, which has the opportunity to create a similar museum as a permanent activation. The museum is part of the Museum of London, jointly funded by the City of London Corporation and the Greater London Authority. It also enjoys strong corporate sponsorship from Sainsbury's.

Royal Museums Precinct at Greenwich, London

This is essentially a 'dispersed collection model' and is an extraordinarily popular tourist destination. Located near the Royal Observatory Greenwich is the iconic historic vessel '*Cutty Sark*', the National Maritime Museum and the Queen's House art gallery. The collection is publicly funded but receives significant philanthropic contributions. Planning is underway for a major new wing, gifted by shipping magnate and philanthropist Sammy Ofer. Royal Museums Precinct is managed through a Trust.

Aberdeen Maritime Museum, Scotland

This Museum reflects recent commercial history in that it is constructed on various levels revolving around a full-scale model of a gas or oilrig. Both government and the corporate sector support the Museum.

See: <http://www.aagm.co.uk/Visit/AberdeenMaritimeMuseum/amm-overview.aspx>

Amsterdam Maritime Museum, the Netherlands

Reflecting Holland's strong maritime tradition, it contains digital as well as conventional collections, including heritage fleet virtual reality experiences.

See: <https://www.hetscheepvaartmuseum.nl/>

Norwegian Maritime Museum, Norway

Located in the capital city of Oslo, this museum is government funded.

See: <https://marmuseum.no/en>

Royal Norwegian Navy Museum, Norway

Located in Horten, this museum is also funded by the government.

See: <https://www.visitnorway.com/listings/marinemuseet-navy-museum/205105/>

Stavanger Maritime Museum, Norway

Located in the regional coastal town of Stavanger, this museum contains boat models and artifacts from the area's maritime history.

See: <https://www.stavangermaritimemuseum.no/>

Lisbon Maritime Museum

Established in 1863 and housed in a monastery with the National Ministry of Archaeology. This museum is dedicated to the memory of the great naval achievements of Portugal, starting from the age of the great geographical discoveries until now.

See: <https://www.portugal.net/en/lisbon/things-to-do-lisbon/maritime-museum/>

Maritime Experiential Museum, Singapore

Reflecting the extent of acknowledgement of the importance of maritime heritage, there are two maritime museums in Singapore. The Maritime Experiential Museum, formerly the Maritime Xperiential Museum, is an interactive exhibit in the Resorts World Sentosa complex.

Singapore Maritime Gallery, Singapore

An education centre showcasing all aspects of maritime engagement using interactive technologies.

See: <https://www.mpa.gov.sg/events-careers/public-outreach/singapore-maritime-gallery>

South Street Seaport Museum, New York, NY USA

Reflecting the extent of acknowledgement of the importance of maritime heritage, there are two maritime museums in New York. The South Street Seaport Museum houses paintings, ship models, scrimshaw and more with vintage ships docked outside.

See: <https://southstreetseaportmuseum.org/>

WaterFront Museum, New York, NY USA

The Museum aims to educate the public about maritime history and expand waterfront access in the metropolitan area.

See: <http://www.waterfrontmuseum.org/>

Penobscot Marine Museum, Searsport, ME USA

Founded in 1936, Penobscot is Maine's oldest maritime museum and is designed to preserve history and educate people regarding Maine and Searsport's rich and unique maritime and shipbuilding past. The Savage Education Centre and the Marine Science Lab provides hands on children's activities and programs, and the outdoor 'Yard-in-the-Yard' allows children and adults to experience the workings of a square-rigger's sails, yards and capstan. Penobscot Marine Museum offers an education site for students, teachers, researchers and other users to learn about maritime history and culture. Some of the features of the site are:

- Eleven education modules including educators' tools and additional resources.
- Searchable collection that includes historic photographs and images of manuscripts, paintings, maps, charts, and objects to support student research projects.

See: <https://penobscotmarinemuseum.org/>

Mystic Seaport Museum, Mystic, CT USA

See: <https://www.mysticseaport.org>